

Systematic Review Of The Spiritual Intelligence And Job Demand And Resouces In Workplace

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Abstract: The purpose of this study is to conduct a systematic review of spiritual intelligence in the JD-R model in the workplace. This review allows us to track the evolution of this model in management practice over the past five years and identify research gaps that need to be addressed in the near future. The reviewed articles were retrieved from two major databases (e.g., Scopus and Elsevier) using a two-step screening process. To achieve the objectives of this study, 880 conceptual and empirical papers were reviewed in more than 50 publications from 2019 to 2023. Selected articles were evaluated based on classification criteria and grouped to identify topics. Despite extensive research over the past decade, the constructs of SI and JD-R lack clear definitions and have overlapping characteristics. This review shows how the JD-R model of SI is interdisciplinary and has its roots in organizational behavior, psychology, and theology. This report also provides a clear picture of the current state of the literature and enumerates possible directions for future research so that researchers can further develop the field of SI and JD-R in the workplace.

Keywords: *Spiritual Intelligence, Job Demand and Resources, Role Overload, Supervisor Support, Workaholism, Religiosity, Spirituality, Spiritual Well-Being, Spiritual Development*

1. Introduction

The study of spiritual intelligence (SI) and its relationship to job demand Resources (JDR) in the workplace has garnered increased attention among researchers. Studies have proven that this type of intelligence are important element and could impact to job outcomes. For example, 0 Emotional and spiritual intelligence is currently a topic of discussion among managers, psychologists, and researchers, and is an important element that is gaining attention in the field of organizational behavior. This is because work becomes less individualistic and more relational, requiring the participation of all employees to progress.

Spiritual intelligence is viewed as a crucial element in the development of an individual's soft skills and is seen as a complementary aspect of intelligence for humans [2]. In recent years, there has been a growing interest in exploring the concept of spirituality within the context of the workplace. Employees are seeking more than just financial rewards from their jobs; they are searching for a deeper sense of meaning and fulfillment [3]. Previous studies have distinguished between religious attitudes and spiritual intelligence in the workplace [4].

In this modern era, many companies seem to be plagued by a variety of employee-related issues such as absenteeism,

turnover, corruption, stress-related illnesses, conflict, burnout, and violence. According to previous research, the causes are: There is a growing lack of attention to the importance of spiritual factors in the workplace [5]. Spirituality in the workplace is important and can be a key factor in retaining and satisfying talented employees and supporting organizational growth and development [6][7][8][9][10].

[11] suggest that spiritual intelligence is a critical component necessary for organizational growth and survival as it supports employees' development of key outcomes in the workplace. According to Sarker et al., 2021., SI can play a significant role in creating a positive workplace atmosphere. This notion is also proven by past studies for example, [12] stated that spirituality can positively influence people's conduct from the inside out, while in another study, It is said that employee spirituality helps employees recognize and understand the meaning of their lives, which can have a positive impact on employees' professional development [13].

The paper is organized to review and discuss both topics that emerged from the literature evaluation. It is organized based on the theme "Conceptualization of SI and then Conceptualization of SI and JD-R in the workplace. The discussion was also arranged based on journals and based on countries. Additionally, we also include common theories that are used to support the studies for SI.

2. Literature Review

Spirituality is defined in many different ways. Robert [14] argues that this is a "special expression of deep concern." [15] defines spirituality as "a deep-seated desire for human beings to connect with a good that is inferior to themselves, a good that they consider sacred or especially noble," and Miller defines spirituality as "the special and "personal beliefs and gestures". "He refers to powers weaker than himself and to what is sacred to him, saying that reality is not limited to the physical and sensitive world"[16]. Rephrase Building on these themes, as reported by [17][17], Friedman and MacDonald, by considering numerous depictions of spirituality, demonstrate that spirituality (a) focuses on ultimate meaning; (b) found that it can be defined as the development of knowledge and multiple

knowledge situations; We can connect (c) the experience of the preciousness and sacredness of life with (d) the primacy of sound in the collective.

According to Michael Molloy's textbook *Experiencing the World's Religions: Tradition, Challenge and Change* [16], religions typically display the eight elements listed below: belief system, community, central myths, ritual, ethics, characteristic emotional experiences, material expression, and sacredness. Many people are "spiritual" but not "religious" because they do not practice organized religion, while others are "religious" but not "spiritual" because they follow the prescribed rituals and creeds but do not live according to the principles of their professed religion [16].

