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A Literature Review on Workplace Spirituality, Work-Life Balance, and Employee Performance (2020-2025)

Arga Sutrisna¹, Eeng Ahman², Disman³, Rofi Rofaida⁴

¹²³⁴Universitas Pendidikan Indonesia, West Java, Indonesia

Correspondence: argasutrisna@upi.edu¹

Abstract

Modern workplace transformation driven by technological connectivity, flexible work systems, and increasing job demands has intensified challenges related to employee well-being and organizational performance. In this context, workplace spirituality and work-life balance have emerged as important organizational dimensions associated with employee attitudes, psychological well-being, and work outcomes. This study aims to systematically review empirical literature examining the relationships among workplace spirituality, work-life balance, and employee performance published between 2020 and 2025. This review employed the PRISMA 2020 framework to ensure a transparent and systematic review process. Relevant studies were identified through searches in Scopus, Web of Science, and Google Scholar using predefined keywords related to workplace spirituality, work-life balance, and employee performance. Inclusion criteria were limited to peer-reviewed empirical journal articles published in English between 2020 and 2025. Following the identification, screening, eligibility assessment, and inclusion stages, a total of 10 studies were included in the final synthesis and analyzed using thematic synthesis. The review findings indicate that workplace spirituality is commonly associated with employee engagement, organizational commitment, intrinsic motivation, and meaningful work experiences. Work-life balance was likewise associated with higher job satisfaction, lower occupational stress, and more favorable employee performance outcomes. Several studies also highlighted the mediating roles of emotional intelligence and organizational commitment in these relationships. Overall, the synthesis suggests that supportive spiritual values and balanced work practices are associated with improved employee performance and psychological well-being within contemporary organizational settings.

KEYWORDS

employee performance; spirituality; work engagement; work-life balance; workplace spirituality.

Introduction

The modern world of work is undergoing continuous transformation. Productivity demands are increasing, employee roles are becoming more complex, and work flexibility has emerged as a necessity. These dynamics significantly affect work-life balance, which functions as a critical mechanism for maintaining equilibrium between professional responsibilities and personal life (Bello et al., 2024). The expansion of technology and globalization has further intensified this condition. The boundaries between workplace and home have become increasingly blurred, leading to heightened pressure on employees across sectors (Koç et al., 2025). When work and personal life are imbalanced, the consequences are reflected in psychological well-being, job satisfaction, and employee performance. Empirical studies consistently demonstrate that work overload is associated with declining individual outcomes (David et al., 2025; Hariri et al., 2024). Consequently, organizations are increasingly required to develop adaptive human resource management strategies that support employee well-being while sustaining organizational productivity (Grace et al., 2025).

Within this context, work-life balance has become a central organizational strategy for improving employees' quality of work life. The equilibrium between occupational demands and personal responsibilities plays a substantial role in maintaining long-term well-being and organizational effectiveness (Bello et al., 2024). Previous studies indicate

that balanced work conditions strengthen organizational commitment, reduce role conflict, and support employee productivity, particularly in highly competitive organizational environments (Czerwińska-Lubszczyk & Byrtek, 2024; Susanto et al., 2022). Nevertheless, the implementation of work-life balance policies continues to encounter considerable challenges. Excessive workloads, high performance expectations, and organizational cultures emphasizing unlimited work dedication frequently contribute to psychological exhaustion and work-related stress (Barokah et al., 2025; Fazal et al., 2022). These conditions indicate the necessity for broader organizational approaches capable of addressing not only structural work arrangements but also employees' psychological and existential needs.

In response to these challenges, workplace spirituality has emerged as an increasingly important topic within human resource management and organizational psychology. Workplace spirituality refers to the experience of meaningful work, value alignment, and a sense of connectedness within organizational settings. This perspective extends beyond formal religious practices and emphasizes the fulfillment of employees' psychological and emotional dimensions in the workplace (De Carlo et al., 2020). Prior studies suggest that workplace spirituality contributes to intrinsic motivation, employee engagement, and organizational commitment while also helping employees manage role conflict and work-related pressures more effectively (Anupama et al., 2021). Furthermore, several empirical studies indicate that workplace spirituality may strengthen the effectiveness of work-life balance practices in supporting employee performance through mediating mechanisms such as spiritual leadership, innovative behavior, and emotional attachment to the organization (Fajar et al., 2024).

Despite the growing number of studies on workplace spirituality and work-life balance, the existing body of literature remains fragmented. Previous empirical studies have predominantly examined workplace spirituality, work-life balance, and employee performance as separate constructs rather than as an integrated organizational framework (Ahmed et al., 2022; Jena, 2021). Moreover, findings regarding the relationships among these variables remain inconsistent, particularly concerning the role of work-life balance as a mediating mechanism between workplace spirituality and employee performance (Syahrir et al., 2023). Existing studies also vary considerably across organizational sectors, cultural settings, and methodological approaches, creating difficulties in establishing a comprehensive understanding of how these variables interact within contemporary workplaces.

