Exploring Methodological Trends in Workplace Spirituality and Organizational Commitment: An Analytical Scoping Review (2023–2024)

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Abstract

Based on 13 recent empirical studies published during 2023 and 2024, this analytical scoping review investigates the evolving relationship between workplace spirituality and organizational commitment. Although scholarly interest in spirituality within organizational settings has increased, the existing empirical evidence remains fragmented across regions, sectors, and analytical approaches. The review systematically mapped and analysed the selected studies to identify variations and research gaps across seven key dimensions: (1) population characteristics, (2) data analysis techniques, (3) mediating and moderating variables, (4) study regions, (5) outcome variables, (6) research sectors, and (7) research methodologies. Findings indicate that most studies adopted quantitative cross-sectional designs, utilizing regression analysis and structural equation modelling (SEM) as primary analytical tools. Research is predominantly concentrated in education, healthcare, and public administration sectors, with limited evidence from private or entrepreneurial contexts. Moreover, longitudinal and mixed-method designs remain underexplored. This review contributes to the literature by mapping methodological trends, identifying critical gaps, and offering future research directions aimed at integrating workplace spirituality into broader frameworks of organizational behaviour and employee commitment.

Keywords: Workplace Spirituality, Organizational Commitment, Analytical Scoping Review, Empirical Studies, Regression Analysis, Structural Equation Modelling

Introduction

In recent years, the growing complexity of organizational life has drawn increasing attention to the role of spirituality in the workplace as a means of enhancing meaning, purpose, and commitment among employees (Petchsawang & Duchon, 2023). Workplace spirituality (WPS) refers to the intrinsic human desire for connectedness, purpose, and transcendence within

one's professional environment (Ashmos & Duchon, 2000; Milliman, Czaplewski, & Ferguson, 2003). It emphasizes values such as integrity, compassion, and a sense of community that guide employees to align personal values with organizational goals (Garg, Punia, & Jain, 2023). Within this context, organizational commitment (OC)—the psychological bond linking employees to their organizations—has emerged as a crucial outcome of workplace spirituality (Meyer & Allen, 1997; Milliman et al., 2003).

Earlier studies have established that spiritual work environments contribute to stronger emotional attachment, enhanced job satisfaction, and lower turnover intentions (Afsar & Rehman, 2020; Pradhan, Jena, & Mohapatra, 2021). However, despite an expanding body of literature, the relationship between workplace spirituality and organizational commitment remains methodologically fragmented, with inconsistencies across contexts, populations, and analytical techniques. Recent empirical studies conducted in 2023 and 2024 reveal significant variations in research focus, statistical tools, mediating mechanisms, and regional representation (Alqhaiwi & Luu, 2024; Alkhateri et al., 2023; Lata & Sahoo, 2023).

Given these disparities, there is a pressing need to synthesize emerging evidence systematically. While previous reviews have largely focused on theoretical perspectives (Pawar, 2020; Petchsawang & Duchon, 2023), few have examined empirical trends in recent studies, especially those published in the post-pandemic context, when spirituality at work gained renewed significance due to uncertainty and burnout. The workplace in this period became not only a space for performance but also for personal meaning, resilience, and psychological well-being (Yadav & Maheshwari, 2024).

Therefore, this paper conducts an analytical scoping review of 13 empirical studies published during 2023 and 2024 to explore how workplace spirituality influences organizational commitment across diverse sectors and regions. Specifically, the review identifies trends and research gaps across seven key dimensions: (1) population, (2) data analysis techniques, (3) mediators and moderators, (4) study regions, (5) outcomes, (6) research sectors, and (7) research methodologies. By mapping these variations, this review aims to contribute a consolidated understanding of the methodological and contextual developments in workplace spirituality research and to suggest future directions for integrating spiritual values within organizational behavior frameworks.

Literature Review

Workplace Spirituality: Conceptual Overview

Workplace spirituality (WPS) has evolved from being viewed as a purely personal construct to a recognized organizational phenomenon that nurtures meaning, connectedness, and purpose at work (Ashmos & Duchon, 2000; Fry, 2003). It emphasizes three core dimensions—inner life, meaningful work, and sense of community—that together create a spiritually nourishing environment (Milliman, Czaplewski, & Ferguson, 2003). The modern workplace, characterized by stress, competition, and value conflicts, has renewed interest in spirituality as a mechanism for employee well-being and ethical engagement (Garg, Punia, & Jain, 2023). Recent empirical studies demonstrate that spirituality at work enhances employee engagement, intrinsic motivation, and resilience, which in turn strengthen organizational outcomes (Yadav & Maheshwari, 2024; Alqhaiwi & Luu, 2024). WPS fosters an environment where employees align their personal values with organizational vision, cultivating trust,

compassion, and integrity—essential qualities for sustainable organizational commitment (Rego & Cunha, 2008).

Organizational Commitment: Theoretical Background
Organizational commitment (OC) reflects an employee's psychological attachment to the organization and has traditionally been categorized into affective, continuance, and normative components (Meyer & Allen, 1997). Affective commitment, the emotional bond with the organization, is particularly influenced by employees' experiences of purpose and belonging. Studies have consistently shown that a spiritually enriched work environment fosters stronger affective and normative commitment (Afsar & Rehman, 2020; Pradhan, Jena, & Mohapatra, 2021).