Spiritual intelligence in the workplace encompasses the personal and unique values that a person brings to the workplace [18] and reflects a person's knowledge of the spiritual values of the host organization [19]. Previous research has shown that spiritually intelligent people understand and practice their beliefs, enjoy their work and faith, and are more conscious due to their cultural background. They are more responsible, reliable and efficient. For example, organizations are said to be safer because individuals with spiritual intelligence are more engaged in their work [20]. Spiritual intelligence can be improved through training [21].

The Job Demands Resources (JD-R) model [22] has grown significantly in popularity among researchers since its introduction in the early 21st century. The JD-R model is currently used to reduce work stress, along with the Job Demands Control (JD-C) model developed by Karasek in 1979 and the ERI (Effort Reward Imbalance) model developed by Siegrist in 1996. It is considered one of the top models for analysis. For instance, in September 2013, a Google Scholar search found that two influential papers that described the JD-R model [22]; [23] had received more than 2,400 citations combined. What explains this popularity? The JD-R model, like the JD-C and ERI models, assumes that a balance between positive (resources) and negative (demands) job characteristics results in employee health and well-being. The JD-R model found favor because the two prior models had already made scholars and practitioners more sympathetic to the idea of balance. The JD-R model

does not, however, limit itself to particular job demands or job resources, in contrast to these two models. It assumes that any demand and any resource may have an impact on the health and welfare of employees. This makes the JD-R model much broader in scope than previous models, as it has the potential to accommodate all work requirements and work resources [22].

Journal of Management, Spirituality and Religion (14) published the majority of the studies, followed by the Journal of Organisational Analysis (5) and the Journal of Organisational Change Management (4). More than 26 journals that published articles on SI were found. As a result, SI developed into a multidisciplinary field with roots in psychology, theology, education, and modern management techniques.

2.1. Journal-wise distribution of articles

The distribution of papers on SI in the chosen journals is shown in Table 1 and Table 2. From the 49 papers, the

Table 1: Distribution of paper across Journal for SI

Name of the journal	2019-2023
Journal of Management, Spirituality and Religion	14
International Journal of Organizational Analysis	5
Journal of Business Ethics	2
Journal of Human Values	1
Journal of Organizational Change Management	4
Vision	1
Accounting, Auditing and Accountability Journal	1
Current Psychology	1
Development and Learning in Organizations	1
International Journal of Ethics and Systems	2
International Journal of Human Resource Management	1
International Journal of Sociology and Social Policy	1
Jindal Journal of Business Research	2
Journal of Advances in Management Research	1
Journal of Global Mobility	1
Journal of Indian Business Research	2
Journal of Work-Applied Management	1
Kasetsart Journal of Social Sciences	1
Leadership and Organization Development Journal	1
Management Decision	2
Personnel Review	1
Public Relations Review	1
Journal of Economics, Business, & Accountancy Ventura,	1
Journal of Management Spirituality and Religion	1
Total	49

Table 2: Distribution of paper across Journal for SI

Journal	2019-2023
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Teaching and Teacher Education	1
Industrial Marketing Management	1
Zeitschrift für Evidenz, Fortbildung und Qualität im Gesundheitswesen	1
Journal of Business Research	1
International Journal of Hospitality Management	1
Collegian	1
International Journal of Law	1
Frontiers in Psychology	1
Journal of Indian Business Research	1
Administrative Sciences	1
Advances in Cognitive Psychology	1
Teachers and Teaching.	1
Information Technology & People	1
Criminal Justice Studies	1
Public Organization Review	1
Psychology, Crime & Law	1
Oeconomia Copernicana	1
Human Resource Management	1
Frontiers in psychology	1
Economic and Industrial Democracy	1
International Journal of Leadership in Education	1
Safety and Health at Work	1
Criminal justice policy review	1
SA Journal of Industrial Psychology	1
Sustainability	1
Paidéia (Ribeirão Preto)	1
Journal of Asia Business Studies	1
Social Work	1
International Journal of Manpower	1
Frontiers in Psychology	1
Safety and Health at Work	1
Review of Public Personnel Administration	1
Equality, Diversity and Inclusion: An International Journal	1
Journal of Applied Research in Higher Education	1
The Journal of Business Perspective	1
The International Journal of Human Resource Management	1
Current Psychology	1
Journal of Managerial Psychology	1
International Journal of Construction Management	1
Equality, Diversity and Inclusion: An International Journal	1
Journal of the Society for Social Work and Research	1
Psychosocial Intervention	1
Computers in human behavior	1

