



EXPLORING THE NEXUS OF WORKPLACE SPIRITUALITY: A BIBLIOMETRIC ANALYSIS

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Abstract

Purpose: *The main aim of conducting a bibliometric analysis is to assess the academic literature related to the nexus of Workplace spirituality (WPS) to understand the research area better. This study provides valuable insights into its scope and intellectual structure, as well as identifies present and emerging themes.*

Methodology: *The paper studies 610 articles published in the English language in the Web of Science and Scopus database using bibliometrics analysis, which was conducted using the data. After that, the analysis, and visualization were done using Biblioshiny software of R-studio's Bibliometrix package, journals for the period of 1998-2024, and keywords were scrutinized to check the past trends and prospects.*

Results: *During the analysis, the highest publication was found in 2021. The most influential author is Garg N, and the most influential journal is the Journal of Management, spirituality & religion. The USA and India are the leading countries in terms of publications and citation count. The three main keywords that were found were workplace spirituality, job satisfaction, and spiritual leadership. Islamic workplace spirituality has been found to be an emerging theme.*

Research implications: *The results obtained are helpful for scholars, governments, and various developmental institutions. Scholars can analyze the current status in the area of WPS and gain insights about future trends or gain insights for their research work. Most prolific authors in the field can be helpful for management and various developmental institutions with the help of various innovative HR strategies that would foster the culture of WPS in the organization.*

Novelty: *No such bibliometric analysis has been conducted to study the WPS by using both the database Scopus and Web of Science.*



Keywords: *Bibliometric, Biblioshiny, Performance Analysis, spirituality at workplace, Science Mapping, workplace spirituality*

1. INTRODUCTION

In the Era of digitalization and globalization, the concept of “workplace spirituality” has been given importance in both sectors (public and private) and has a significant impact on the quality and survival of an organization (Setiawan et al., 2024). In recent years, the popularity of the concept of workplace spirituality (WPS) has increased. In a modern organization, day by day increasing popularity, applicability, and importance of spirituality is an inner feeling of employees (Pawar, 2009). It helps to create a good work environment, job satisfaction, increased performance, and well-being of employees in an organization (Aboobaker et al., 2022; Hassan et al., 2022). There are many other related terms to workplace spirituality, such as ‘spiritual organization,’ ‘spirit at work,’ ‘spirituality at work,’ and moral and ethical values at the workplace (Gocen and Ozgan, 2018). In the early 1990s, workplace spirituality began as an exploratory research area, later supported by empirical studies. Initially popular in Western countries, interest spread to Asia post-2000 (Rajni et al., 2022). The concept has gained attraction, with organizations addressing employees' spiritual needs by creating meditation and prayer places and, in the West, employing workplace chaplains or spiritual mentors (Monika, 2022). The term workplace spirituality is defined by Mitroff & Denton (1999) as finding out the purpose of life, creating a strong connection between co-workers, aligning with organizational and individual values, and helping create a good working environment. In other words, Spirituality at work focuses on employees finding a deep sense of purpose and meaning in their jobs, along with a strong feeling of connectedness to their employees (Ashmos & Denton, 2000). Some renowned researchers talk about workplace spirituality and dimensions of a sense of community, alignment with organizational values, and meaningful work (Milliman et al., 2003). Hence, the study of workplace spirituality and various other factors that influence organizations becomes crucial not only at the macroeconomic level but also at the micro-levels, such as in private companies, in any governed states, or even in a family. Not only this, it will always be vital to the academic community due to the dynamic nature of the



management and their ties, even if scholars have studied the concept in great detail relating it to various contexts such as different geographical regions or different organizations such as public or private. But, to the best of the scholar's knowledge, no such study has been conducted that not only analyses the current status of the research in the context of workplace spirituality but also talks about future directions. In such a scenario, a bibliometric analysis might provide fruitful results. There are many advantages of such analysis. It can help academicians know where their work stands, identify knowledge gaps, gain insights on research trends, and get new research ideas with the help of various tools, such as identifying emerging themes and thematic analysis (Donthu et al., 2021). Also, the outcomes of such a study are vital for formulating plans and policies that align with the dynamics of the economic growth of a country/organization. Bibliometric analysis is a modern method of review where the scholar can perform a quantitative analysis of a large number of publications. This can be performed using two types of analysis, i.e., performance analysis, in which we can evaluate the productivity and impact of research and contributions by authors, institutions, and countries in the field, and science mapping, through which the key themes and topics along with the noteworthy trends and research gaps in the field can be identified (Lim & Kumar, 2024).

This study aims to assess the concept of 'workplace spirituality' through bibliometric analysis, highlighting the dynamics of scientific literature through a scientific mapping of existing knowledge. To evaluate the publishing trajectory of this field of study, scholarly articles were retrieved for the years 1998–2024 from the Web of Science and Scopus databases. The selection of the articles for the study used a systematic approach to measure the influence of the papers and journals released in that time frame. The study also utilized some descriptive data to determine which journals, authors, nations, and institutions within the sample are the most prolific. Finally, an analysis was carried out to find linkages and clusters among the terms that authors from the same study corpus used, using Biblioshiny software from R-studio. The review examines the following research questions to outline the relationship's past performance and its current state in the literature. It also identifies potential future directions of the field that will be useful for both academic and scientific research for framing policies for organizations of all kinds.



RQ1. What is the trend in the volume of the WPS research corpus?

RQ2. Which Journals, Authors, affiliations, and Countries are the most influential ones in the field of research?

RQ3. What are the key research areas and emerging themes in the WPS nexus?

RQ4. What is the co-citation network between the Authors?

The practical implications of comprehending workplace spirituality in public and private institutions and policymakers to formulate policies and practices that support organizational growth while lowering organizational issues are of utmost importance and go beyond academic curiosity. Not only this, this study also aims to find future trends and gaps in the research area for the academic community.

The rest of the paper is organized as follows. Section 2 presents a review of the literature; Section 3 describes the methodology used for conducting the bibliometric analysis, which is followed by Section 4, which presents results and discussion, elaborating on the development and recent trends of the investigated research field and detailed content analysis in the sense of cluster analysis and thematic analysis in the field. Finally, section 5 concludes the article.

2. Literature Review:

A thorough review of the literature on research focused on bibliometric analysis or other similar ideas in the area of spirituality was conducted during this procedure. An overview of previous research was conducted before initiating the present study's assessment, which uses bibliometric analysis to design the scientific construct of workplace spirituality. Many scholars have reviewed such studies. A review of the past era found several studies on workplace spirituality in terms of spirit at the workplace, spirituality, and other related forms. For instance, (Rajni et al., 2022) used the Scopus database to conduct a bibliometric analysis on the evolving topic of workplace spirituality (WPS). The author discovered in this bibliometric analysis that in research domain development, the keyword WPS was used as the most cited work. The most influential terms found are spirituality, spirituality in the workplace, and spiritual leadership. The author found that during his study period from 1998-2021, there was an exponential trend



in workplace spirituality publications only after 2012. Again, it was found that there was an increasing trend in the publications, with a maximum number of occurrences of the keyword “workplace spirituality,” followed by job satisfaction, employee engagement, work engagement, well-being, and leadership. His suggestion for future research on indices was taken into account by (Mohan & Murugan, 2023) after performing a mix of bibliometric and cluster analysis of spirituality in the workplace indicators using a dataset from Scopus for 2003-2022. They also found that future researchers could broaden the study by another database and a combination of other keywords.

The present study is based on the above-identified gap. Another study conducted on workplace spirituality studies utilizing the dataset from the Scopus database for the period 2000-2020 by (Allam et al., 2021) found that 2016 and 2019 showed an incremental decline, but after that, the maximum number of publications since 2020. They have used Microsoft Excel, Harzing’s Publish or Perish, and Vosviewer for the bibliometric analysis and visualization. They used the search string workplace spirituality in the title, and they suggested expanding another database to explore meaningful results for future studies. Their study also revealed that the majority of the published work was in the English language, from Business, Management, and Accounting, from the US, the Journal of Management, Spirituality, and Religion, and from their respective group under study. Other than this, they also conducted citation analysis using Harzing’s Publish or Perish software and visual representation of countries and authors' collaboration networks using VOSviewer. (Srivastava, 2024) “Spirituality at the workplace” was proposed by seminal researchers (Ashmos & Duchcon, 2000). He has found that number of the articles published in a single digit up to 2005 and after that rise steadily with the year 2009 deviating slightly from the trend. They classified the articles based on the research topic, literature dataset acquisition from the database, dataset pre-processing and refinement, network construction and visualization, and analysis and interpretation. Other than one, the bibliometric study (barik & Nayak, 2023) conducted a study from 1998-2023 from the Scopus database by using the biblioshiny and Vos viewer software. He has found that workplace spirituality is a multidimensional construct and theme in the field of organization behaviour domain. The author scrutinizes the various themes such as organizational culture, performance, workplace spirituality, spirituality in the workplace, spirituality, and organizational performance, and India



has a strong representation in the study. Further, he found that the scope for future researchers illustrates the concept of spiritual leadership, organizational culture, religion, commitment, and job satisfaction, including the use of another large database like the Web of Science or Google Scholar.