Several review studies have examined workplace spirituality and work-life balance separately; however, their scope has generally been limited. Previous reviews primarily focused on conceptual discussions, sector-specific contexts, or direct relationships between individual constructs without providing an integrated understanding of how workplace spirituality and work-life balance jointly relate to employee performance (VERA et al., 2022). Some studies have also emphasized particular organizational settings or theoretical perspectives, while paying limited attention to the mediating and moderating mechanisms underlying these relationships (Wiśniewska, 2024; Yousaf & Dogar, n.d.). Moreover, few reviews have adopted a PRISMA-based approach to systematically synthesize recent empirical evidence covering these three constructs simultaneously during the post-pandemic workplace transformation period. Consequently, current literature provides limited insight into methodological trends, dominant theoretical foundations, sectoral distributions, and cross-contextual patterns emerging across studies published between 2020 and 2025. Addressing these gaps, the present review offers a comprehensive synthesis of

the relationships among workplace spirituality, work-life balance, and employee performance by systematically mapping the mediating and moderating variables identified in previous studies, highlighting methodological and contextual trends, and proposing an integrative framework that summarizes the mechanisms and patterns linking these constructs across diverse organizational settings.

Accordingly, this study seeks to address these gaps by providing a PRISMA-based systematic literature review integrating workplace spirituality, work-life balance, and employee performance within a unified analytical framework. The contribution of this study does not solely lie in combining the three constructs, but also in systematically synthesizing recent empirical evidence published between 2020 and 2025 to identify recurring conceptual relationships, mediating and moderating variables, methodological trends, and sectoral research patterns. In contrast to prior narrative reviews, this study applies a transparent and standardized review procedure through the PRISMA framework to improve methodological rigor in the literature selection and synthesis process.

Although workplace spirituality and work-life balance have been recognized as important antecedents of employee well-being and performance, previous review studies have predominantly examined these constructs separately or focused on direct relationships within specific contexts, resulting in fragmented understanding of their interconnected mechanisms (Sharma & Gupta, 2025). Existing reviews have also provided limited evidence regarding the mediating and moderating variables, methodological developments, and cross-sectoral patterns emerging from recent empirical studies. Addressing these limitations, the present study employs a PRISMA-based systematic literature review to synthesize empirical evidence published between 2020 and 2025 and offers a more integrated perspective on the relationships among workplace spirituality, work-life balance, and employee performance. Specifically, this review contributes by mapping recurring conceptual relationships, identifying mediating and moderating mechanisms, examining methodological and sectoral trends, and proposing an integrative framework that summarizes the patterns linking these constructs across diverse organizational settings.

Furthermore, this review develops a conceptual synthesis model illustrating the interrelationship between workplace spirituality, work-life balance, and employee performance based on patterns identified across empirical studies. The synthesis highlights several recurring mediating mechanisms, including employee engagement, organizational commitment, emotional intelligence, and spiritual leadership, which potentially explain the relationship between workplace spirituality and employee performance outcomes. By mapping these relationships systematically, the study contributes to the development of a more holistic understanding of sustainable employee performance within contemporary organizational environments.

Therefore, the objective of this study is to analyze the development of scholarly research concerning workplace spirituality, work-life balance, and employee performance based on publications from 2020 to 2025. Specifically, the study aims to identify conceptual relationships among these variables, evaluate dominant methodological approaches and theoretical perspectives, examine mediating and moderating mechanisms reported in prior studies, and construct an integrative synthesis of the existing literature using the PRISMA framework. The findings are expected to provide both theoretical contributions to organizational behavior literature and practical implications for organizations seeking to develop sustainable human resource management strategies that support employee well-being and performance.

Methods

Research Design

This study employed a systematic literature review design based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) framework to examine the relationships among workplace spirituality, work-life balance, and employee performance in contemporary organizational settings. The PRISMA approach was selected to ensure methodological transparency, structured study selection, and reproducibility throughout the review process (Dubey & Sharma, 2025). The review focused on empirical studies published between 2020 and 2025 addressing workplace spirituality, work-life balance, and employee performance within organizational and human resource management contexts.

The systematic review procedure consisted of four main stages: identification, screening, eligibility assessment, and inclusion. Prior to the screening process, a review protocol and eligibility checklist were developed based on the research objectives and PRISMA guidelines to ensure consistency in study selection. This approach facilitated the systematic synthesis of interdisciplinary findings related to organizational psychology, organizational behavior, and human resource management (Wiśniewska, 2024). All review procedures adhered to PRISMA standards to strengthen methodological rigor and reliability of the synthesized findings (Onyemelukwe et al., 2023).

Literature Search Strategy

The literature search was conducted using four electronic databases: Scopus, Web of Science, ScienceDirect, and Google Scholar. These databases were selected because of their broad coverage of peer-reviewed literature in organizational studies, psychology, and human resource management. To maintain consistency across all sections of the manuscript, only articles retrieved from these four databases were included in the review.

The final search process was conducted in January 2026. The search strategy employed Boolean operators ("AND" and "OR") and combinations of predefined keywords related to workplace spirituality, work-life balance, and employee performance. The primary search string used across databases was as follows:

("workplace spirituality" OR "spirituality at work" OR "organizational spirituality" OR "spiritual well-being") AND ("work-life balance" OR "work-family balance" OR "work-life integration" OR "work-life harmony") AND ("employee performance" OR "job performance" OR "employee productivity" OR "work engagement" OR "organizational performance").