International Journal of Organizational Analysis	1
Journal of Management & Business Research	1
The Journal of general psychology	1
SA Journal of Industrial Psychology	1
Public Performance & Management Review	1
International Journal of Stress Management	1
Journal of business research	1
Management Research Review	1
Review of Public Personnel Administration	1
European Journal of Training and Development	1
Social Indicators Research	1
Scandinavian journal of psychology	1
Psychosocial safety climate	1
Frontiers in Psychology	1
The Spanish Journal of Psychology	1
International journal of nursing studies	1
Industrial Marketing Management	1
Safety Science	1
Children and Youth Services Review	1
Journal of Hospitality and Tourism Management	1
Research in Autism Spectrum Disorders	1
Stress and health	1
Current Psychology	1
Sustainability	1
Burnout research	1
Human Resource Management	1
Sustainability	1
Journal of Employment Counseling	1
Journal of Marriage and Family	1
A Research Agenda for Workplace Stress and Wellbeing	1
International Journal of Organizational Analysis	1
Total	74

2.2. Country-wise distribution of articles

The empirical articles were divided up even more according to nation. India has dominated the SI research field. Thailand (1), Europe (5), and India (25), in that order. For a total of 49 studies, the distribution shown above applies. In addition to these, there were two investigations done on academics and researchers from other nations. They belonged to several interest groups, including the Academy of Management's MSR group. There were discovered to be

studies in 25 different nations. Future research can be done in regions with little exposure to SI, like South Africa and the West Indies. Cross-cultural research can also improve the field.

3. Methodology and Result

In-depth analyses of current publications on SI and JD-R in the workplace are included in the paper. There are two types of reviews in management research: narrative reviews and

systematic reviews. While narrative reviews are frequently criticized for their descriptive nature, systematic reviews are seen as being more scientific and constructively critical of the past literature [24]. We employed a two-step screening process to choose the studies that would be included in the review. This is a typical method for doing systematic reviews, and many other published publications, including [25][25], [26], have used it in the past. Setting up inclusion criteria and selecting the database and studies are the steps used to choose the studies [25].

3.1. Inclusion criteria

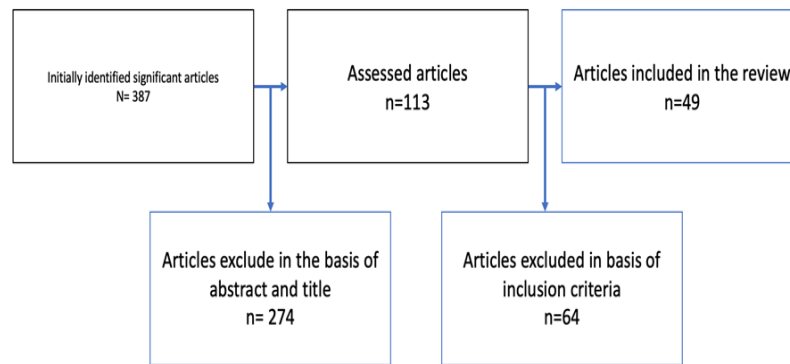
The inclusion criteria consist of three sub-steps [25][25]. Firstly, The literature evaluation only includes studies that were published between 2019 and 2023 in reputable international publications that underwent peer review. The review did not include other sources such as books, conference proceedings, working papers, reports from public and private institutions, invited features, book reviews, or published or unpublished doctorate dissertations. Secondly, we decided to concentrate on studies that only dealt with spiritual intelligence and JD-R in the workplace. As a result, the evaluation did not include works on other relevant constructs like religion, religious diversity, or the significance of one's work. The investigation included both conceptual and empirical literature on SI and JD-R. To get at the results, no statistical method was used in the investigations. The research articles' eligibility was evaluated based on their titles and a review of their abstracts. Finally, the study covers studies on SI and JD-R in the workplace and their many dimensions, critical SI and JD-R, as well as studies on the connections between religion and spirituality in the JD-R (role overload, supervisor support, workaholism, religiosity) model in the workplace.

Selection of database and papers. First, Scopus and Elsevier, two prominent databases, were delved. also, the databases of estimable publishers were searched (including Emerald, Sage Publications, Taylor & Francis, etc.)."