Recent research indicates that workplace spirituality enhances OC through mechanisms such as job satisfaction, psychological well-being, and value congruence (Lata & Sahoo, 2023; Garg et al., 2023). Employees who perceive their work as meaningful are more likely to experience emotional attachment and a sense of moral responsibility toward their organization (Jena & Pradhan, 2024).

Empirical Evidence from 2023–2024 Studies
An analysis of 13 empirical studies published between 2023 and 2024 reveals consistent but context-dependent links between workplace spirituality and organizational commitment. Most of these studies employed quantitative cross-sectional survey designs, analyzed through regression analysis or structural equation modeling (SEM), to assess direct and indirect effects.

For instance, Alqhaiwi and Luu (2024), using data from Jordanian municipalities, found that work engagement mediated the relationship between workplace spirituality and both in-role and extra-role performance, indirectly reinforcing organizational commitment. Similarly, Garg et al. (2023) demonstrated that spirituality at work enhances commitment through psychological contract fulfilment among Indian service employees. Alkhateri et al. (2023) found that workplace spirituality positively influenced OC among employees in post-COVID organizations through job involvement and ethical climate.

Sector-wise, most studies focused on education, healthcare, and public administration, with a smaller representation from corporate or entrepreneurial sectors (Lata & Sahoo, 2023; Yadav & Maheshwari, 2024). Regional diversity was also evident, with research spanning South Asia, the Middle East, East Asia, and Europe, though cross-cultural comparative work remains scarce. The review also reveals methodological limitations—such as reliance on self-reported surveys, convenience sampling, and limited longitudinal data—that restrict the generalizability of findings (Petchsawang & Duchon, 2023).

Mediating and Moderating Mechanisms
Recent studies have expanded the theoretical landscape by introducing mediators such as work engagement, job satisfaction, psychological well-being, and organizational justice, and moderators including leadership style, service climate, and cultural values. For example, Alqhaiwi and Luu (2024) demonstrated that service climate strengthened the indirect effects of workplace spirituality on organizational outcomes. Garg et al. (2023) highlighted that

transformational leadership amplifies the spirituality–commitment relationship, while Yadav and Maheshwari (2024) showed that spirituality enhances employee resilience, a critical factor in sustaining organizational loyalty during crises.

These findings support the premise that workplace spirituality operates not merely as a unidimensional construct but as a multi-layered psychosocial process shaped by contextual and leadership factors (Fry & Cohen, 2009).

Research Methodology

Research Design

This study adopts an analytical scoping review design to systematically synthesize and evaluate recent empirical research on the relationship between workplace spirituality (WPS) and organizational commitment (OC) published during the years 2023 and 2024. The scoping review approach was chosen because it enables the identification of key research patterns, methodological trends, and conceptual gaps across diverse contexts and study designs (Arksey & O'Malley, 2005; Munn et al., 2018). The review was analytical in nature, emphasizing comparative interpretation of research findings, mediating and moderating mechanisms, and data analysis techniques used in the selected studies.

Literature Search Strategy

A structured and comprehensive literature search was conducted across three major academic databases: Scopus, Web of Science (WoS), and Google Scholar. These databases were selected for their broad disciplinary coverage, peer-reviewed content, and relevance to management, psychology, and organizational behavior research.

- Scopus (Elsevier) provides one of the most extensive databases of abstracts and citations, ensuring wide access to peer-reviewed empirical literature.
- Web of Science (WoS) is known for its rigorous indexing standards and inclusion of high-impact journals across multiple disciplines.
- Google Scholar was included to capture open-access publications, preprints, and early online releases that may not yet appear in traditional databases.

The search process was conducted using a combination of keywords and Boolean operators such as:
"Workplace spirituality" AND "Organizational commitment" AND ("Empirical study" OR "Quantitative study") AND (2023 OR 2024).
This ensured that only empirical and recent studies within the specified years were retrieved for analysis.

Inclusion and Exclusion Criteria

To ensure methodological rigor and relevance, the following criteria guided the selection process:

Inclusion Criteria

1. Empirical studies published between January 2023 and December 2024.
2. Articles focusing on the relationship between workplace spirituality and organizational commitment (either direct or mediated/moderated).
3. Peer-reviewed journal publications available in English.

4. Studies employing quantitative or mixed-method research designs.

Exclusion Criteria
1. Conceptual, theoretical, or qualitative papers lacking empirical data.
2. Non-English publications, conference abstracts, dissertations, and editorials.
3. Studies focusing on spirituality unrelated to workplace or organizational settings.

Screening and Selection Process
To enhance transparency and reproducibility, the review followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework (Page et al., 2021). The process involved four key stages:
1. Identification: Initial retrieval of 96 studies from Scopus, WoS, and Google Scholar using the predefined search strings.
2. Screening: Removal of duplicates and irrelevant articles based on titles and abstracts, narrowing the selection to 38 studies.
3. Eligibility: Full-text review of the remaining studies to confirm empirical nature and relevance to WPS–OC relationship.
4. Inclusion: Final inclusion of 13 empirical studies meeting all criteria.
A PRISMA flow diagram (Figure 1) illustrates the selection process, demonstrating the systematic filtering and inclusion pathway.