Research Gap: As mentioned in the previous literature, there is a shortage of studies in the research field that are conducted either by utilizing databases other than Scopus or have combined it with others; also as suggested, emphasis on the use of keywords related to workplace spirituality (Dubey & Bedi, 2024). There is no such study, as per the author's knowledge, that has conducted an in-depth bibliometric analysis of workplace spirituality. The growing importance of studying is highlighted in the literature and revealed that time can have distinct effects on different spiritual outcomes (Lata & Chaudhary, 2021; Vasconcelos, 2018). At last, the present study focused both on performance analysis and science mapping as science mapping is of equal importance to understanding future trends in any research area, and the past literature emphasized more on performance mapping.

3. Methodology:

Bibliometric analysis is conducted to analyze the contribution of authors, journals, and countries in the domain. Not just this, it also talks about the collaborations and future trends that young researchers can use for their future endeavors. For such in-depth analysis, both objective and subjective methods are required. The first one is known as performance analysis, while the second one is known by the name of science mapping (Donthu et al., 2021). This study has utilized the combination of both performance analysis and science mapping, which can provide meaningful insights into the area of research.

Data collection:

This study retrieved data from the Web of Science and Scopus to conduct the bibliometric analysis. The search string of the keywords is given in table 1. After that, the exclusion and inclusion criteria are shown in Table 2 which is aligned with the search strategy of (Setiawan et al., 2024; Allam et al., 2021). Utilizing both databases ensures the quality of the study corpus



in terms of peer-reviewed publications and allows for broader coverage (Meho & Yang, 2007; Okolie & Ogundeji, 2022).

Table 1 Search string used for bibliometric analysis

Database	Used keyword
Scopus	Article title, Abstract, and Keywords ("Workplace Spiritualities" OR "Organisational Spirituality" OR "Organizational Spirituality" OR "Organizational Spiritualities" OR "Spirituality at Work" OR "individual spirituality" OR "spiritual organization" OR " employee spirituality" OR "spirituality at workplace")
Web of Science	Topic ("Workplace Spiritualities" OR "Organisational Spirituality" OR "Organizational Spirituality" OR "Organizational Spiritualities" OR "Spirituality at Work" OR "individual spirituality" OR "spiritual organization" OR " employee spirituality" OR "spirituality at workplace")

Table 2 Inclusion and Exclusion Criterion

Criterion	Included
Scopus	
Document Type	Articles
Subject Area	Business management, social science, art and humanities, economics, econometrics, finance, psychology
Language	English
Publication stage	Final
Web of Science	
Document types	Articles
Web of Science categories	Management, religion, business ethics, sociology, psychology applied, economics, psychological, social sciences, interdisciplinary, psychology
Language	English
Publication stage and document type	Excluding proceeding paper and early access



The research was conducted using published papers from Scopus and Web of Science (WoS) databases. Initially, a list of 1,098 and 117 documents were identified from the Scopus and WoS, respectively, using the keyword string as mentioned in Table 1, which were further scrutinized per different inclusion and exclusion criteria in Table 2. The data from Scopus were extracted in “BibTex” format and from Wos in “plaintext,” which were further converted into “bibtex” in the bibliometrics package of R-studio version 4.4.0. The techniques for conversion, merging, and deduplication were similar (Echchakoui, 2020; Okolie & Ogundeji, 2022). Further records from Scopus 677 and 71 WoS records were merged along with the removal of 57 duplicates in the same software, and then merged files with no duplicates were further converted into .xlsx format. The Excel file was further scrutinized, and for the removal of all those records that were not related to the keywords, a manual study of abstracts of 748 records was conducted, leading to the removal of 81 records. A final corpus of 610 was thoroughly analyzed using various bibliometric techniques. The visual representation of the bibliometric study was done in both Microsoft Excel and the biblioshiny software of R-studio.

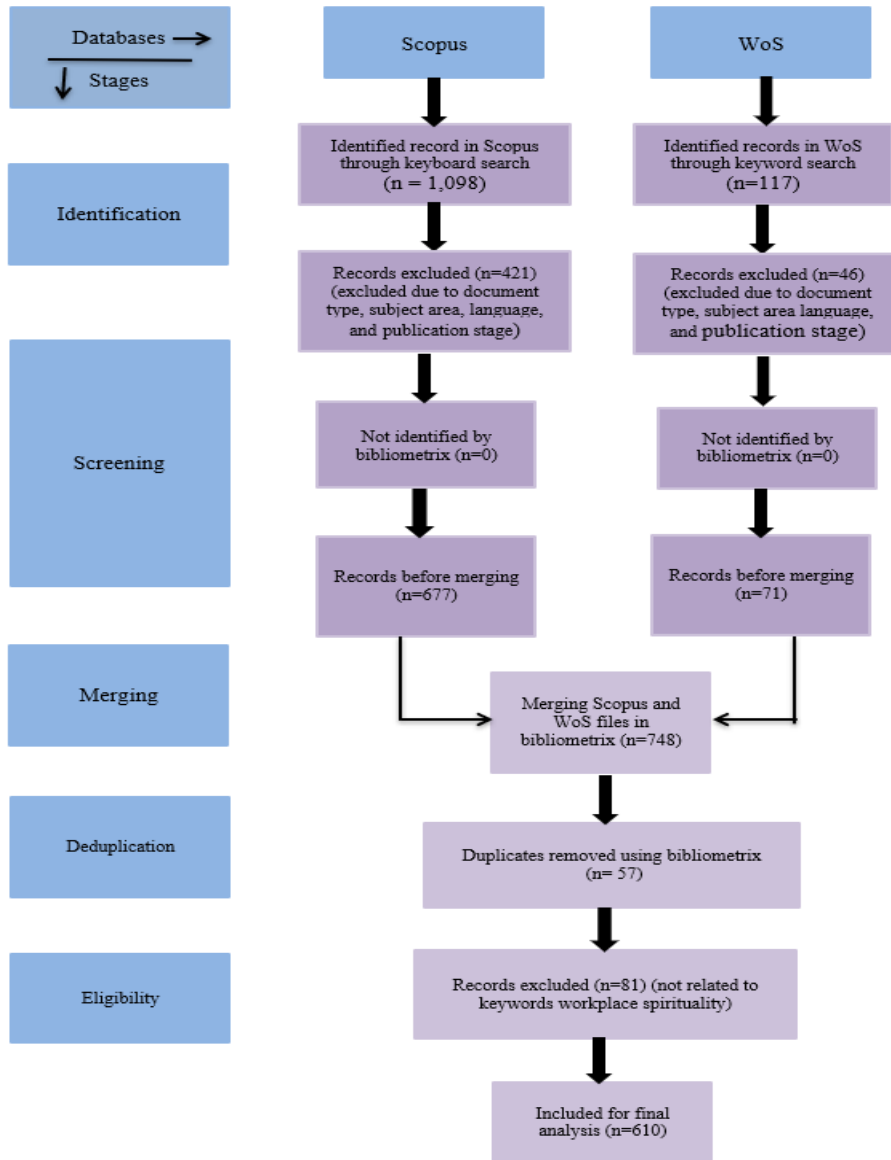


Figure 1 Flow diagram of research methodology (modified from (Okolie & Ogundeji, 2022))

4. Results & Discussion

Performance Analysis

One of the best ways to address the subjectivity in the review papers is to do a quantitative analysis of the research conducted in the area of interest. The bibliometric analysis is one such analysis that helps highlight the major development and future research agendas. This type of



analysis can never be substituted for other types of review, such as narrative review or systematic literature review, but rather complements them. There are in general two types of analysis to fulfill this goal: performance analysis and science mapping.