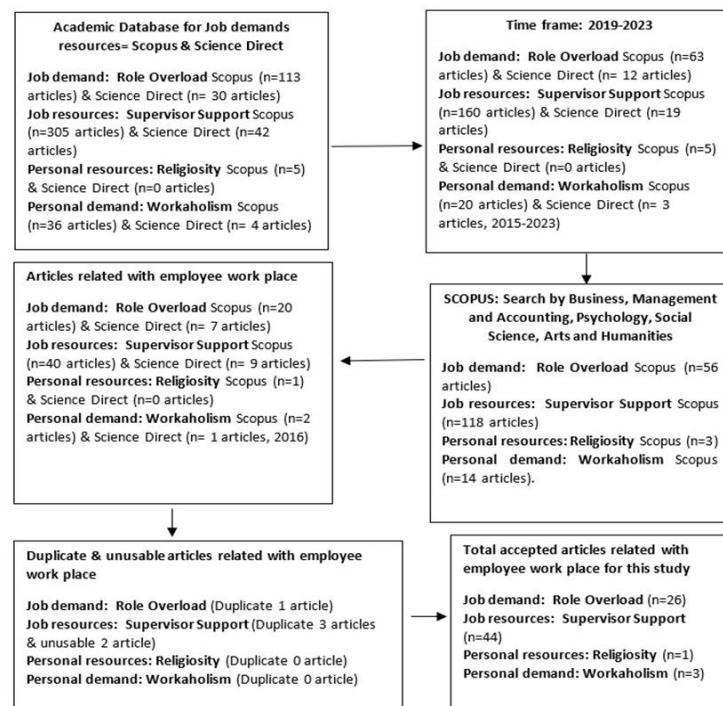
Spiritual intelligence," workplace spirituality,"" spiritual intelligence at the workplace," spiritual organization," positive workplace church,"" religion and workplace spirituality," and" critical plant church" are some exemplifications of affiliated terms. The terms" part load and Job Demands coffers"," administrator support and Job Demands coffers"," workaholism and Job Demands coffers"," religiosity and Job Demands coffers", and" part load and JD- R" were used to prize the papers. The titles, objectifications, and keywords of the papers that surfaced were examined (Figure 1). A number of the major journals in the area, including the Journal of Management, Spirituality and Religion, Journal of Business Ethics, and Journal of Organisational Change Management, were also looked up. The third stage involved finding fresh sources and assessing their felicitousness for addition in this study using the references of major studies. To gain the necessary information, the authors of empirical publications that met the addition criteria but didn't identify the nation or assiduity under study were approached through dispatch.

3.2. Conceptualisation in reviewed article

Interest in workplace spirituality and organizational performance is growing and continuing [27], the role of spirituality in the workplace and in organizational performance is gaining popularity [27] [28]. spirituality in the workplace is surrounded. by comprehensive policy Fifty years ago, management research related to workplace spirituality Researchers used different ways to define workplace spirituality. Today, researchers are constantly searching for a standard of measurement and interpretation. Researchers are more specifically investigating how different variables interact. Researchers are also examining how organizational leadership and performance metrics are impacted by spirituality in the workplace. According to studies done over the previous 11 years [29], it is necessary to approach the topic of spirituality in the workplace from a new angle. Figure 1 shows how the conceptual review of this subject was conducted.



Figures 1: Flowchart showing selection of articles for SI with construct.



Figures 2: Flowchart showing selection of articles for JDR with construct.

4. Relevant Theories

4.1. Attachment theory

Attachment theory, which was created in the 1930s by a group of UK psychoanalysts, describes how early parenting influences a child's growth and behavior. According to the hypothesis, which combines knowledge of biology and psychology, people like to be close to the people who are most helpful to them. The parents and primary caretakers of the children are encouraging others. When these attachment

figures are responsive, children feel secure, and when they are not, they experience tension and anxiety. These events have a long-lasting effect on a child's personality, which will continue throughout adulthood. The theory continues by outlining four different personality types: (1) fearful avoidants, (2) avoidants, (3) anxious, and (4) secure [30]. People with avoidant, apprehensive personalities are very uneasy. Because they have a bad opinion of themselves and other people, they tend to avoid others. The avoidant personality type, the second personality type, has a distorted view of themselves and a poor view of others [30][30]. As a result, even though they are not worried, they feel awkward

with other people [30]. The nervous individuals, who make up the third type, have a strong yearning for acceptability [31]. They are worried because they want other people to appreciate and love them. Finally, those who are neither nervous nor avoidant are considered to be secure. They have high levels of self-efficacy and like to be with other people [32]. They have a positive image of themselves and others.