Minor modifications were applied to accommodate the indexing systems and search interfaces of each database. Searches were restricted to peer-reviewed journal articles published in English or Indonesian between 2020 and 2025 to capture recent developments concerning workplace spirituality and employee well-being in contemporary work environments.

Study Selection and Eligibility Criteria

The study selection process followed the PRISMA 2020 workflow consisting of identification, screening, eligibility assessment, and inclusion stages. Before screening was conducted, the review protocol and eligibility criteria were established based on the PRISMA 2020 guidelines and documented in a standardized review checklist to ensure consistency throughout the selection process. All retrieved records were exported into a reference management system,

and duplicate articles were removed before screening commenced. Two independent reviewers conducted the screening process using predefined inclusion and exclusion criteria. The first stage involved title and abstract screening to identify studies relevant to workplace spirituality, work-life balance, and employee performance, followed by full-text assessment to evaluate methodological relevance and empirical adequacy. Inter-reviewer agreement was documented by comparing the screening decisions of both reviewers at each stage and recording instances of disagreement. In cases where discrepancies occurred, the reviewers re-examined the articles and discussed their assessments in relation to the predetermined review criteria until consensus was reached. When disagreements persisted, a third reviewer was consulted to determine the final inclusion decision. The detailed number of articles retained and excluded at each stage of the review process is presented in the PRISMA flow diagram in the Results section.

Inclusion Criteria

The review included studies that met the following criteria:

1. Empirical studies examining workplace spirituality in relation to work-life balance and/or employee performance;
2. Studies evaluating work-life balance indicators such as work-family conflict, psychological well-being, job satisfaction, or quality of work life;
3. Studies reporting employee performance outcomes, including productivity, work engagement, task effectiveness, or organizational performance;
4. Quantitative, qualitative, or mixed-methods studies published in peer-reviewed academic journals;
5. Articles published in English or Indonesian between 2020 and 2025.

Exclusion Criteria

The following studies were excluded from the review:

1. Narrative reviews, systematic reviews, meta-analyses, editorials, conference proceedings, and book chapters;
2. Studies not involving employee or organizational contexts;
3. Studies lacking empirical findings related to workplace spirituality, work-life balance, or employee performance;
4. Articles with inaccessible full texts or insufficient methodological information.

Data Extraction

Data extraction was conducted using a standardized extraction form to ensure consistency and reduce selection bias. The extracted information included:

1. Author(s), publication year, and country of study;
2. Research objectives and methodological design;
3. Sample characteristics and organizational sector;
4. Theoretical frameworks and conceptual models employed;
5. Measurement dimensions of workplace spirituality, including meaningful work, sense of community, and value alignment;
6. Indicators of work-life balance, including work-family conflict, psychological well-being, and life satisfaction;
7. Employee performance indicators such as productivity, engagement, innovative behavior, and task effectiveness;
8. Main findings, mediating or moderating variables, and organizational implications.

Data Analysis and Synthesis

This study employed a qualitative narrative synthesis approach to integrate findings from the selected empirical studies. A meta-analysis was not conducted because the included studies demonstrated substantial heterogeneity in research design, measurement instruments, analytical techniques, and outcome indicators. Therefore, quantitative

aggregation of effect sizes was considered methodologically inappropriate.

The narrative synthesis focused on identifying recurring conceptual patterns, theoretical relationships, and empirical trends across studies. The synthesized findings were organized into several analytical themes:

1. Workplace spirituality as a determinant of employee psychological well-being and work-life balance;
2. The relationship between work-life balance and employee performance outcomes;
3. Mediating and moderating variables influencing the relationship between workplace spirituality and employee performance;
4. Organizational implications of integrating spiritual values and supportive work-life practices.

The final synthesis was presented through thematic narrative interpretation supported by summary tables and a PRISMA flow diagram. This approach enabled systematic comparison across studies and facilitated the identification of conceptual trends, methodological patterns, and research gaps related to workplace spirituality, work-life balance, and employee performance in contemporary organizational settings.

Result and Discussion

Search Results

The literature search and study selection process were conducted in accordance with the PRISMA 2020 framework. To maintain methodological consistency with the procedures described in the Method section, the search process was limited to four electronic databases: Scopus, Web of Science, ScienceDirect, and Google Scholar. These databases were selected because they provide extensive coverage of peer-reviewed literature in organizational psychology, organizational behavior, and human resource management.

The search strategy employed combinations of keywords related to workplace spirituality, work-life balance, and employee performance using Boolean operators ("AND" and "OR"). Searches were restricted to empirical journal articles published between 2020 and 2025 in English or Indonesian. The final database search was completed in January 2026. The initial search identified 412 records across the four databases. After duplicate removal, 338 articles remained for title and abstract screening. During the screening stage, 228 articles were excluded because they were not directly related to workplace spirituality, work-life balance, or employee performance. Consequently, 110 full-text articles were assessed for eligibility. Of these, 100 studies were excluded for several reasons, including lack of empirical data, conceptual irrelevance, inaccessible full text, and failure to address the relationships among the three focal variables. Ultimately, 10 empirical studies met all inclusion criteria and were included in the final synthesis.