Performance analysis is best to know the current status of the research, such as the major authors, institutions, countries, or even journals, and how their status has been in terms of citation count and publication count (Donthu et al., 2021). In this article, we discuss the basic statistical characteristics of publications, such as their productivity and impact, based on recognized bibliometric indicators such as the number of publications, citations, and average citations (Pan et al., 2023). The data obtained from such analysis helps various parties involved, the publishers, potential researchers, fund providers, and even the government. Not just this when combined with science mapping it can provide valuable insights.

Descriptive statistics of publications

The information about the publications showing workplace spirituality nexus is based on the data retrieved from the two databases, namely, Scopus and Web of Science, and is presented in Figure 2. There are 610 articles published at an annual growth rate of 13.75 % and cited on an average of 26.21 citations per document from 1998 to 2024. Out of these articles, 126 were published by single authors, which means that the rest of the 484 articles were co-authored by either two or more than two authors. In addition, overall, 1198 authors contributed to the published documents since 1998. These documents belong to 197 sources, showing many publication bodies. These studies employ a sum of 1497 author's keywords.





Figure 2 Main information about the research corpus

Source: Biblioshiny, based on the merged data of Scopus and Web of Science

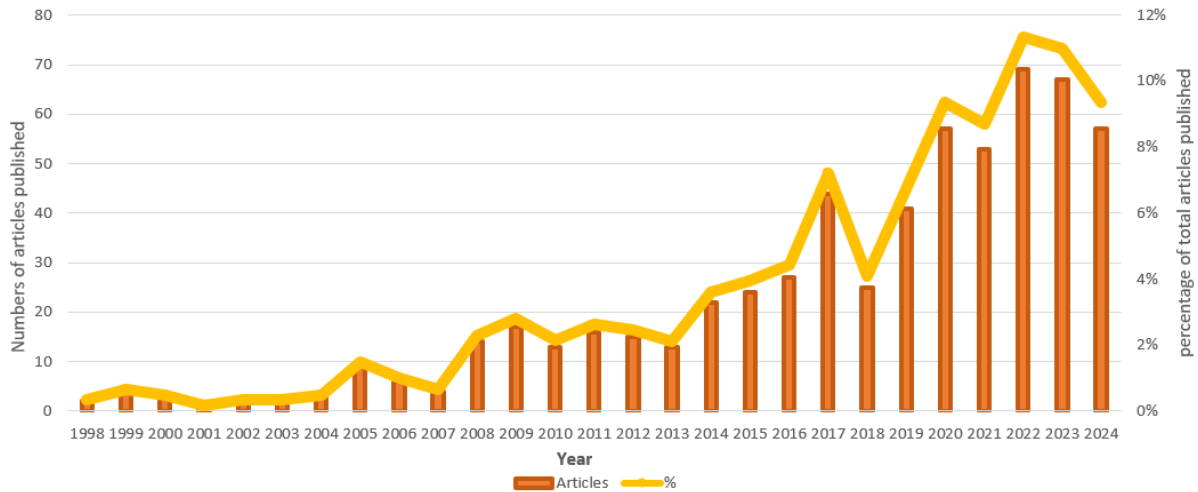


Figure 3 Yearly Publication and its proportion to total research corpus

Source: Author’s own

Figure 3 shows the yearly publication and percentage of articles published each year in proportion to overall records of 610 from 1998 to 2024. The trend in the publications of WPS Nexus started in 1998. It continues to rise from 2018 and peaks in 2022 with a yearly publication of 69 articles, which is 11.32% of total publications, after which it again increases in 2023 by 10.99% from the preceding year. The growing publication trends indicate the rising importance of studying the nexus.

Leading authors, countries, and countries as per their citation structure

Most influential authors

Table 3 Top 10 most influential authors based on the h-index.

Rank	Author	H	G	m	Institution	Country	TC	TP	TC/TP	PY	FY
1	Garg N	10	13	1.25	Delhi Technological University	India	397	13	30.54	2017	8



2	Jena L	7	7	0.70	Xavier University Bhubaneswar	India	159	7	22.72	2015	3
3	Pawar B	6	8	0.38	Indian Institute of Management Kozhikode	India	574	8	71.75	2009	8
4	Aboobaker N	5	6	0.84	Cochin University of Science and Technology	India	131	6	21.84	2019	6
5	Adawiyah W	5	8	0.63	Universitas Jenderal Soedirman	Indonesia	114	9	12.67	2017	2
6	Pandey A	5	5	0.30	Indian Institute of Technology Bombay	India	167	5	33.4	2008	3
7	Rahman M	5	5	0.50	Multimedia University	Bangladesh	90	5	18	2015	5
8	Chawla V	4	4	0.27	Indian Institute of Management Kozhikode	India	176	4	44	2010	4
9	Driscoll C	4	4	0.22	Saint Mary's University	Canada	120	4	30	2007	2
10	Duchon D	4	4	0.16	The University of Texas at San Antonio	United States	1679	4	419.75	2000	1

Note: h: h-index, g: g-index, m: m-index, TC: Total Citation, TP: Total Publication, TC/TP: Average citation per publication, PY: First year of publication, FA: Number of publications as first author

Source: Author's own



The most influential authors in Table 3 are ranked as per the decreasing order of the h-index. The h-index of x here based on WPS publications shows that a total of x works have been cited at least x times, which is a measure of an author's productivity and citation impact. The table also lists the important characteristics of the top 10 authors, such as g-index, m-index, institution, country, total citations, number of publications, average citation per publication, year of first publication, and number of publications as a first author. As per the h-index value, Garg N Delhi Technological University from India held the first rank. Moreover, he is also leading in g-index (13), has the highest number of publications in this list (13), and has an average citation of 30.54 per publication. He has a total citation count of 397, after the most cited author from the Indian Institute of Management Kozhikode, India, with the second-highest total citation (574) and the highest average citation count (71.75) in the list. The results show that 9 authors on the list have more than 100 citations. In addition to this, the results also reveal that the authors had a varied country of origin. As is seen in the table, the topper in the list is an author from a developing country. India got 1st to 4th rank in terms of highest h index and no of publications. Still, it was the highest citation (1679) by authors from developed countries. The USA has one of the earliest publications in 2000.

Most influential countries

Table 4 Top 20 most influential countries based on number of citations and publications

Country	TC	Country	TP
USA	3744	INDIA	110
INDIA	2278	USA	92
THAILAND	737	INDONESIA	32
UNITED KINGDOM	722	UNITED KINGDOM	32
PORTUGAL	583	MALAYSIA	23
PAKISTAN	514	PAKISTAN	19
CHINA	342	SOUTH AFRICA	19
MALAYSIA	322	CHINA	16
INDONESIA	259	KOREA	15
NEW ZEALAND	239	PORTUGAL	13
SOUTH AFRICA	226	CANADA	11



CANADA	207	AUSTRALIA	10
GREECE	201	THAILAND	10
TURKEY	190	TURKEY	9
KOREA	187	NEW ZEALAND	7
IRAN	95	POLAND	7
AUSTRALIA	86	SAUDI ARABIA	7
ISRAEL	76	ISRAEL	6
ITALY	68	IRAN	5
SAUDI ARABIA	58	ITALY	5

Source: Made by Author

As indicated in Table 4, the most cited articles originated from the following countries: the USA, India, the United Kingdom, Portugal, Pakistan, China, Malaysia, Indonesia, and New Zealand. The USA has accumulated 3,744 total citations, the highest among all the countries, followed by India and Thailand with 2,278 and 737 total citations, respectively. The most prolific countries listed in the table are India, the USA, Indonesia, the United Kingdom, Malaysia, Pakistan, South Africa, China, Korea, and Portugal. All of these countries have at least five publications in WPS nexus.

In addition, it is also visible that countries like the USA and India hold the top spot in the list of the top two producers, and the top two highly cited countries leading both lists excel in quantity and quality. More interestingly, despite producing fewer publications than many other countries, Thailand has received 737 total citations, securing the third position in citation rankings and underscoring its significant impact in the WPS domain.