The use of attachment theory in organizational research is not new. Previous research has shown that secure people exhibit prosocial behaviors at work and report higher levels of well-being and engagement. According to a study by [31], a person's attachment style influences the way they view their work. Workers who feel safe find their workplaces more comfortable, caring, and mentally competent. According to [31], these people recognize that there is a divine presence at work. Secure workers are more likely to express spiritual needs than anxious or avoidant workers. Although this study focuses on attachment style as a predictor of spiritual growth, the opposite effect may also exist. The deeper social connections enabled by SI help organizations develop "safe employees who are more likely to express themselves." Their psychological needs are more important than their anxious or avoidant personality types. Although this study used attachment style as a predictor of spiritual growth, it can also work in the opposite direction [33]. Better social connections enabled by SI help organizations build a "safe base" for employees, motivating them to overcome common pitfalls and be creative at work. Fetal studies can be performed to study this collective relationship.

4.2. Person-organisation fit theory

Interactional psychology, which holds that a person is continually interacting with his environment, is where the idea of person-organization (P-O) fit originated [34]. The degree of compatibility between a person and his or her organization is known as P-O fit [34]; [35]. When an employee's values, expertise, and talents align with the needs of the organization, there is compatibility. Therefore, the employees' impression of their organizational lives is positively correlated with compatibility. Because people are drawn to firms whose values coincide with their own and

because organizations favor hiring people who are similar to them, the P-O fit is vital in the hiring process.

In the SI literature, the P-O fit theory has been frequently applied. Strong relationships between SI and P-O fit have been shown in other studies [36]. For their workers, who are encouraged to take calculated chances and be innovative at work by employees whose spiritual needs are met [33]. Future research can be done to examine this mutual relationship.

4.3. Spiritual leadership theory

The study of spiritual leadership theory is an expansion of SI. [37][37] were the first to explain the idea of spiritual leadership and conceived of it as a management approach that would satisfy the spiritual demands of both the leader and the followers. According to his theory, calling and membership will increase employee productivity when spiritual leadership is based on ideals like hope, faith, and charity [38]. In order to achieve their intended destination, leaders and employees who have hope and faith are prepared to endure adversity [37]. Values like compassion, caring, and concern are examples of how altruism is demonstrated. Employee productivity is increased by an organizational culture centered on values like kindness, compassion, and forgiveness, which also increases emotions of inner joy and life satisfaction [38]. The topic of spiritual leadership has received a lot of attention recently [38] [39]. We do, however, propose that the theory be further developed to pinpoint actions that might support spiritual leadership. A future investigation on the function of spiritual leadership in successfully addressing the problem of religious plurality is also promising.

4.4 Job demand resource theory

The Job Demands-Resources (JD-R) theory has been extensively utilized and applied in studies of organizational behavior and human resources since its inception in the field of burnout research ([41][22][42]). This theory is significant because it examines the relationship between job demands and job resources with regard to employee engagement and burnout. Critical existential thinking, creating one's own meaning, transcendental consciousness, and expanding one's conscious state are the four facets of spiritual intelligence. The capacity to generate meaning from a profound comprehension of existential concerns is known as critical existential thinking. The capacity to

provide oneself with a sense of purpose and personal meaning that accompanies it is known as personal meaning creation, or fulfillment. [43] Understanding one's link to a higher power, all living things, humans, and the environment is known as transcendental consciousness. [43] And eventually, conscious state expansion is the ability to enter a state of spiritual awareness or higher [43].

Using this concept, prior research has determined the advantages of spiritual intelligence. For instance, according to [44], workplace spirituality has a favorable correlation with workers' work attitudes, such as job satisfaction and engagement. [45] reported the significance of SI and work satisfaction in another study.

Furthermore, other research has noted the beneficial effects of SI on work engagement, since it is well acknowledged that spiritual activities like yoga, meditation, and prayer are significant and have a profound effect on a person's mind, body, and spirit. [46] As a result, it is not acknowledged that the JDR model's emphasis on involvement is a crucial component of the mental process and indirectly connected to SI.

5. Research Gap

Various research gaps emerged from the literature review. The table below (from Table 3 to Table 7) contains a list of these gaps. Very few studies (for example, [47]) have been conducted in Malaysia that specify the relationship of work overload, supervisory support, religiosity, and workaholism with the workplace based on JD-R theory (2019–2023). The findings reveal in the line of JD-R theory that work overload, supervisory support, religiosity, and workaholism are related to exhaustion, turnover intention, work engagement, level of technostress, pro-job rule-breaking behaviors, quality of work life, job satisfaction, job stress, well-being and job performance, organizational commitment, work-family conflict, family-work conflict, intention to quit, organizational

citizenship behavior, psychosocial safety climate, depression, employee productivity, and so on in the workplace. Spiritual intelligence is also associated with exhaustion, turnover intention, work engagement, well-being and job performance, psychosocial safety climate, depression, and employee productivity. But JD-R theory (2019–2023) did not focus on spiritual intelligence as the responsible factor for the consequences of job demands, job resources, personal demands, and personal resources in the workplace.