Quality Assessment and Risk of Bias

The methodological quality of the included studies was assessed using the Joanna Briggs Institute (JBI) Critical Appraisal Checklist, which was selected because it accommodates quantitative, qualitative, and mixed-methods research designs commonly found in organizational research. The appraisal process evaluated several methodological dimensions, including research design appropriateness, sampling adequacy, validity and reliability of measurement instruments, analytical rigor, clarity of reporting, and consistency between research objectives and conclusions. Each study was independently assessed by two reviewers using the appropriate JBI checklist according to the study design. Based on the appraisal results, studies were

categorized as high, moderate, or low quality. Studies classified as low quality due to substantial methodological limitations, inadequate reporting, or insufficient empirical evidence were excluded during the eligibility assessment and were not included in the final synthesis. The detailed quality appraisal results for each included study, including JBI ratings and quality classifications, are presented in Appendix A.

Overall, the majority of included studies demonstrated moderate-to-high methodological quality. Most quantitative studies employed survey-based approaches supported by advanced statistical techniques such as Structural Equation Modeling (SEM), Partial Least Squares (PLS), and multiple regression analysis. Several studies also reported validity and reliability testing procedures, indicating acceptable levels of construct validity and internal consistency. Nevertheless, several potential sources of bias were identified. Some studies relied on relatively small sample sizes or focused on single organizational sectors, thereby limiting generalizability across industries and cultural contexts. In addition, most quantitative studies used self-reported questionnaire data, which may increase the possibility of common method bias and social desirability bias. Despite these limitations, the included studies generally demonstrated sufficient methodological rigor to support narrative synthesis.

PRISMA Flow Diagram

The PRISMA flow diagram presents the stages of identification, screening, eligibility assessment, and study inclusion undertaken in this review (see Figure 1). A total of 412 records were initially identified through database searches. After duplicate records were removed, 338 articles remained and proceeded to title and abstract screening. At this stage, 228 records were excluded because they did not address the core variables of workplace spirituality, work-life balance, and employee performance or failed to meet the predefined inclusion criteria. Consequently, 110 full-text articles were assessed for eligibility. Of these, 100 articles were excluded due to reasons such as lack of empirical evidence, insufficient methodological quality, irrelevance to the review objectives, or failure to provide adequate information regarding the variables under investigation. Ultimately, 10 studies met all eligibility criteria and were included in the final synthesis. These figures are consistently presented in the PRISMA flow diagram and the table of included studies.

During the eligibility assessment, 100 articles were excluded for several reasons: conceptual irrelevance to the review focus, absence of empirical findings, incomplete methodological reporting, or inaccessible full-text availability. After completing all screening stages, 10 studies fulfilled the inclusion criteria and were included in the final systematic review. The PRISMA procedure ensured transparency and methodological consistency throughout the study selection process, thereby strengthening the credibility and reproducibility of the review findings.

Characteristics of Included Studies

Table 1 summarizes the characteristics of the empirical studies included in this review. The majority of the selected studies employed quantitative approaches using survey designs and analytical techniques such as structural equation modeling, partial least squares, moderated regression analysis, and multiple regression. Only one study adopted a qualitative interview-based approach, indicating that research in this area remains predominantly quantitative. The reviewed studies varied in terms of their focal variables and analytical models. While several studies explicitly examined the relationships among workplace spirituality, work-life balance, and employee performance, others focused on only one or two of these constructs or incorporated additional variables such as organizational commitment, employee engagement, emotional

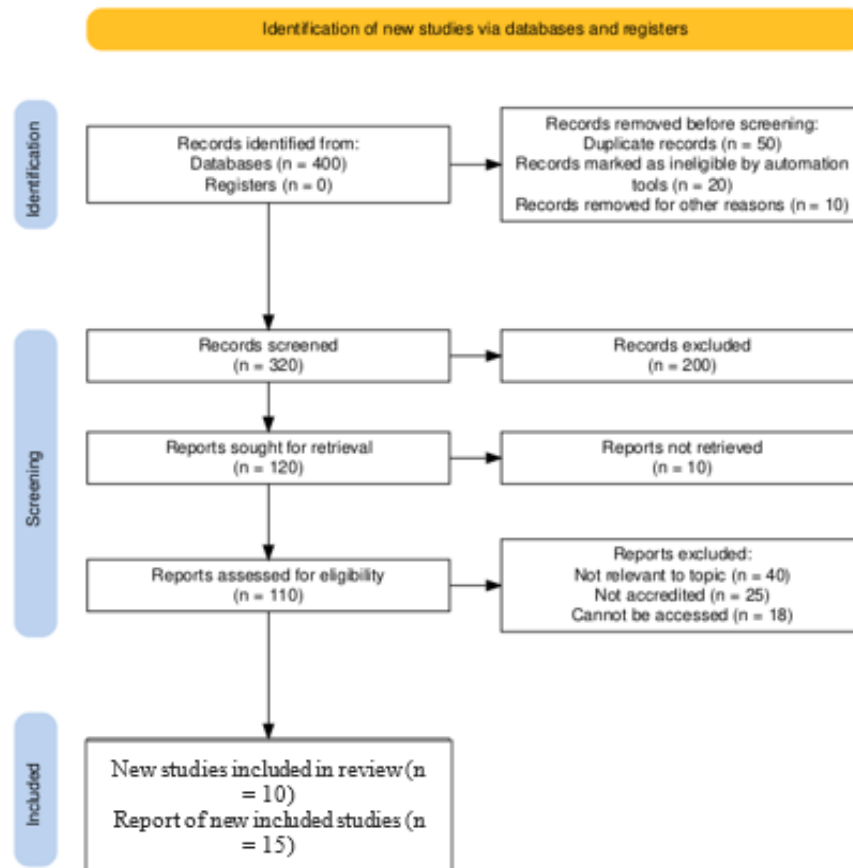


Figure 1. PRISMA Flow Diagram

intelligence, organizational citizenship behavior, and well-being. Accordingly, the findings presented in Table 1 reflect the specific variables and relationships reported in each original study and should not be interpreted as indicating uniform or direct associations across all included studies.