Relevant affiliations

The institution's top most productive affiliation was examined based on the number of documents contributing to workplace spirituality. The results indicate that Universitas Jenderal Soedirman was the most relevant affiliation, with 11 articles published, followed by the School of Management with ten articles. The Central University of Technology published nine articles, followed by the Cochin University of Science and Technology, with eight articles. The other relevant affiliations with the highest number of articles published include Arizona State University (7), followed by different institutions with the same number of publications. The



rest of the relevant affiliations are shown in Figure 4. Institutions engage in research as a part of their visions by promoting and encouraging the real impact of research. The institutes such as Universitas Jenderal Soedirman and the School of Management increased their visibility and presence in workplace spirituality. Other institutes such as Cochin University of Science and Technology, cochin university of science and technology, Arizona State University, Kyungpook National University, University Putra Malaysia, University Sains Malaysia, University of Nevada, and University of the Punjab are actively engaged in publishing the areas of knowledge management and performance.

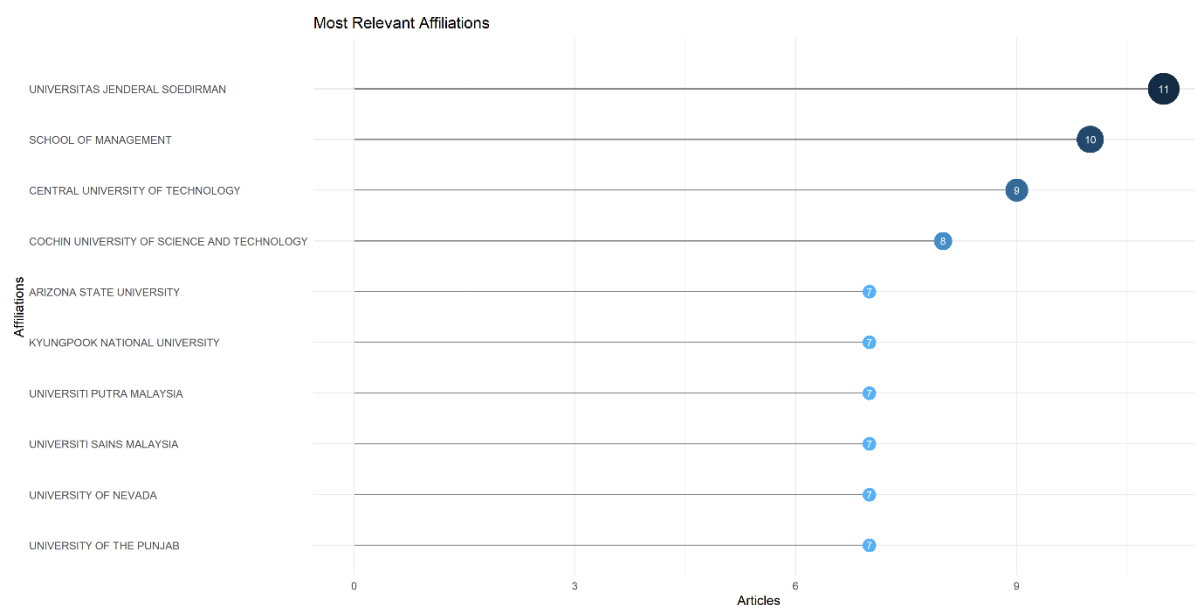


Figure 4 Most relevant affiliation to the total research corpus

Source: authors own

The most influential journals

Bradford's Law

To determine the core journals in the research area, Bradford's law has been used which divides the journals into three zones. About 90% of relevant literature in an area is found in only a few journals suggested by Bradford's law (Garfield 1971). As per this law, if each zone comprises of almost equal number of articles, with the decreasing order of article publications, then the number of journals in the three zones will increase proportionately or in geometric series



towards the next zone (G & Anandhalli, 2016). In Figure 5, the first zone (core zone) consists of almost one-third of the publications published in only 13 journals including Journal of the Journal of Management Spirituality, religion, Journal of Organizational Change Management, journal of business ethics, and Religions. These are the most productive journals in the research corpus. Besides this, the second and third zones contain almost the same number of publications with 204 and 200 respectively. However, the increase in journals towards the second and third zones is not in equal proportion, hence it violates Bradford's law.



Figure 5 Distribution of Journals as per Bradford's Law

Table 5 Top 15 journals as per their local h-index

Sources	H Index	TC	TP (610)	PY	SJR (2023)	Quartile	cite score	publishe r	Subject area	SNI P
Journal of management, spirituality, and religion	26	1900	75	2005	0.254	Q1	2.4	Taylor & Francis	Religion studies	0.481
Journal of Business Ethics	20	1931	24	2008	2.624	Q1	12.8	Springer Nature	Law	2.841



Journal of Organizational Change Management	13	1806	25	1999	0.698	Q2	5.8	Emerald	Organizational Behavior and Human Resource Management	1.058
Journal of Management Development	7	278	7	2003	0.794	Q2	7.0	Emerald	Business, Management, and Accounting (miscellaneous)	1.602
Journal of religion and health	7	151	8	2005	0.867	Q2	5.4	Springer Nature	Religious Studies	1.254
Leadership and Organizational Development Journal	7	401	7	2008	1.155	Q2	7.7	Emerald Publishing	Business, Management, and Accounting (miscellaneous)	1.512
International Journal of Organizational Analysis	6	128	9	2011	0.822	Q3	6.0	Emerald Publishing	Organizational Behavior and Human Resource Management	1.534
Journal of Human Values	6	260	7	2006	0.252	Q1	1.4	SAGE	Cultural Studies	0.837
Journal of Management Inquiry	6	1321	6	2000	1.837	Q1	8.3	SAGE	General Business, Management and Accounting	1.877



International journal of ethics and systems	5	88	9	2018	0.442	Q1	4.4	Emerald Publishing	Philosophy	0.815
Management research review	5	132	6	2015	0.778	Q1	6.0	Emerald Publishing	General Business, Management and Accounting	1.268
Cogent business and management	4	141	5	2016	0.567	Q2	4.4	Cogent OA	Business, Management, and Accounting (miscellaneous)	1.153
Global business review	4	150	4	2008	0.552	Q1	7.1	SAGE	Business and International Management	1.195
Leadership quarterly	4	907	4	2005	4.375	Q1	15.2	Elsevier	Sociology and Political Science	3.216

TP: Total Publications, SJR: SCImago Journal Rank, TC: Total citations, *, PY: year of first publication, #: Local impact

Thereafter for further in-depth analysis of the journals, they are arranged in the decreasing order of h index, which considers both the quantity and quality of the journals to determine which is a better option for submission for future research, for granting funds and libraries for future subscription (De Bruyn et al., 2023; Olden, 2007). It tells how many articles of a journal have been cited at least equal to the number of publications. Table 5 shows that the “Journal of Management, spirituality & religion” acquires the highest rank not just in terms of h-index (26) but also in terms of the number of publications (75). It is one of the newest journals publishing



in the area of workplace spirituality with the highest total citation count of (1931), having 2nd position in SJR (2.624), 2nd in Citescore (12.8), and 2nd in SNIP (2.841). It surely shows the impact and influence of the Journal of Business Ethics in the field of WPS nexus. Moreover, it is indexed as a Q1 journal of Springer publisher publishing in the area of Law. Quartile 1 journal, “Leadership Quarterly” shows the best performance in terms of Citescore of 15.2, SJR 4.375, and SNIP 3.216 from the list. Most journals are from the publisher “Emerald” followed by Elsevier. Seven out of the top 14 journals are listed as Q1 journals, which is a great sign that quality journals are publishing articles, as Q1 journals are the top 50% most prestigious journals in the domain of workplace spirituality. Additionally, most of the journals are related to the general management, organisation behavior, and human resource management categories with the maximum number of publications in total, suggesting the significance of the topic not just in the present but also in the coming future for research.