5.1. Cross-cultural studies

The absence of cross-cultural studies on the topic was another notable gap discovered. The majority of investigations have been done on populations with comparable spiritual and cultural backgrounds. Consequently, it's possible that they have problems with generalizability. It will be interesting to observe how employees from various parts of the world respond to spiritual inclusion. Therefore, cross-cultural research might be carried out to determine whether results from various samples yield results that are similar.

5.2. Leadership dimension

Many scholars have studied the leadership aspects of spirituality [48]. They argue that effective leadership is based on principles of charity, faith, and hope. Despite significant attention from the research community, more research is still needed in the area of spiritual leadership. Important research directions include identifying behaviors that promote spiritual leadership [49], the role of power imbalances in the process of spiritual transformation [48]; This includes the possibility that religious values contribute to society. Developing Spiritual Leadership [38]. Additionally, more cross-cultural, longitudinal, and cross-sectional research is needed in this area.

Table 3: Research Gap in SI

Research Gap	Supporting studies
Cross sectional Studies	Petchsawang and McLean (2017), Singh and Hira (2017), Karakas (2010a), Sulphrey (2021)
leadership dimension	Lean and Ganster (2017), Williams et al. (2017), Chappell et al. (2020), Hassi et al. (2021)

Table 4. Research Gap in Role Overload

Role overload related articles	Findings
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Sandmeier et al. (2022). Teaching and Teacher Education. Switzerland	Work overload positively predicts exhaustion in teachers.
Bande et al. (2021). Industrial Marketing Management. Spain	Work overload positively related to turnover intention
Bartsch et al. (2021). Zeitschrift für Evidenz, Fortbildung und Qualität im Gesundheitswesen. Germany	Work overload was positively associated with work engagement
Christ-Brendemühl & Schaarschmidt (2020). Journal of Business Research. Germany	Frontline service employees' technology-induced role overload relates positively to their level of technostress
Ghosh (2022). International Journal of Hospitality Management. India	Work overload is positively associated with pro-job rule breaking behaviors
Karatepe & Türkmen (2023). Collegian. Turkey	The relationship between work overload and quality of work life was found to be statistically negatively significant.
Qureshi et al. (2023). International Journal of Law, Crime and Justice. India	Role overload's nonsignificant relationship with job satisfaction among indian correctional staff was surprising
Harunavamwe & Ward (2022). Frontiers in Psychology. South Africa	Technostress through perceived organisational support and through work-family conflict influences workplace flourishing. No direct significant effect was reported between technostress and workplace flourishing.
Ramesh et al. (2022). Journal of Indian Business Research. India	Technostressors impact important employee outcomes. Technostressor induce burnout.
Jeon, Yoon & Yang (2022). Administrative Sciences. Korea	Work overload aggravates job stress and decrease intrinsic motivation
Laguna et al. (2022). Advances in Cognitive Psychology. Poland	The higher workload, the lower their job-related affective well-being. Experiences of high workload are not easily balanced by access to more job resources at work
Chen & Chi-Kin Lee (2022). Teachers and Teaching. Hong Kong and China	Task overload negatively promoted teacher job performance
Shang, Pan & Richards (2022). Information Technology & People. China	Work overload and informational support have effect on job performance
Lambert et al. (2022). Criminal Justice Studies. India	Work and role overload have no significant effect of organizational commitment
Tran (2022). Public Organization Review.	Overload stress positively associated with both work-family conflict (wfc)/ family-work conflict (fwc)
Lambert, Elechi & Out (2022). Psychology, Crime & Law. Nigeria	Role overload had a negative relationship with life satisfaction among correctional staff
Mihalca et al. (2021). Oeconomia Copernicana. Romania	Work overload has positively and significantly effect on teleworkers' exhaustion during covid-19.
Dlouhy & Casper (2021). Human Resource Management. Germany	Workload is positively associated with engagement and performance
Ingusci et al. (2021). Frontiers in psychology. Italy	The direct effect of work overload (workload and techno overload) on behavioural stress was positive among remote workers during covid 19.