The studies were conducted across diverse organizational sectors, including banking, education, government institutions, manufacturing industries, shipping companies, technology organizations, and small and medium-sized enterprises. Geographically, the studies represented several national contexts, including Indonesia, India, and other emerging organizational environments. This diversity suggests increasing cross-sectoral interest in understanding the role of workplace spirituality and work-life balance in employee performance.

Direct Relationships

Several studies consistently reported direct positive relationships between workplace spirituality and employee performance. (Ahmad et al., 2024; Mousa, 2020; Peter, 2020) found that meaningful work experiences, spiritual value alignment, and a sense of organizational belonging were associated with improved productivity, professional dedication, and work effectiveness. These findings were particularly evident in educational institutions and small-to-medium enterprises where organizational culture strongly influenced employee attitudes and behavior. Similarly, work-life balance demonstrated direct associations with employee well-being and performance outcomes. (Roehati et al., 2025) reported that balanced work conditions contributed to improved employee discipline and productivity, while (Anupama et al., 2021) found that work-life balance reduced role conflict and psychological stress among manufacturing professionals.

Mediating Mechanisms

The reviewed studies also identified several mediating variables explaining how workplace spirituality contributes to employee performance. Organizational commitment emerged as one of the most frequently reported mediators. (Cindra & Artha, 2021) demonstrated that workplace spirituality and work-life balance strengthened employee performance indirectly through enhanced organizational commitment. Other studies identified employee engagement, emotional intelligence, and well-being as important explanatory mechanisms. (Jena, 2021) reported that organizational citizenship behavior and emotional intelligence mediated the relationship between workplace spirituality and employee performance within the banking sector. Likewise, (Syahir et al., 2025) found that workplace spirituality improved employee well-being and work-life balance, which subsequently supported positive performance outcomes across multiple industries.

Moderating and Contextual Factors

Several studies highlighted contextual and moderating variables influencing the relationships among workplace spirituality, work-life balance, and employee performance. (Astuti et al., 2024) identified employee engagement as a moderating factor strengthening the relationship between workplace spirituality and employee performance in public institutions. (Ohri & Dutta, 2025) further suggested that generational and sectoral contexts shape how employees interpret workplace spirituality and work-life integration, particularly within technology-oriented work environments characterized by flexible working systems and high digital connectivity. The review additionally revealed differences across organizational sectors. Studies conducted in education and public-sector institutions tended to emphasize meaningful

Table 1. Characteristics of Empirical Studies on Workplace Spirituality, Work-Life Balance, and Employee Performance (2020–2025)

No.	Author (Year)	Study Design	Population	Main Variables	Key Findings
1	(Cindra & Artha, 2021)	Quantitative (Causal Associative, SEM-PLS)	Employees of a shipping company	Workplace spirituality and work-life balance as predictors; organizational commitment as mediator	The findings indicate that workplace spirituality and work-life balance exert a positive and significant influence on employee performance through enhanced organizational commitment. Work-life balance functions as a reinforcing factor that strengthens the effect of workplace spirituality on commitment and performance. The integration of both variables contributes to improved productivity within the Indonesian private sector.
2	(Astuti et al., 2024)	Quantitative (Survey, Moderated Regression Analysis)	Local government employees in Yogyakarta	Workplace spirituality as predictor; employee engagement as moderator	Workplace spirituality significantly enhances employee performance, with employee engagement strengthening this relationship. Work-life balance indirectly supports performance by fostering a meaningful work environment. The implementation of workplace spirituality is recommended to enhance engagement and productivity in public institutions.
3	(Jena, 2021)	Quantitative (Survey, Structural Equation Modeling)	Banking sector employees	Workplace spirituality as predictor; organizational citizenship behavior and emotional intelligence as mediators	Workplace spirituality positively affects employee performance through organizational citizenship behavior and emotional intelligence. Work-life balance operates as a contextual factor that amplifies this relationship. Organizations that nurture spiritual dimensions are more likely to cultivate productive and balanced employees.
4	(Anupama et al., 2021)	Quantitative (Survey)	Manufacturing professionals in Vadodara	Workplace spirituality and work-life balance	Workplace spirituality facilitates the attainment of better work-life balance, which subsequently enhances employee performance. The integration of spiritual values reduces role conflict and stress, thereby supporting productivity. A spiritually grounded workplace strategy is particularly relevant in the post-pandemic context.
5	(Mousa, 2020)	Quantitative (Survey)	University employees	Workplace spirituality as predictor of performance	Workplace spirituality directly improves employee performance by strengthening the sense of meaningful work. Work-life balance acts as a supporting variable that reinforces this relationship. A spiritually enriched work environment promotes sustainable performance outcomes.
6	(Peter, 2020)	Quantitative (Survey)	School teachers	Workplace spirituality and productivity	Workplace spirituality positively influences teacher performance and productivity. Work-life balance reduces burnout and supports sustained commitment. Spiritual values within educational institutions enhance efficiency and professional dedication.
7	(Roehati et al., 2025)	Quantitative (Survey)	Employees of a regional enterprise in West Java	Work-life balance and work discipline	Work-life balance significantly influences employee performance, with workplace spirituality functioning as a complementary factor. The integration of both dimensions creates organizational harmony conducive to productivity. Policies promoting balance should be aligned with spiritual values.
8	(Ahmad et al., 2024)	Quantitative (Survey)	SME employees	Workplace spirituality as predictor	Workplace spirituality enhances performance through strengthened community belonging and meaningful work. Work-life balance further reinforces these effects. Spirituality serves as a strategic asset for small and medium-sized enterprises.
9	(Ohri & Dutta, 2025)	Qualitative (Interviews)	Technology sector professionals	Workplace spirituality, work-life balance, and employee engagement	Workplace spirituality facilitates improved work-life balance, which in turn increases engagement and performance. Spiritual values mitigate work-life conflict. A holistic approach is particularly relevant for millennial professionals.
10	(Syahir et al., 2025)	Quantitative (Survey)	Employees across various industries	Workplace spirituality and well-being	Workplace spirituality improves employee performance through enhanced work-life balance and well-being. Positive effects are observed across cultural contexts. Spirituality emerges as a key determinant of organizational success.