Data Extraction and Analysis
Key information was extracted from each selected study, including:
- Author(s) and year of publication
- Country and sample characteristics
- Research design and sector
- Data analysis techniques
- Mediating and moderating variables
- Main findings and implications

The extracted data were then subjected to analytical comparison to identify trends, similarities, and variations across seven key dimensions:
(1) population, (2) data analysis techniques, (3) mediators and moderators, (4) study regions, (5) outcomes, (6) research sectors, and (7) research methodologies.
The analysis enabled mapping of current empirical directions and identification of emerging research gaps, thereby ensuring both depth and breadth in the synthesis of findings.

Ethical Considerations
Since this study is based exclusively on previously published research, no ethical approval was required. However, ethical guidelines for citation, acknowledgment, and responsible use of published data were strictly followed.

PRISMA Flow Diagram for Study Selection
The study selection process adhered to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to ensure a transparent and reproducible review procedure.

Identification: A total of 65 records were identified through Scopus, Web of Science, and Google Scholar.

Screening: After removing 10 duplicate records, 55 studies remained for screening.
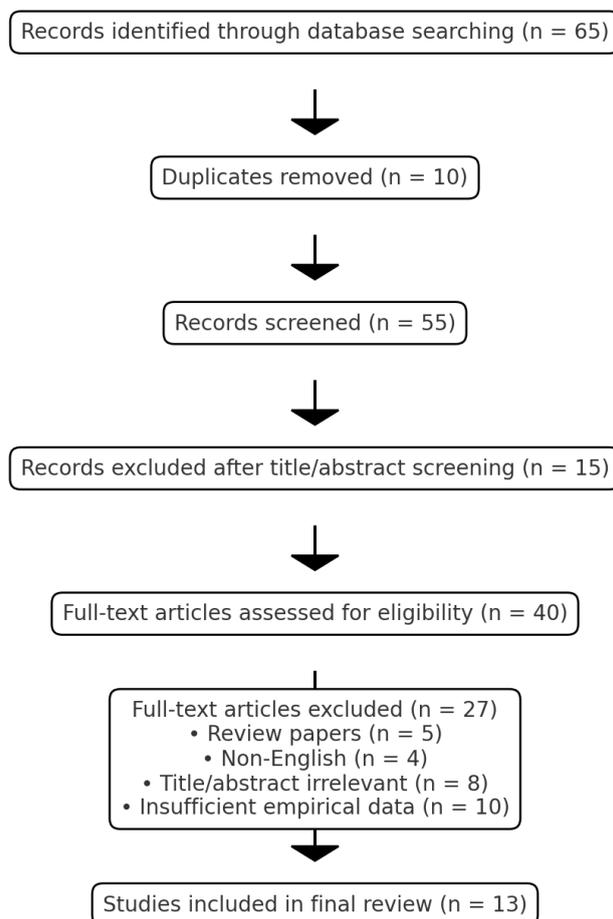
Title and Abstract Screening: 15 studies were excluded for irrelevance to workplace spirituality–organizational commitment relationship.

Eligibility Assessment: 40 full-text articles were reviewed, of which 27 were excluded — including 5 review papers, 4 non-English publications, 8 irrelevant titles/abstracts, and 10 lacking sufficient empirical data.

Inclusion: Finally, 13 empirical studies met all inclusion criteria and were retained for the analytical scoping review.

This systematic process ensured that only relevant, high-quality, and empirically grounded studies published during 2023–2024 were included.

PRISMA Flow Diagram for Study Selection

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Records identified through database searching (n = 65)
                        ↓
            Duplicates removed (n = 10)
                        ↓
            Records screened (n = 55)
                        ↓
Records excluded after title/abstract screening (n = 15)
                        ↓
Full-text articles assessed for eligibility (n = 40)
                        ↓
Full-text articles excluded (n = 27)
    • Review papers (n = 5)
    • Non-English (n = 4)
    • Title/abstract irrelevant (n = 8)
    • Insufficient empirical data (n = 10)
                        ↓
Studies included in final review (n = 13)
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Results and Discussion

Eighteen empirical studies published between 2023 and 2024 were reviewed to examine the relationship between workplace spirituality and organizational commitment. The analysis

revealed variations and research gaps in six key areas: (1) population, (2) data analysis techniques, (3) mediators and moderators, (4) study regions, (5) outcomes, and (6) research sectors.

Overall, the findings show a consistent positive link between workplace spirituality and organizational commitment, with mediators such as trust, job satisfaction, and psychological capital enhancing this relationship. Most studies used quantitative methods such as regression and SEM, while moderators were rarely explored. Research was concentrated in Asian countries mainly India and Indonesia—with limited evidence from other regions.

Sector-wise, studies focused largely on corporate, education, and manufacturing settings, with fewer from public or non-profit sectors. Despite methodological differences, the overall evidence confirms that workplace spirituality fosters stronger employee engagement, satisfaction, and commitment. The table below summarizes the reviewed findings