Hamilton Skurak et al. (2021). <i>Economic and Industrial Democracy</i> . New Zealand.	There were no significant direct relationships between wellbeing and workload. Work overload and work pressures were positively and directly related to wlc (work–life conflict).
Adil & Kamal (2020). <i>International Journal of Leadership in Education</i> . Pakistan.	Quantitative overload (workload and work pressure) was positively related to both engagement and burnout. The effect of overload on burnout is higher than the effect of overload on engagement.
Chen & Hsu (2020). <i>Safety and Health at Work</i> . Taiwan.	Role overload positively relates to emotional exhaustion
Lambert et al. (2020). <i>Criminal justice policy review</i>	Role overload had significant positive effects job stress
Rothmann & Janse van Rensburg (2020). <i>SA Journal of Industrial Psychology</i> . South Africa	Perceptions of overload were associated with a perceived lack of positive practices in higher education institutions. Work in organisations and experiences thereof are not always positive. However, focussing on positive practices even when the context and experiences thereof are negative might facilitate positive functioning of individuals and their institutions
Kim, Lee & Shin (2019). <i>Sustainability</i> . South Korea	Positive relationship between role overload and turnover intention
Pereira, Ferreira & Valentini (2019). <i>Paidéia (Ribeirão Preto)</i> . Brazil	Overload was negatively related to occupational satisfaction of physicians

Table 5. Research Gap in Supervisor support

Supervisor support related articles	Findings
Popaitoon (2023). <i>Journal of Asia Business Studies</i> . Thailand	Supervisor support can enhance work engagement. In contrast, supervisor surveillance and communication overload can lead to job stress among teleworkers during covid-19
Lombardero-Posada et al. (2023). <i>Social Work</i> . Spain	The findings support interventions, individual and organizational, tailored to the characteristics of different groups to boost engagement and decrease burnout and turnover
Kumar, Alok & Banerjee, S. (2023). <i>International Journal of Manpower</i> . India	Supervisor support increased the likelihood of greater amount of work done at home versus office
Wang & Tang (2022). <i>Frontiers in Psychology</i> . China	Daily abusive supervision has a significant negative effect on daily work engagement
Ndengu & Leka (2022). <i>Safety and Health at Work</i> . Zimbabwe	Supervisor support had positive relationships with well-being, work engagement, and job satisfaction. Social support from supervisors was significantly negatively related to employee well-being
Nguyen & Tuan (2022). <i>Review of Public Personnel Administration</i> . USA	Direct supervisors positively interact to enhance psychological well-being
Spoor et al. (2022). <i>Equality, Diversity and Inclusion: An International Journal</i> . Australia	Supervisor support was associated with higher affective commitment to the program and employee engagement

Balwant, Mohammed & Singh (2022). Journal of Applied Research in Higher Education. West Indies (Trinidad and Tobago)	Supervisor support has significant effect on employee productivity
Kumar, Alok & Banarjee (2022). Vision: The Journal of Business Perspective. India	Supervisor support was positively associated with wellbeing
Huo & Boxall (2022). The International Journal of Human Resource Management. China	Learning from supervisors have significant effect on employee wellbeing (physical health, work engagement and job satisfaction)
Gu & Wang (2021). Current Psychology. China	Supervisor support protects against increased work-family conflict over time despite high job demands workload
Dlouhy & Casper (2021). Human Resource Management. Germany	Supervisor support has significant effect on employee engagement
Albrecht, Green & Marty (2021). Sustainability. Australia	Supervisor support had a negative association with engagement
Talukder & Galang (2021). Journal of Employment Counseling. Australia	Supervisor support is positively related to employee performance, work-life balance, job and life satisfaction, and organizational commitment
Badawy & Schieman (2021). Journal of Marriage and Family. Canada	Supervisor support is an effective workplace resource to alleviate some of the stress that comes with greater workplace power
Day et al. (2021). A Research Agenda for Workplace Stress and Wellbeing.	Supervisors support influence wellbeing among ICT workers
Rashmi & Kataria (2021). International Journal of Organizational Analysis. India	Supervisor support has significant effect on nurses' WLB (work-life balance) during turbulent times of COVID-19 pandemic
Yeung, Zhou & Chong (2021). Journal of Managerial Psychology. Hong Kong	Support from the supervisor are responsible for work engagement and intention to stay
Sommovigo et al. (2021). International Journal of Construction Management. Italy	Supervisor support has negative impact on employees' psycho-somatic conditions (stress-related psychosomatic symptoms)
Reimann, Marx & Diewald (2019). Equality, Diversity and Inclusion: An International Journal. Germany	Support from supervisors were associated with lower levels of work-to-family conflict
Phillips et al. (2020). Journal of the Society for Social Work and Research. USA	Supervisor support was positively associated with work-related burnout in the beginner caseworker cohort, but it had no relationship with work-related burnout in the other tenure cohorts
Mérida-López, Sánchez-Gómez & Extremera (2020). Psychosocial Intervention. Spain	Support from supervisors was positively associated with engagement and negatively related to intention to quit.