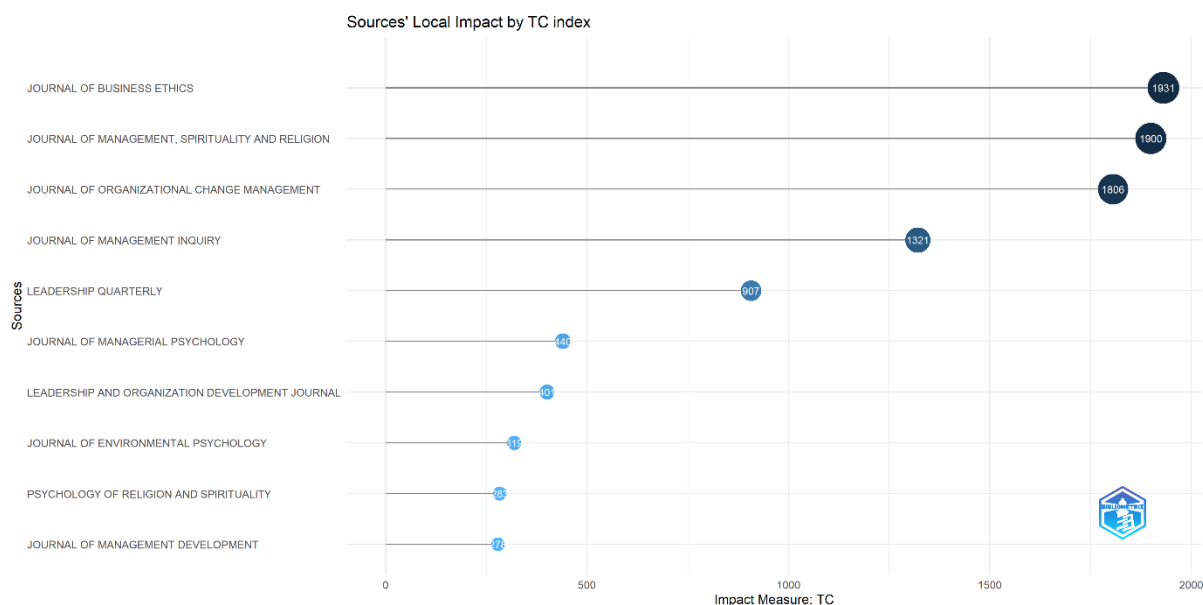


Figure 6 Top 10 most cited journals

In contrast with the above findings, when the journals are ranked based on the total citation count for identifying the most prominent journals in the field, the results show that as per the total citation count in Figure 6, the 3 most influential journals are the Journal of business ethics, journal of management, spirituality, and religion, and journal of organizational change



management with 1931, 1900, and 1806 total citations, respectively. These journals still greatly influence the interest area and can be used for future references.

science Mapping:

Performance analysis is one side of the story of bibliometric analysis, to understand the other half, or to get in-depth knowledge of the research area's prospective trends, gaps, key themes, and topics, various tools can be used (Lim & Kumar, 2024). Science mapping is one such technique that includes Co-authorship analysis, Co-citation analysis, Bibliographic coupling, Co-word or Co-occurrence of keywords analysis, Citation analysis, and PageRank analysis. In this study, bibliographic coupling of documents, co-occurrence of keywords, and thematic map were used to get some idea of the major sub-themes under the central theme of WPS nexus.

Co-Citation Analysis

Author Co-Citation Analysis

This figure shows that co-citation network on workplace spirituality. The main decision of this co-citation analysis is which authors should be depicted. This co-citation analysis is performed to depict the intellectual structure of a related topic. This co-citation analysis determined the main author's contribution (publishing a set of papers) to “workplace spirituality”. The result was extracted from the 610 papers, co-citation analysis was performed, and 25 writers for the creation of this cluster which is shown in Figure 7. To perform the co-citation analysis identify the four clusters. These clusters include both those who directly contributed to defining WPS dimensions and those from different fields who significantly influenced the development of “WPS” studies. The co-citation graph examines the significant citations among authors that have taken place in the research domain. The co-citation network in Figure 4 consists of nodes or circles and connecting lines. The node's size reflects the country's publication frequency, and the thickness of the lines connecting the two nodes indicates the frequency of collaboration. A total of four clusters are discovered after examining the co-citation network.

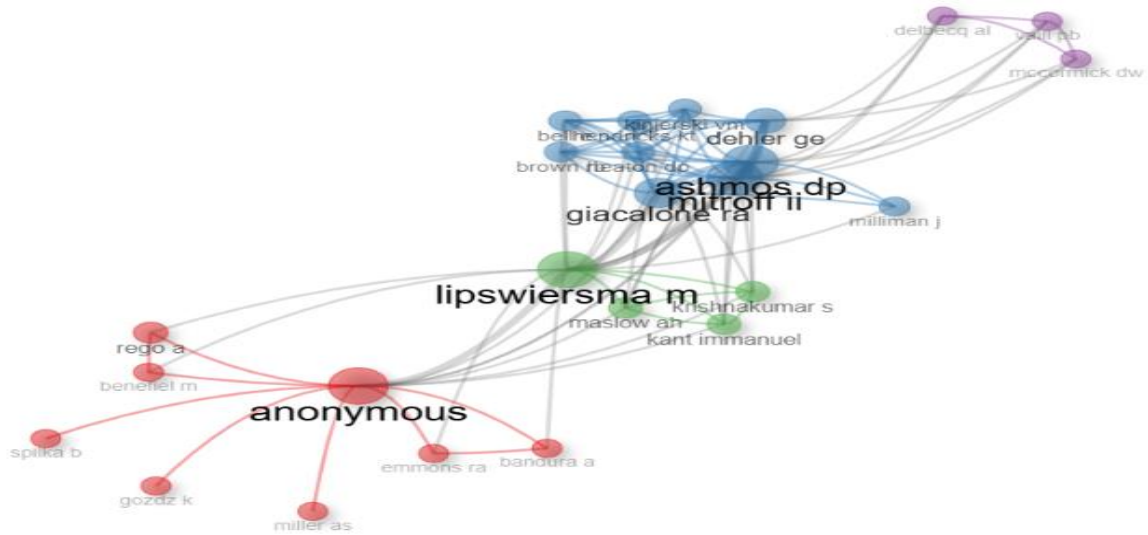


Figure 7 Authors co-citation analysis of total research corpus

Source: authors own

The red cluster depicts seven authors Anonymous with Bandura A, Rego A, Emmons Ra, Benefiel M, and others. The anonymous also is the largest node in the network, showing the highest number of co-citation). For instance, rego et al. (2008) contributed to the studies of WPS by developing themes such as a team sense of community, alignment with organizational values, sense of contribution to society, enjoyment at work, and opportunity for inner life. These nodes are linked to show how their work is interconnected within that cluster.

The second blue cluster discloses a different kind of authors who have directly and indirectly insects in the Domain of “WPS”. In this cluster the most cited article written by Ashmos & Duchon (2000) and Mitroff et al. (2009) highest connected node in this network. On the other hand, Giacalone (2003), Milliman et al., (2003), and Kinjerski & Skrypnek, (2004) those who are not directly contributing to the domain of WPS (Workplace Performance Studies or another similar domain), have been influential through citations by those who did work directly on WPS.

Apart from the two clusters discussed above, two other small clusters (green and purple) were identified. These clusters consisted of the research work conducted by authors such as



Krishnakumar, Maslow, Vaill, and Delbecq. For instance, a few other works are not directly related to “WPS” but their field of study overlaps with WPS, even though they didn't directly contribute to it, their work is interconnected with WPS researchers through citations. Despite the wide range of alliances, there is still a noticeable deficiency in the number of co-citations.

Keyword analyses

The author's keywords are analyzed in terms of their frequency over time to understand where most work has been done and where the research is headed in the specific area. A graph of the most frequently used keywords illustrates the use and trend of the words in the past. Figure 8 depicts the development process of the top 10 keywords in this specific research field and found that the word “workplace spirituality” is frequently used in the articles, with “1” cumulative frequency into 2024, showing a growing popularity since its first use in the domain. It also helps in suggesting future research areas (Alkhamash, 2023). The words that show continuous growth along workplace spirituality are spirituality, job satisfaction, and religion, implying the strong association among these words even in 2024. Hence, studying the relationship among these keywords might be fruitful in the future. These findings are in line with that of (Saisse et al., 2023).

It is more intriguing to note here the growth of the keyword “spirituality” in the literature that surpasses the keywords “job satisfaction” and “religion” in the year 2022, and the keyword “spiritual leadership” in 2023, reaching a cumulative frequency of 30 in 2024. The keywords spirituality, job satisfaction, religion, and spiritual leadership have a frequency of occurrence of 123, 43, 42, and 33, respectively.