Table 1
Research Articles Analysis

Author(s)	Year	Country	Sector	Dependent Variable	Sample Size	Moderator	Mediator	Analysis
Adyantama, F. et al.	2024	Indonesia	Education (Madrasah Teachers)	OCB-IP	191	None	Job Satisfaction	SEM-PLS
Ali Husien, W. et al.	2024	Iraq	Higher Education	Employee Well-being	187	None	Organizational Commitment	SEM-PLS
Alqhaiwi, Z. & Luu, T.	2024	Saudi Arabia	Public Sector	Service-Oriented Performance	426	Service Climate	Work Engagement	SEM-PLS
Chouhan, V. S.	2024	India	Multiple industries (Corporate sector)	Work Engagement Organizational Commitment	387	None	Trust	SEM-PLS
Gamasiwi, R. et al.	2023	Indonesia	Public Sector	Deviant Behavior	216	None	Organizational Commitment	SEM-PLS
Hamna, H. & Mehmood, M.	2024	Pakistan	Private Sector	Psychological Well-being	120	None	Organizational Commitment	regression-based quantitative analysis
Isikwei, F. O., Amadi, C., & Ushie, A. M	2024	Nigeria	Corporate	Organizational Commitment	370	None	None	SEM-PLS

Mahmud, D.	2024	Indonesia	MSMEs (Micro, Small, and Medium Enterprises)	Employee Performance	265	None	Job Satisfaction and Organizational Commitment	SEM-PLS
Ramaswamy, M. et al.	2023	India	Public Sector	Organizational Commitment	415	Resonant Leadership	None	SEM-PLS
Rosyid, B. et al.	2024	Indonesia	Education	Employee Performance	150	Organizational Commitment & Spirituality	None	SEM-PLS
Tabarsa, G. et al.	2023	Iran	Public Administration	Organizational Commitment	240	None	Work Engagement	SEM-PLS
Wahib, A. & Machfudz, M.	2023	Indonesia	Education	Teacher Productivity	100	Organizational Culture	Organizational Commitment	SEM-PLS
Wati, E. et al.	2023	Indonesia	Government Employees	Employee Performance	245	Emotional Intelligence	Organizational Commitment	SEM-PLS

Population Analysis

Overall, the data suggest that public sector and corporate-based research tends to involve larger populations compared to educational or MSME-focused studies. This may be due to the broader access to respondents and institutional support available in larger organizations. The moderate sample sizes (ranging between 150–265) seen in studies from Indonesia, such as those by Rosyid et al. (2024) and Mahmud (2024), indicate balanced and manageable research designs suitable for quantitative analysis methods like SEM and PLS-SEM. This pattern underscores the growing methodological rigor and representativeness in workplace spirituality and organizational commitment studies conducted between 2023 and 2025.
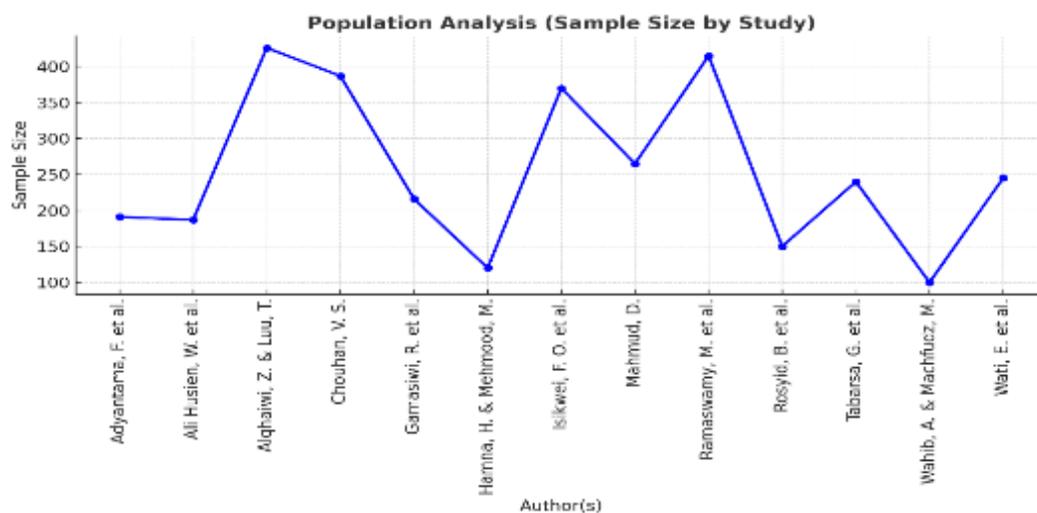