work, organizational commitment, and professional dedication, whereas studies in technology and manufacturing sectors focused more strongly on stress reduction, flexibility, and work-life integration.

Interpretive Synthesis

Based on the reviewed literature, this systematic review indicates that workplace spirituality and work-life balance function as interconnected organizational dimensions associated with employee performance outcomes. However, the relationship does not appear uniformly direct across all contexts. Instead, the findings suggest that the influence of workplace spirituality on performance is frequently mediated by psychological and organizational mechanisms such as employee engagement, emotional intelligence, organizational commitment, and well-being. The synthesis also indicates that sectoral context, organizational culture, and work-system characteristics may shape the strength and direction of these relationships. While most studies reported positive associations among the variables, variations in methodological design, measurement dimensions, and organizational context suggest that the effectiveness of workplace spirituality and work-life balance practices may differ across industries and cultural environments.

Synthesis and Integration of Research Findings

Based on the PRISMA-guided synthesis of ten empirical studies published between 2020 and 2025, the reviewed evidence generally suggests positive relationships among workplace spirituality, work-life balance, and employee performance across diverse organizational contexts. Although the limited number of included studies and the absence of meta-analytic aggregation prevent definitive causal conclusions, several recurring patterns were identified throughout the reviewed literature.

Most studies indicate that workplace spirituality is associated with higher levels of work meaningfulness, employee engagement, and organizational commitment, which may contribute to favorable employee performance outcomes (Astuti et al., 2024; Cindra & Artha, 2021; Jena, 2021). In parallel, work-life balance frequently appears as a complementary organizational condition associated with reduced role conflict, lower occupational stress, and improved psychological well-being (Anupama et al., 2021; Roehati et al., 2025). Rather than functioning as isolated constructs, the reviewed studies tentatively suggest that workplace spirituality and work-life balance may operate interactively in shaping employee attitudes and work outcomes.

The synthesis also indicates that several psychological and organizational mechanisms potentially mediate these relationships. Employee engagement and organizational commitment emerged as the most frequently reported explanatory variables, while emotional intelligence and organizational citizenship behavior appeared less consistently across studies (Astuti et al., 2024; Jena, 2021). However, because these mediating mechanisms were examined using different analytical models and sectoral contexts, the evidence regarding their relative influence remains preliminary rather than conclusive.

Critical Analysis of the Reviewed Studies

Although most studies reported positive associations among workplace spirituality, work-life balance, and employee performance, several methodological characteristics of the reviewed studies warrant careful interpretation. Most of the included studies employed cross-sectional quantitative survey designs, limiting the ability to draw causal inferences or capture long-term relationships among the variables (Peter, 2020). Furthermore, the extensive reliance on self-reported questionnaires raises the

possibility of common method bias and social desirability bias. Another limitation concerns the relatively limited methodological diversity across the literature, as qualitative and mixed-methods approaches were rarely employed. Consequently, existing evidence predominantly reflects statistical associations rather than deeper contextual explanations regarding how workplace spirituality and work-life balance influence employee performance. Sectoral concentration also represents an important concern, since many studies were conducted in specific contexts such as education, banking, public administration, and small and medium-sized enterprises (Astuti et al., 2024; Jena, 2021). Differences in organizational culture, leadership practices, and work structures across industries may affect the extent to which these findings can be generalized to other settings.