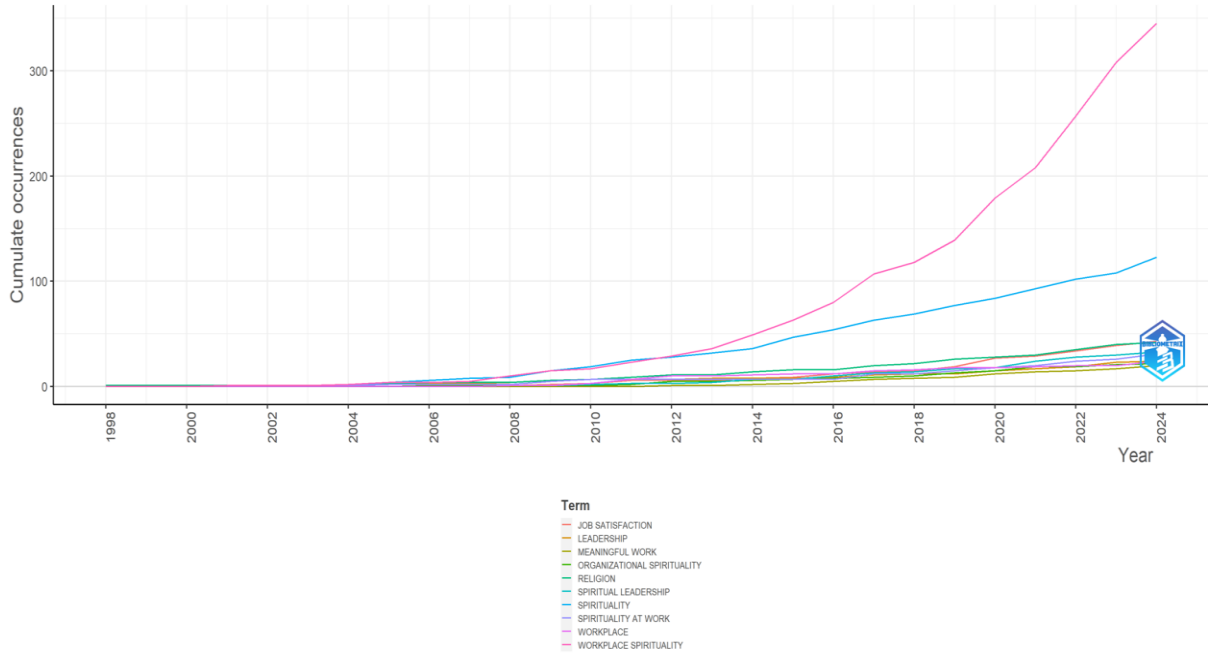


Figure 8 Top 10 Keywords over 1998-2024

Source: Biblioshiny

Co-occurrence of Author Keywords

The co-occurrence of authors' keywords is used to analyze the underlying themes by identifying the words that occur together (Donthu et al., 2021). The thematic clusters that are formed using bibliographic coupling (present themes) are supplemented with the future themes using the thematic map and co-occurrence of authors' keywords (Donthu et al., 2021; Florek-Paszowska & Hoyos Vallejo, 2023). The fifty most significant keywords are analyzed in Figure 9 by applying Louvain clustering, which is one of the best clustering algorithms, to understand how the keywords in the field of WPS nexus are distributed. The co-occurrence has been normalized using association and for clear visualization, automatic layout has been used. By checking the association among the keywords, the co-occurrence network maps in the form of a network. The size of the node is represented by the circle that indicates the number of connections the keyword has with others and the thickness of the linking line indicates the frequency of co-occurrence of the two interconnected keywords. The closeness among the



keywords indicates that authors have used the respective keywords more often together. The map shows different clusters in various colors.

In this case, workplace spirituality is at the center and has also occurred the highest number of times shown by the size of the node. Not just this, it is also connected to various other keywords, and that too with the highest number of times with spirituality, job satisfaction, organizational performance, and innovative work behavior shown by the thickness of the edges connected to it. It indicates that scholars have focused more on these areas.

Then the Knowledge Clusters are formed using the measures of centrality, as in Table 6. The keywords with the highest betweenness centrality act as a bridge and facilitate information flow throughout the network by being situated along the shortest paths between other keywords. Closeness centrality gauges the keywords that are frequently examined together in literature because it shows which keywords are the most crucial and can reach all other keywords in the network without the need for any intermediaries. A greater PageRank centrality indicates that a term is among the most powerful due to the quantity and quality of its linkages with other important words. PageRank takes importance into account in addition to number. The knowledge clusters so formed are as follows:

1. workplace spirituality: The cluster colored in red (Figure 9) contains 27 keywords. The biggest and central node in this cluster is workplace spirituality, indicating its occurrence and importance, respectively. Also, it has the highest closeness centrality, as in Table 7. It is directly connected to other nodes in the same cluster namely organizational performance, meaningful work, sense of community, employee well-being, innovative work behavior, spiritual leadership, emotional intelligence, transcendence, and person-organization- fit. Among these job satisfaction, individual spirituality and meaningful work had the highest scores of betweenness, closeness, and PageRank centrality, showing their importance and influence in the network.
2. spirituality: The second cluster is depicted in blue color in Figure 9. and is central around the workplace. It involves other keywords such as religion, leadership, workplace, ethics, well-being, India, religiosity, values, performance, and employee spirituality. Overall, this cluster includes 23 keywords. The important keywords as per

Pagerank appear to be spirituality, religion, leadership, workplace, ethics, and well-being values of 0.11044047, 0.035784489, 0.030164514, 0.019768135, 0.021182554 and 0.014880551, respectively. The values of betweenness and closeness are the highest of spirituality, religion, and leadership indicating the focus of this cluster around spirituality, religion, and leadership.

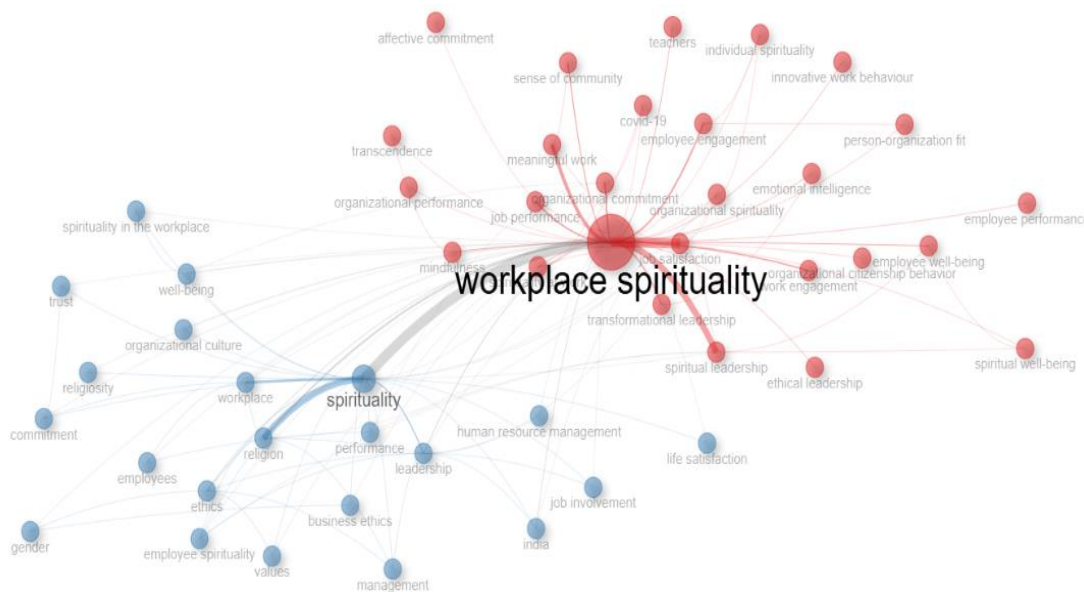


Figure 9 Keywords co-occurrence

Table 6 Keyword clusters based on centrality measures

Node	Cluster	Betweenness	Closeness	PageRank
workplace spirituality	1	950.0574646	0.020408163	0.285652024
job satisfaction	1	2.478262901	0.011627907	0.041255453
spiritual leadership	1	0.94397774	0.011235955	0.028850679
spirituality at work	1	0.267692098	0.010989011	0.016385405
organizational spirituality	1	0.457910516	0.011111111	0.014277573
meaningful work	1	0.056603774	0.010638298	0.02126921
organizational commitment	1	0.805565562	0.010869565	0.018383541



employee engagement	1	0.142857143	0.010638298	0.01492272
Mindfulness	1	0.166666667	0.010638298	0.012366691
job performance	1	0	0.010526316	0.013080104
work engagement	1	0	0.010416667	0.010748957
sense of community	1	0	0.010526316	0.013341703
transformational leadership	1	0	0.010526316	0.011825724
emotional intelligence	1	0	0.010526316	0.009092176
spiritual well-being	1	0	0.010638298	0.010318779
employee well-being	1	0	0.010638298	0.011679338
organizational performance	1	0	0.010416667	0.006905091
ethical leadership	1	0	0.010416667	0.007545735
individual spirituality	1	0.084507042	0.010638298	0.00925771
organizational citizenship behavior	1	0	0.010416667	0.006905091
Teachers	1	0	0.010416667	0.00818638
covid-19	1	0	0.010638298	0.007796463
employee performance	1	0	0.010416667	0.007545735
innovative work behavior	1	0	0.010416667	0.007545735
person-organization fit	1	0	0.010526316	0.008397363
transcendence	1	0	0.010526316	0.007240985
affective commitment	1	0	0.010416667	0.006264446
Spirituality	2	112.3221078	0.01369863	0.11044047
Religion	2	3.692299505	0.011235955	0.035784489
Leadership	2	5.937887829	0.011764706	0.030164514