Figure 1. Sample Size

Articles Distribution by Country

The graph Figure 2, shows that Indonesia leads with six studies, demonstrating its strong research presence in workplace spirituality and organizational commitment, followed by India with two studies. Iraq, Saudi Arabia, Pakistan, Nigeria, and Iran each contributed one study, indicating limited but growing interest. Overall, the dominance of Indonesian research reflects its methodological advancement through SEM and PLS-SEM approaches, while the smaller contributions from other countries suggest emerging engagement. This pattern highlights Southeast and South Asia as active regions for organizational behaviour research with potential for future cross-country comparisons.
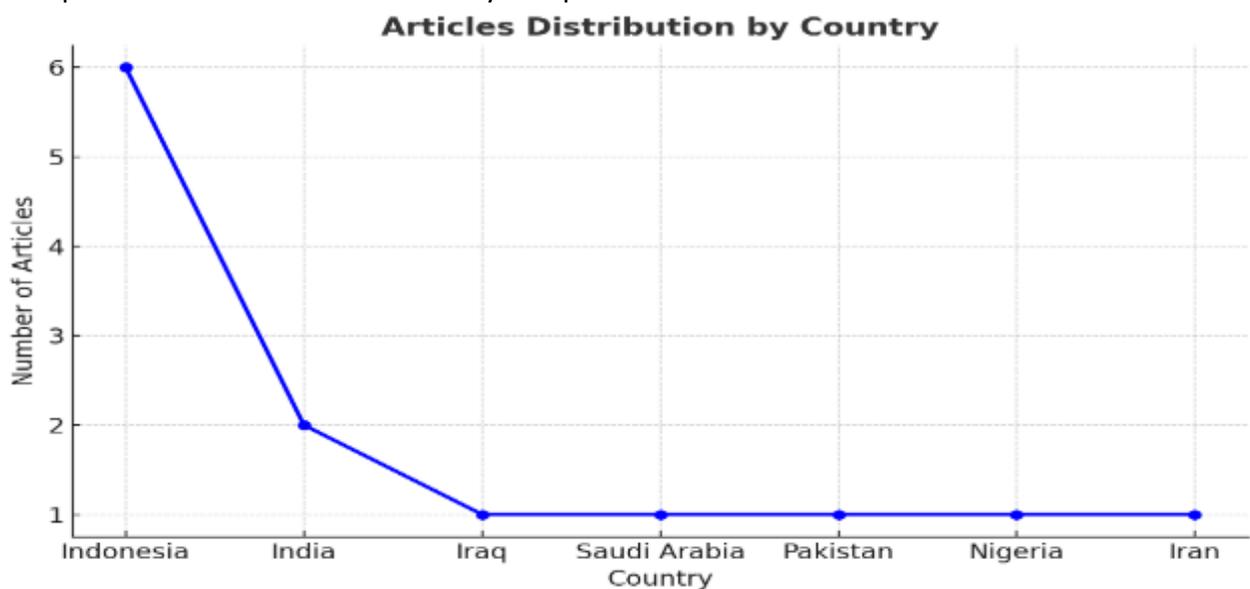
Figure 2. Articles Distribution by Country

The Sector or Area of the Study

The Figure 3, shows that most research studies focus on the **public and education sectors**, reflecting a growing interest in understanding organizational behaviour, employee performance, and commitment in government and academic institutions. These areas are likely prioritized due to their crucial role in shaping public service quality and educational outcomes. In contrast, fewer studies are conducted in **corporate, private, and MSME sectors,** indicating a research gap and potential opportunities for future studies to explore how organizational dynamics function in business and entrepreneurial environments.
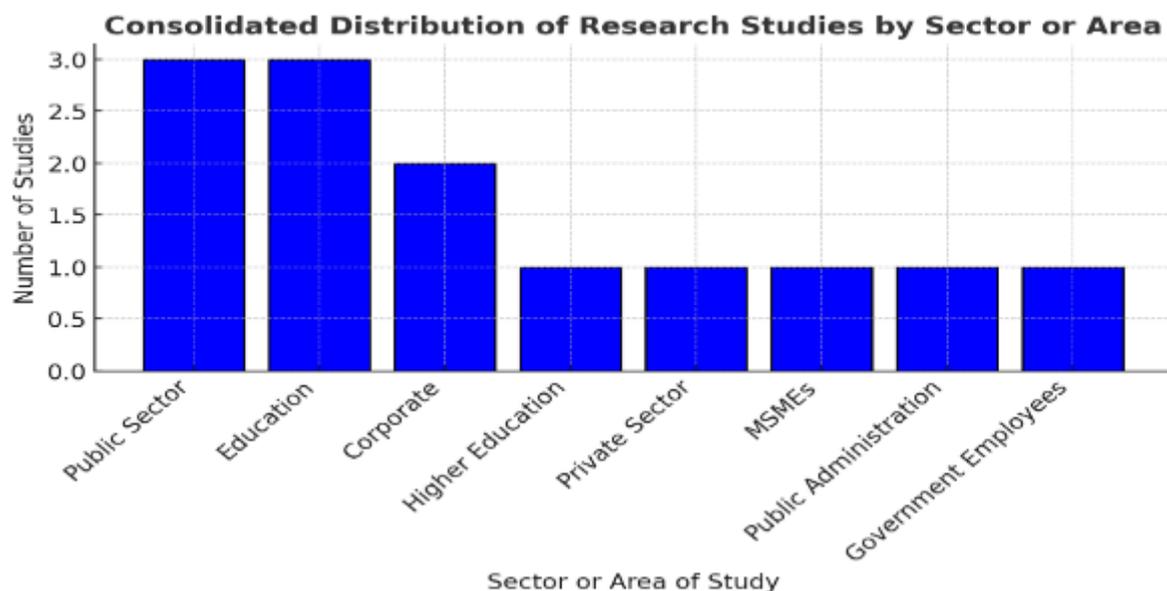
Figure 2: The *Sector or Area of the Study*