In addition to the limitations inherent in the reviewed studies, this systematic review has several limitations. The review was restricted to studies published in English between 2020 and 2025 and included only articles retrieved from the selected databases. As a result, relevant studies published in other languages, indexed in different databases, or contained in gray literature may not have been captured. Therefore, the findings of this review should be interpreted as a synthesis of the available evidence within the specified scope rather than as an exhaustive representation of all research concerning workplace spirituality, work-life balance, and employee performance.

Third, considerable heterogeneity exists in the operationalization and measurement of workplace spirituality. Some studies conceptualized workplace spirituality primarily through meaningful work and organizational belonging, whereas others emphasized spiritual leadership, ethical climate, or psychological well-being dimensions. Similar inconsistencies were also observed in work-life balance indicators and employee performance measurements. This measurement heterogeneity complicates direct comparison across studies and limits the development of unified theoretical explanations. Furthermore, only limited qualitative evidence was identified within the review. The qualitative study conducted by (Ohri & Dutta, 2025) provided richer insights into employees' subjective experiences concerning spirituality and work-life integration, particularly among technology-sector professionals. However, the dominance of quantitative approaches indicates that employees' lived experiences and contextual interpretations remain underexplored within the current literature.

Cross-Study Comparison and Emerging Patterns

Despite methodological variations, several convergent patterns can still be identified. Studies conducted in public-sector and educational environments tended to emphasize employee engagement, meaningful work, and professional commitment as central mechanisms linking workplace spirituality to performance outcomes (Astuti et al., 2024; Peter, 2020). In contrast, studies within private-sector and manufacturing contexts more frequently highlighted stress reduction, organizational commitment, and work flexibility as important explanatory dimensions (Anupama et al., 2021; Cindra & Artha, 2021). Cross-cultural variations were also observable. Studies conducted in Asian organizational settings generally emphasized collectivist values, organizational harmony, and interpersonal connectedness as components of workplace spirituality. Nevertheless, because the included studies were concentrated largely in emerging economies, the broader applicability of these findings across different institutional and cultural environments remains tentative. Importantly, the review found stronger support for direct associations between workplace spirituality and employee attitudes than for more complex mediation or moderation models. While several studies proposed mediating roles for

Table 2. Summary of Key Research Findings on Workplace Spirituality, Work-Life Balance, and Employee Performance (2020–2025)

No	Category of Findings	Key Research Outcomes	References
1	Effect of Workplace Spirituality on Performance	Workplace spirituality enhances work meaningfulness, employee engagement, and organizational commitment, leading to improved employee performance	(Ahmad et al., 2024; Mousa, 2020; Peter, 2020)
2	Role of Work-Life Balance as a Supporting Factor	Work-life balance reduces job stress and role conflict while improving employee well-being	(Anupama et al., 2021; Roehati et al., 2025)
3	Mediating and Moderating Variables	Employee engagement, organizational commitment, and emotional intelligence strengthen the relationship between workplace spirituality and performance	(Astuti et al., 2024; Cindra & Artha, 2021; Jena, 2021)
4	Integration of Spirituality and Work-Life Balance	The combination of both variables enhances productivity and supports sustainable organizational performance	(Ohri & Dutta, 2025; Syahir et al., 2025)

engagement, emotional intelligence, or organizational commitment, these mechanisms were not consistently examined across all studies. Consequently, the evidence supporting indirect pathways remains suggestive rather than firmly established.

Conceptual Framework Emerging from the Review

Based on the synthesis, this review proposes a refined conceptual framework positioning workplace spirituality as an organizational value system that influences employee performance both directly and indirectly through psychological and relational mechanisms. Within this framework, workplace spirituality contributes to meaningful work experiences, interpersonal connectedness, and value alignment, which subsequently foster employee engagement, organizational commitment, and emotional well-being.

Work-life balance functions within this framework as a regulatory and supportive mechanism that helps employees manage occupational demands while maintaining psychological stability. Rather than acting solely as an independent predictor, work-life balance appears to strengthen the sustainability of spirituality-related outcomes by reducing stress, role conflict, and emotional exhaustion.

The review further suggests that the effectiveness of this relationship may depend on contextual conditions such as organizational culture, sectoral characteristics, leadership practices, and work flexibility systems. Accordingly, employee performance should not be viewed merely as a product of

technical competence or productivity pressure, but also as an outcome influenced by employees' sense of meaning, well-being, and organizational belonging.

Theoretical and Practical Implications

From a theoretical perspective, the findings contribute to organizational behavior and human resource management literature by supporting a more holistic understanding of employee performance. The review indicates that workplace spirituality and work-life balance may represent interconnected psychosocial dimensions rather than independent organizational variables. This perspective extends conventional performance-oriented models by integrating psychological well-being, meaningful work, and organizational belonging into discussions of sustainable employee performance (Gustina, 2022; Hasibuan et al., 2024).

The synthesis also supports the development of a holistic HR management framework consisting of three interrelated dimensions: meaningful organizational values, supportive work-life systems, and employee psychological engagement. Within this framework, sustainable employee performance is understood as the outcome of organizational environments that simultaneously support productivity demands and employee well-being.

Practically, the findings suggest several short-term and long-term managerial implications. In the short term, organizations may strengthen employee well-being by implementing flexible work arrangements, workload management systems, and employee support initiatives aimed at reducing work-life conflict. Organizations may also foster workplace spirituality through participative leadership, value-based organizational communication, and programs promoting meaningful work experiences.