Workplace	2	1.060267538	0.011111111	0.019768135
Ethics	2	4.450870396	0.011111111	0.021182554
well-being	2	0.465484352	0.010989011	0.014880551
India	2	0	0.010869565	0.013017524
religiosity	2	0	0.010638298	0.009211359
values	2	0	0.010752688	0.010640221
performance	2	0.327189982	0.010989011	0.012544973
employee spirituality	2	0.031312234	0.010989011	0.013517211
employees	2	0.047058824	0.010638298	0.007799008
business ethics	2	0.019607843	0.010752688	0.009154869
commitment	2	0.095238095	0.010869565	0.010415921
gender	2	0.068965517	0.010752688	0.00996806
human resource management	2	0	0.010638298	0.006874526
job involvement	2	0	0.010752688	0.008668304
life satisfaction	2	0	0.010638298	0.006819654
management	2	0.02020202	0.008695652	0.010472031
organizational culture	2	0	0.010638298	0.00617901
spirituality in the workplace	2	0	0.010752688	0.007026421
Trust	2	0	0.010752688	0.008429387

Thematic analysis

The thematic map includes important themes and patterns, as well as a network analysis of word occurrence to define what science says in an area (Thukral & Jain, 2021). The authors' keywords were used for this analysis, which has been referred to as a better option than keyword plus (Florek-Paszowska & Hoyos-Vallejo, 2023). The keywords are clustered into bubbles. The bubble size determines the number of articles that have used the specific term. (Hanaa & Abdul, 2023). The clusters are further grouped into four quadrants based on Callon's centrality and density rank. Centrality tells how integrated the theme is with other themes, and

density tells how mature the theme is. The first one is measured on the x-axis and the second one on the y-axis. The four quadrants thus formed are as below:

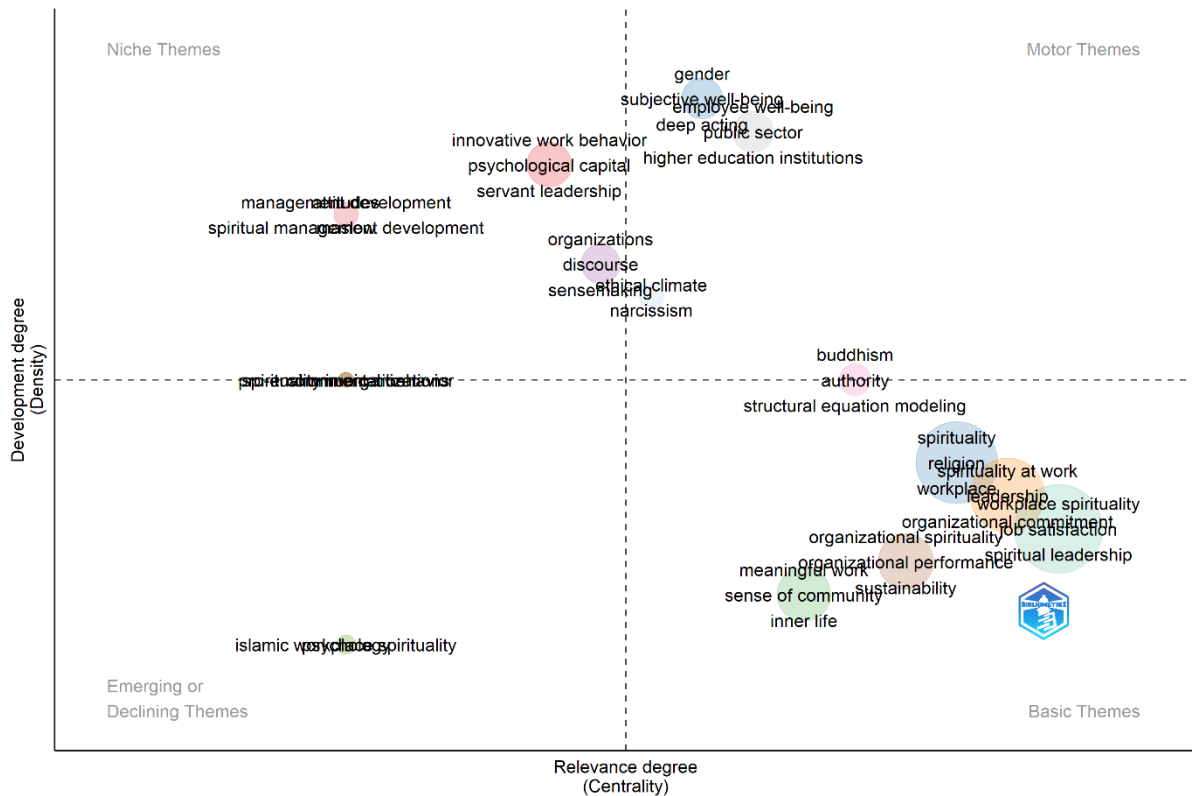


Figure 10 Thematic map

- 1) Quadrant 1 (Motor Themes): On the top right side of the graph, the keywords have higher centrality and higher density means the themes are well-developed and are also well connected with other themes, as in Figure 10 in the case of themes named by subjective well-being, deep acting, higher education, gender, public sector, and Buddhism.
- 2) Quadrant 2 (Niche Themes): On the top left side, the keywords are grouped with the features of low centrality but higher density, also known by the name niche themes are understood as specialized or well-researched within the domain but little interdisciplinary work is done. So, more efforts are needed to develop themes such as “spiritual development”, “innovative work behavior”, “psychological behavior” and “servant leadership” to establish more ties within the nexus of “workplace spirituality”.



- 3) Quadrant 3 (Emerging or Declining Themes): The lower left side of the graph is characterized by low centrality and low density with themes namely Islamic workplace spirituality in smaller circles showing lesser work can be either emerging or declining themes. It shows either these themes have become obsolete or they have the potential to become central in the future research area.
- 4) Quadrant 4 (Basic and transversal theme): The theme of workplace spirituality has higher centrality but lower density, shown in the lower right side of the graph. There are various other sub-themes such as spirituality, sense of community, inner life, meaningful work, organizational performance, spiritual leadership, organizational commitment, sustainability, and structure equation modeling. It is an important topic but is not fully developed.
- 5) Authority has some keywords belonging to basic themes and some to motor themes, showing that some of its components are important for the domain's growth, similarly, the ethical climate and narcissism theme also has some elements in the niche theme and some in the motor theme. Further, pro-environmental behavior and spirituality in organization themes also have some elements in emerging and trending themes and some in the niche theme, hence is a leading theme.

The thematic analysis suggests that it is required to develop themes such as innovative work behavior and servant leadership with respect to the nexus studied. The results of both thematic map and word co-occurrence show similar results for economic freedom, hence more studies should be conducted to understand its link with the nexus.