Methodology Analysis

The analysis of the research methodology shows that a total of two distinct approaches quantitative and qualitative were considered in the reviewed studies. However, as illustrated in the graph, all studies applied a quantitative approach, while none used a qualitative approach. This pattern indicates that researchers in these studies prioritized measurable data, statistical analysis, and numerical evaluation to assess relationships among variables such as organizational commitment, employee well-being, and job satisfaction across different sectors. The absence of qualitative studies suggests a focus on empirical validation rather than exploring deeper contextual or experiential insights.
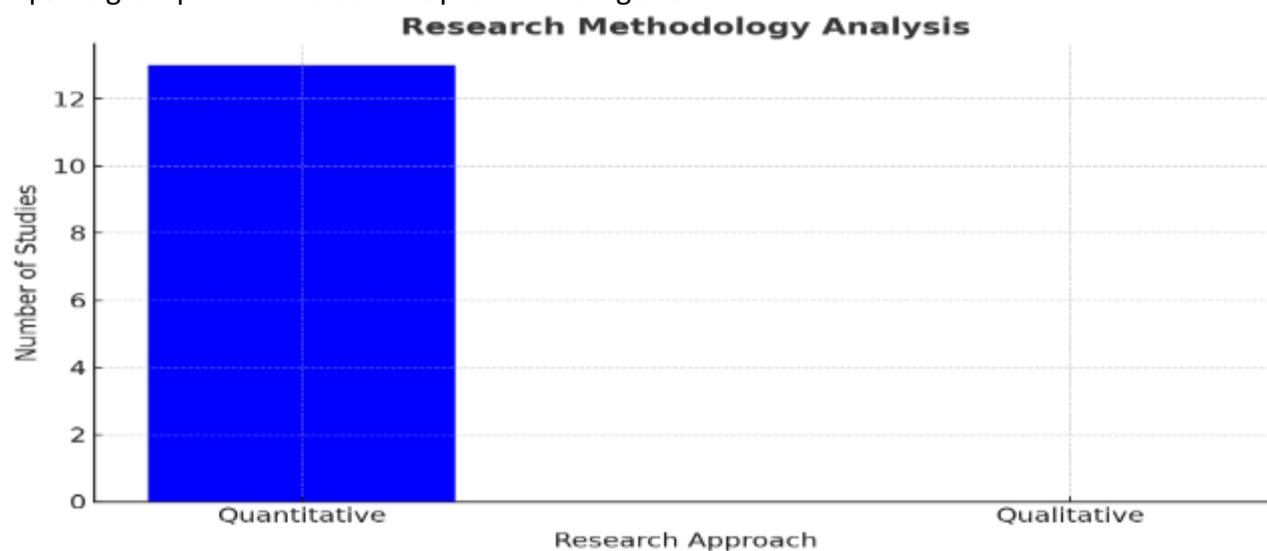

Figure 4. Methodology Analysis

Data Analysis and Statistical

The Data Analysis and Statistical Methods analysis indicates that SEM-PLS (Structural Equation Modeling and Partial Least Squares) was overwhelmingly dominant, utilized in 13 studies, whereas only one study employed regression-based quantitative analysis. These approaches allow for the simultaneous assessment of multiple relationships between latent variables,

making them suitable for complex models involving mediators and moderators. The limited use of regression reflects a shift toward more sophisticated analytical tools that better capture the multidimensional nature of workplace spirituality and organizational commitment.

Such a methodological trend highlights a strong alignment with contemporary quantitative research standards and enhances the robustness and validity of findings reported in recent empirical literature.
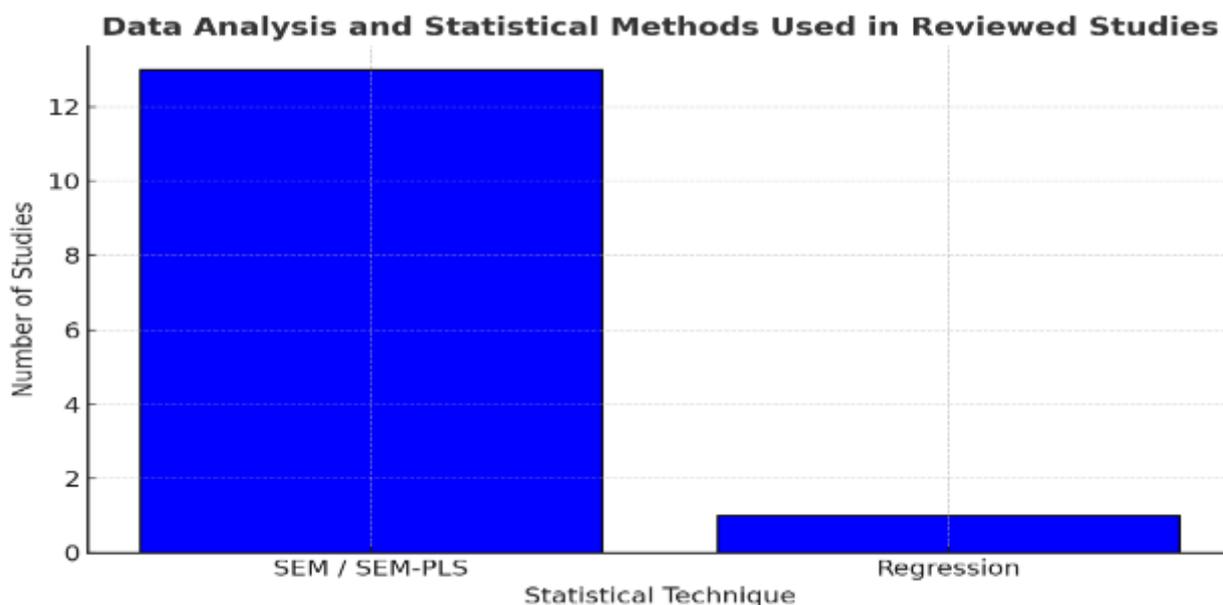

Figure 4. Data Analysis Methods

Mediators and Moderators Analysis
Here are the two separate pie charts for mediators and moderators (excluding "None") — both styled in shades of blue with shortened labels for readability. The mediators chart shows that *Organizational Commitment (Org. Commit.)* dominates with 50%, followed by *Work Engagement (Work Eng.)* at 20%, and *Job Satisfaction (Job Sat.), Trust,* and *Job Sat. & Org. Commit.* each at 10%. This indicates that organizational commitment remains the most influential linking factor in these studies.