In the longer term, organizations may integrate workplace spirituality and work-life balance into broader human resource development strategies focused on organizational sustainability, employee retention, and adaptive organizational culture. However, because the evidence base remains limited and context-dependent, these managerial implications should be interpreted cautiously rather than as universally applicable prescriptions.

Limitations and Directions for Future Research

Several limitations should be acknowledged in interpreting the findings of this review. First, the review included only ten empirical studies, limiting the breadth of evidence available for synthesis. Second, the predominance of cross-sectional quantitative research restricts the ability to evaluate causal relationships and long-term organizational effects. Third, substantial heterogeneity in conceptual definitions, measurement instruments, and sectoral settings complicates direct comparison across studies.

Future research should therefore prioritize methodological diversification through longitudinal, mixed-method, and comparative cross-cultural designs to strengthen theoretical and empirical understanding of workplace spirituality and work-life balance dynamics (Larassati & Maghfira, 2024). Additional investigation into contextual moderators such as organizational culture, leadership style, remote work systems, and generational differences would further refine existing theoretical models.

Future systematic reviews may also benefit from larger evidence pools and quantitative meta-analytic procedures where sufficient methodological homogeneity is available. Such developments would allow more precise estimation of effect relationships and strengthen the empirical basis for organizational interventions related to workplace spirituality and work-life balance.

Summary of Key Research Findings

Table 2 demonstrates that workplace spirituality plays a strategic role in enhancing employee performance by reinforcing work meaningfulness and organizational engagement. The majority of studies indicate that spiritual values contribute to the development of a work environment that supports employees' psychological well-being. In addition, workplace spirituality is associated with increased organizational loyalty and commitment. These findings suggest that organizations integrating spiritual values tend to achieve more stable and sustainable performance outcomes. Consequently, workplace spirituality emerges as a critical dimension in contemporary human resource management. Overall, the synthesis of findings indicates that workplace spirituality and work-life balance constitute two primary determinants of employee performance. Workplace spirituality fosters meaning, engagement, and organizational commitment, while work-life balance functions as a regulatory mechanism that alleviates work-related pressure and enhances employee well-being. The interaction between these variables is further strengthened by mediating and moderating factors such as employee engagement and emotional intelligence. Cross-sectoral and cross-cultural evidence underscores the universal relevance of integrating spiritual and work-life balance approaches in improving organizational performance. Therefore, the convergence of these constructs offers a sustainable and adaptive human resource management strategy capable of addressing the evolving complexities of the modern workplace.

Conclusion

The studies reviewed between 2020 and 2025 generally indicate that employees' perceptions of meaningful work, psychological well-being, and balance between professional and personal responsibilities are associated with more favorable employee performance outcomes. Across the reviewed literature, workplace spirituality frequently emerged as an organizational dimension linked to employees' sense of purpose, organizational belonging, and work engagement, whereas work-life balance was commonly associated with reduced role conflict, lower occupational stress, and improved psychological stability. The synthesis further suggests that these constructs may interact in shaping employees' work attitudes and performance-related behaviors, with employee engagement, organizational commitment, emotional intelligence, and well-being appearing as potential mediating or reinforcing mechanisms. In addition, organizational culture, sectoral characteristics, and work-system conditions may

influence how workplace spirituality and work-life balance are experienced across different organizational settings.

Nevertheless, these conclusions should be interpreted within the boundaries of the present review. The synthesis was based on a final sample of 10 empirical studies published between 2020 and 2025 and employed a narrative synthesis approach without conducting a meta-analysis. Given the limited number of included studies, variations in methodological designs, and differences in sectoral contexts, the identified relationships should be understood as recurring patterns of evidence rather than definitive causal effects. Accordingly, the findings provide an integrated overview of the current empirical landscape while highlighting the need for future studies employing more diverse methodologies and quantitative synthesis techniques to strengthen the evidence base.

From a theoretical perspective, this review contributes to organizational behavior and human resource management literature by integrating workplace spirituality, work-life balance, and employee performance into a unified conceptual synthesis. Unlike prior studies that frequently examined these constructs separately, this review highlights their interconnected nature and proposes that sustainable employee performance may be influenced by the interaction between meaningful work experiences and supportive work-life conditions. The review therefore advances a more holistic perspective of employee performance that extends beyond productivity-oriented approaches toward psychologically and socially sustainable organizational practices. Practically, the synthesis suggests that organizations may benefit from developing human resource management strategies that simultaneously support employee well-being, meaningful work experiences, and balanced work systems. Flexible work arrangements, supportive organizational values, participative leadership, and employee well-being initiatives may contribute to more adaptive and resilient organizational environments. Nevertheless, the practical implications identified in this review should be interpreted cautiously because the current evidence base remains limited and concentrated primarily within specific sectors and emerging organizational contexts.

Future research is encouraged to adopt longitudinal, mixed-method, and cross-cultural research designs to strengthen understanding of the long-term dynamics among workplace spirituality, work-life balance, and employee performance. Additional investigation into moderating and contextual variables, including spiritual leadership, organizational culture, remote work systems, and generational differences, may further refine theoretical explanations and improve the development of holistic human resource management models in contemporary workplaces.

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