Thematic evolution in two time slices: 1998– 2019 and 2020– 2024

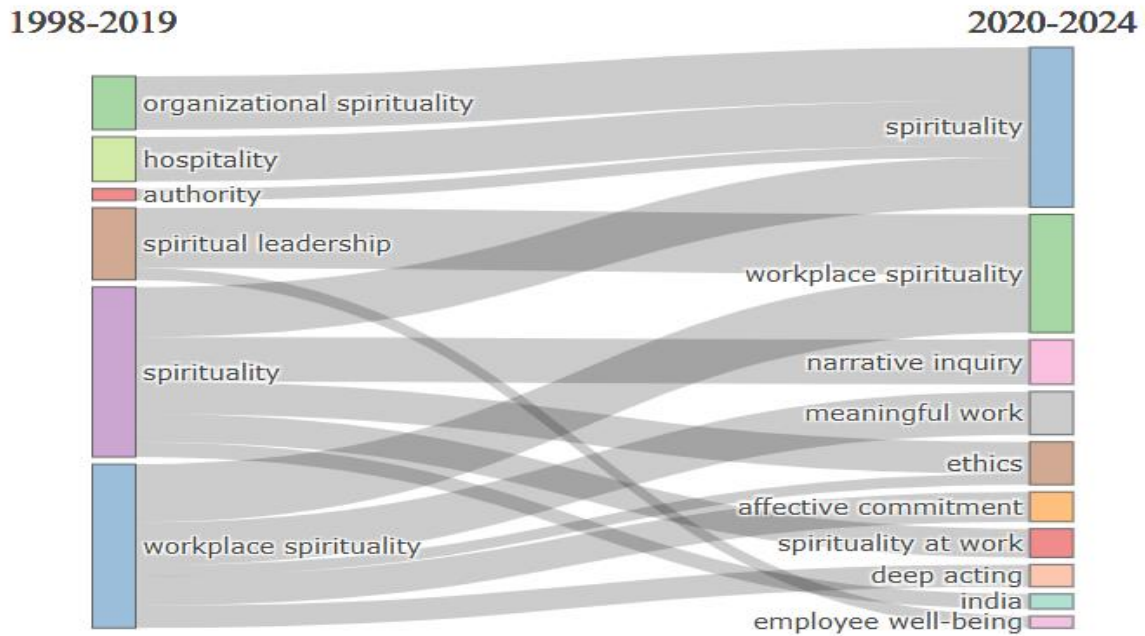


Figure 11. Thematic evolution by author keywords before and during the COVID-19 pandemic.

Figure 5 shows the evolution of the research themes, clusters, or topics across two time slices (1998– 2019 and 2020– 2024). It is clear that core themes remained despite the evolution and diversification of the research themes over time. The clusters of ‘spirituality’, ‘workplace spirituality’, and ‘organizational spirituality’ remained the three top research themes throughout the entire period of this WPS study. Although the focus of the figure is on the evolution of critical topics, core development between the two-time slices can be observed. The ‘workplace spirituality’ topic is split into five clusters: ‘meaningful work’, ‘workplace spirituality’, ‘ethics’, ‘affective commitment’, and ‘deep acting’. The cluster of ‘spiritual leadership’ merged into ‘workplace spirituality’ and ‘employee well-being’. It is worth noticing that the ‘spirituality’ cluster in the 2014– 2019 period helped to grow four new clusters, including ‘narrative inquiry’, ‘ethics’, ‘spirituality at work’, and ‘India’. From the perspective of new clusters in the period 2020– 2024, the ‘ethics cluster is a combined evolution of ‘spirituality’, and ‘workplace spirituality’. The cluster of ‘affective commitment’ and ‘deep acting’ is strongly related to the clusters of ‘workplace spirituality’. In summary, Figure 5 represents the overall evolution of topics and core development between two-time slices. Some



clusters have been split and merged with others between the two-time slices. overall, Some new clusters, such as ‘employees well-being’, and ‘narrative inquiry’ developed from a few research themes of the 2020-2024 time slice.

5. Conclusion and Future Directions

This study’s primary objective is to understand the evolving nature of workplace spirituality and suggest possible areas of future exploration. Using a novel bibliometric review, we examined 610 articles published in 269 scholarly journals in the fields of accounting, economics, finance, business management, and psychology from 1998 to 2024 with an annual growth rate of publications of 13.75% and an average of 26.21 citations per document. The findings of this study identify trends, gaps, and further theoretical prospects related to the relationship between the studied variables. The results offer insights into the literature by tracking influential papers, top contributing authors, corresponding authors’ institutions, and journal distributions of publications. An author co-citation network, word growth dynamics, bibliographic coupling, Co-occurrence map of keywords, a thematic map, and thematic evolution pre and post covid-19 were produced as part of the bibliometric study using the bibliometric-R package and biblio-shiny software. The purpose of using these multiple analyses is to assist the researchers in comprehending the scope of this topic, its intellectual structure, and present and emerging thematic trends.

The results conclude that the most influential author in the WPS nexus is Garg N. Other than this, the USA and India have been the major contributors to the publications and citations. More surprisingly, India has outperformed other countries in terms of total citations, despite having more publications than them, by securing second position in terms of the number of citations. Universitas Jenderal Soedirman was the most relevant affiliation with 11 articles published followed by the School of Management with 10 articles. While evaluating the most influential journals in the domain, the Journal of Management, spirituality, and religion has surpassed others in the h-index list, while maintaining a good count in other respects. It also was found in the core zone of Bradford’s law, along with journals like the Journal of Business



Ethics, Journal of Organizational Change Management, Journal of Management Development, Journal of Religion and Health, and Leadership and Organizational Development have also made it to the list and can be referred as the most productive journals. Against this, a few old journals that have made it to the top of the total citation count are the Journal of Organizational Change Management, Journal of Management Inquiry, and Journal of Management Development with 1806, 1321, and 278 total citations, respectively. After this, the technique of science mapping was applied using a variety of tools. First, co-citation was applied to authors the results reflect that there are four clusters, the red cluster where the author co-citation, also had the highest number of documents and the most impactful.

The most frequently used word in the domain is found to be workplace spirituality with the highest cumulative frequency, with its continuous growth with other frequently occurring keywords job satisfaction, organizational spirituality, meaningful work, and organizational commitment. The keyword job satisfaction has been growing exponentially. It indicates that these terms are likely to be studied in the future as well. The findings of the word co-occurrence network show that the highest occurred keyword is workplace spirituality and has a close relationship with spirituality at work, job satisfaction, and spiritual leadership. The current themes and emerging themes are analyzed using bibliographic coupling, clusters are formed using co-word analysis. The well-developed and well-connected themes as per the thematic map employee well-being, subjective well-being, and gender, while Islamic workplace spirituality has been found as an emerging theme, with low centrality and density. In thematic evolution, clusters of ‘spirituality’, ‘workplace spirituality’, and ‘organizational spirituality’ remained the three top research themes throughout the entire period of this WPS study. An in-depth thematic analysis can provide more constructive insights, which is left for future studies. With the use of bibliometric coupling, an extensive thematic analysis, and scientific mapping analysis with word co-occurrence, this study has closed a sizable research gap.

Research Implications:

Based on the findings of the study, it is expected that more studies will be conducted on emerging themes such as Islamic workplace spirituality in the context of workplace spirituality. Scholars can analyze the current status in the area of WPS, and gain insights about future trends.



They can even look for collaborations with other authors in the field who have a great impact on their field and also refer to influential journals for their future work or submissions. Researchers from other fields can also use the methodology used in this study for better insights. Most prolific authors in the field can be consulted for making policies and rules to achieve a good working environment, and to achieve the maximum level of performance and belongingness among employees. The results obtained are helpful for management and various developmental institutions to the help of various innovative HR strategies which would foster the culture of WPS in the organization.

Limitations:

This study, like many other studies, has certain limitations. The bibliometric study utilizes two only databases namely Scopus and WoS and didn't consider other databases such as Google Scholar for collecting data, which may have led to excluding publications from other databases. This may have led to some biases. The study has used only biblioshiny for bibliometric analysis and visual representation so in the future the researchers can use other software such as Vosviewer to get better visuals. Since governance and economic development is an important research area, similar studies need to be carried out in the future to understand the evolving nature of the topic analyzing other bibliometric aspects such as bibliographic coupling. Another drawback is that our bibliometric technique does not examine the papers' results. In light of this, future studies can evaluate the studies in a structured way, by performing a systematic literature review on the research corpus to facilitate a better understanding of the relationship between governance and economic development. The study in the future might also be conducted with the inclusion of documents in non-English language, or other type of documents such as book chapters, or conference proceedings which have not been included in the present study and have a chance of altering the results of the analysis. Despite these limitations, this study offers an encompassing view of this field and provides valuable insights for researchers of this field who want to explore this topic further.

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