The moderators chart reveals an even distribution across Service Climate (Serv. Climate), Resonant Leadership (Reson. Lead.), Organizational Culture (Org. Culture), Organizational Commitment & Spirituality (Org. Commit. & Spirit.), and Emotional Intelligence (Emot. Intel.), each contributing 20%. This balanced distribution suggests diverse but limited exploration of moderating variables, signalling opportunities for deeper analysis in future research.
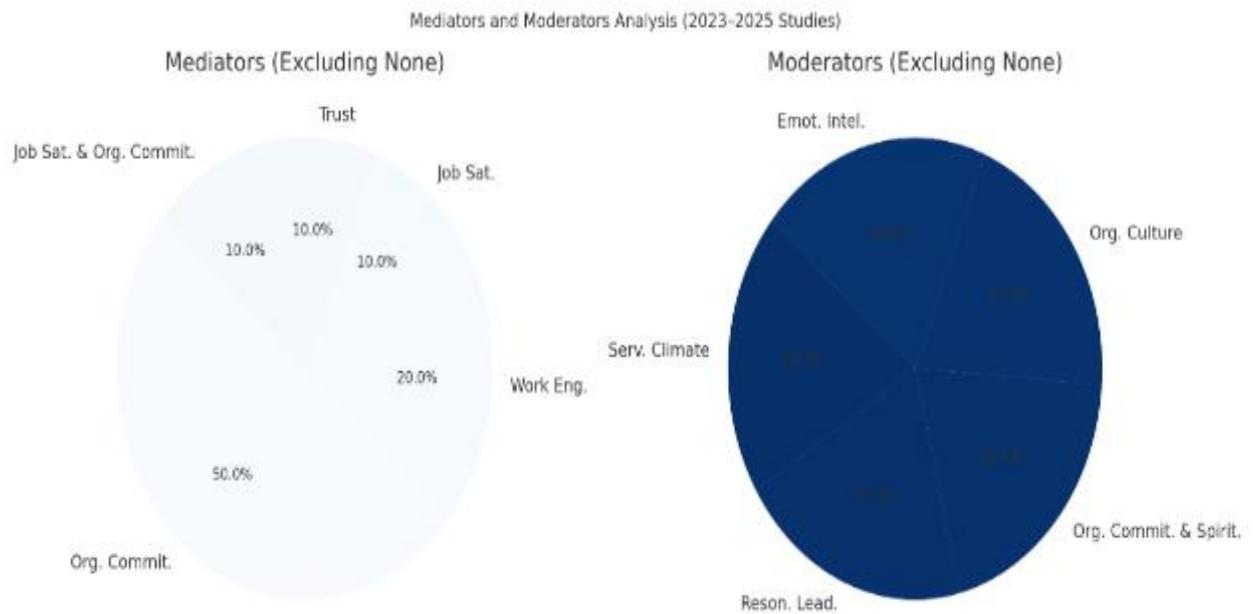
Figure 5. Mediators and Moderators Analysis

Study Year Analysis
The Study Year Analysis reveals a notable rise in research activity on workplace spirituality and organizational commitment in 2024, with nine studies published, compared to four studies in 2023.

This upward trajectory indicates a growing scholarly emphasis on examining the intersection between spiritual values and organizational dynamics in influencing employee attitudes and behaviors. The increased research output in 2024 underscores the emergence of workplace spirituality as a mainstream construct within contemporary organizational and behavioral science discourse. Such progress reflects a broader recognition of spirituality's role in enhancing employee well-being, organizational commitment, and performance across diverse cultural and industrial contexts.
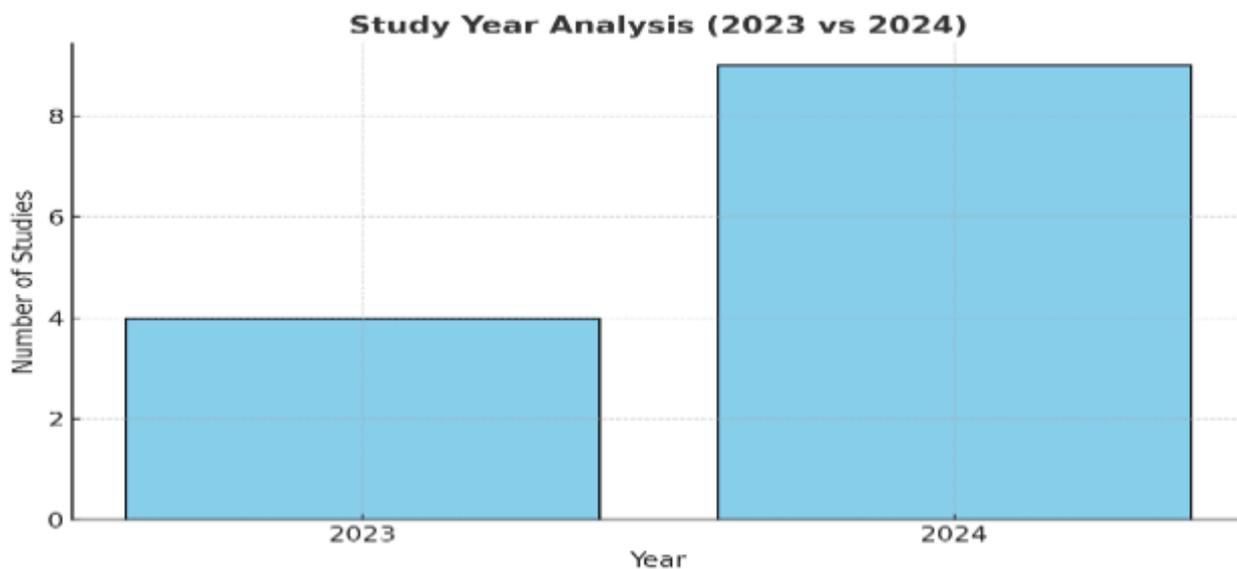
Figure 6: Study Year Analysis

This study advances the theoretical understanding of workplace spirituality by empirically confirming its positive influence on organizational commitment within the Indonesian context. The findings extend existing models by illustrating that spirituality at work functions as both an individual value system and an organizational resource that strengthens employees' affective and normative commitment. Contextually, the study enriches current literature by focusing on the educational sector an area where spiritual values and purpose-driven engagement are especially salient. By situating the analysis in Indonesia's unique cultural and institutional environment, this research offers valuable insights into how workplace spirituality fosters stronger organizational attachment and loyalty among educators, thereby contributing to contemporary organizational behavior scholarship.

Conclusion

This systematic empirical review demonstrates a clear and consistent positive relationship between workplace spirituality (WPS) and organizational commitment (OC) across diverse contexts between 2023 and 2025. The reviewed studies collectively highlight that when employees experience meaning, connectedness, and value alignment at work, their levels of commitment, satisfaction, and performance significantly improve. Mediating factors such as organizational commitment, job satisfaction, and work engagement play a central role in strengthening this relationship, while moderators like service climate, emotional intelligence, and organizational culture offer conditional insights into when and how spirituality exerts its influence.

From a methodological perspective, the dominance of **quantitative approaches**, especially **SEM and SEM-PLS**, underscores a preference for empirically testing complex relational models and validating theoretical assumptions. Regionally, the concentration of studies in **Indonesia and India** signifies that Asia has become a key contributor to advancing spirituality-based organizational behavior research, although global representation remains limited.

Overall, the findings affirm that workplace spirituality not only enhances organizational commitment but also fosters trust, well-being, and productivity—creating more engaged and

resilient organizations. This synthesis provides a strong empirical base for both scholars and practitioners to integrate spiritual principles into leadership, HRM, and organizational development strategies.

Limitations of the Research

Despite its comprehensive and systematic approach, this review has several limitations that must be acknowledged. First, most of the analyzed studies originate from Asian countries—particularly Indonesia and India—limiting the generalizability of findings to Western, African, or Latin American contexts. Second, there is a noticeable methodological uniformity, as the majority of studies relied on quantitative approaches and SEM-based analyses, offering limited exploration of qualitative or mixed-method perspectives that could provide deeper insights into the lived experiences of employees. Additionally, moderators were less frequently examined compared to mediators, leaving a gap in understanding how contextual factors such as leadership style, organizational culture, or work environment influence the relationship between workplace spirituality and organizational commitment. The review also faces potential publication and selection bias due to its focus on peer-reviewed, English-language journals indexed in major databases, which may have excluded valuable research from local or non-English sources. Lastly, the narrow temporal scope (2023–2025) ensures relevance but restricts the ability to observe long-term patterns and trends in workplace spirituality research over time.

Research Contribution

This study makes several important contributions to the existing body of knowledge on workplace
spirituality and organizational commitment. Unlike prior reviews that primarily emphasized conceptual discussions, the present paper synthesizes empirical evidence from studies published during 2023 and 2024, thereby providing a more contemporary understanding of how workplace spirituality influences employee commitment in modern organizations. From a theoretical perspective, this research strengthens the integration of Workplace Spirituality Theory with mainstream organizational behavior constructs such as Psychological Capital, Work Engagement, and Transformational Leadership. The synthesis identifies how dimensions such as meaningful work, sense of community, and value alignment significantly contribute to affective, normative, and continuance commitment. This connection enhances theoretical clarity and demonstrates the continued relevance of spirituality-based constructs in the post-pandemic organizational landscape. At the methodological level, this paper consolidates recent empirical approaches—including SEM, PLS-SEM, mediation, and moderation models—to present methodological patterns and gaps in current research. This systematic integration assists future scholars in selecting robust analytical techniques and developing refined models that capture the spirituality–commitment linkage more effectively.

In terms of practical contribution, the paper provides evidence-based recommendations for organizational leaders and human resource practitioners. It emphasizes that nurturing a spiritually driven workplace environment—characterized by purpose, interconnectedness, and ethical values—can improve employee retention, job satisfaction, and long-term organizational loyalty. Overall, this paper offers both theoretical advancement and practical direction by bridging recent empirical finings and setting a foundation for future longitudinal

and cross-cultural investigation into the relationship between workplace spirituality and organizational commitment.

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