Park, Kim & Lee (2020). Computers in human behavior. Korea	Supervisor support was found to have a significant negative relationship with job burnout in unfair political work environment. The negative impact of work-related smartphone use after work, which induces job burnout, was found to be mitigated when supervisor support was high in a negative political work environment.
Hutahayan (2020). International Journal of Organizational Analysis. Indonesia	Supervisor support has impact on work engagement
Hu et al. (2020). Journal of Management & Business Research. Taiwan	Perceived supervisor support has non-significant effect on willingness to mentor
Charoensukmongkol & Phungsoonthorn (2021). The Journal of general psychology, Thailand	Supervisor support has a negative effect on the perceived uncertainties of employees
Babic, Hansez & Gillis (2020). SA Journal of Industrial Psychology. Belgium	Supervisors support increase work engagement and decrease burnout, thus enhancing workers' well-being
Potipiroon & Faerman (2020). Public Performance & Management Review. Thailand	Supervisor support can directly affect levels of emotional exhaustion
Gu, You & Wang (2020). International Journal of Stress Management. China	Supervisor support directly reduced work-to-family conflict over time
Eddleston, Sieger & Bernhard (2019). Journal of business research. Switzerland and Germany	Supervisor support tends to lessen the work-to-family conflict of managers
Park, Johnson & Chaudhuri (2019). Management Research Review. USA	Supervisors support encourages work engagement
Shim, Park & Jeong (2019). Review of Public Personnel Administration. USA	Work supervisor support had positive associations with organizational citizenship behavior
Lee (2019). European Journal of Training and Development. USA	Supervisor support has not significant effect on psychological well-being
Haar et al. (2019). Social Indicators Research. New Zealand, France, Italy and Spain	Supervisor support is positively related to work-life balance
Mérida-López et al. (2019). Scandinavian journal of psychology. Spain	Supervisor support positively associates with job satisfaction and happiness
Krasniqi et al. (2019). Psychosocial safety climate: a new work stress theory. Malaysia	Supervisor support was negatively associated to Psychosocial Safety Climate
De Carlo et al. (2019). Frontiers in Psychology. Italy	Supervisor support has effect on work family conflict
Blanco-Donoso et al. (2019). The Spanish Journal of Psychology. Spain	Supervisor support did not effect on psychological well-being
De Wijn & van der Doef (2020). International journal of nursing studies. Netherlands	Higher social support from the supervisor predicted lower emotional exhaustion
Lussier et al. (2023). Industrial Marketing Management. North America	Supervisor support mitigate the negative effects of depression
Zhang & Bowen (2021). Safety Science. South African	Supervisor support does not have any significant influence on work-to- family conflict

Kothari et al. (2021). Children and Youth Services Review. USA	Supervision quality was associated with nearly twice the odds of being a satisfied stayer than an undecided worker. Associations for co-worker support and work tools were not as strong as supervisor quality.
Knani (2022). Journal of Hospitality and Tourism Management. USA	The more support employees receive from their co-workers or superiors, the less they are exposed to presenteeism
Slowiak & Jay (2023). Research in Autism Spectrum Disorders. North America	Supervisor support was a significant negative predictor of exhaustion.

Table 6: Table Research Gap in Religiosity and workaholism

Religiosity related articles	Findings
Abualigah, Davies & Harrington (2021). Stress and health. Jordan	Religiosity enhances work engagement and improves well-being

Table 7: Table Research Gap in Religiosity and workaholism

Workaholism related articles	Findings
Sun et al. (2022). Current Psychology. Macao, China	Work addiction was positively associated with burnout
Converso et al. (2019). Sustainability. Italy	Workaholism correlates with work engagement
Upadyaya, Vartiainen & Salmela-Aro (2016). Burnout research. Finland	Work engagement was positively related to workaholism.

Numerous conceptions that were identified as antecedents, outcomes, mediators, or moderators in the current investigations were identified by a thorough examination of 174 papers. These constructions are listed in Tables 8 and 9. There are several categories into which the effects have been divided: individual, team, and organizational. The behavioral consequences at the individual level address how SI and JD-R benefit workers. Workers who have the freedom to express themselves fully at work are often more

effective [50]. For the sake of the business, the motivation to go above and beyond contractual responsibilities is ingrained in the desire to reciprocate inner fulfillment [51][51]. They remain in the company for longer because of their positive outlook and positive interactions with their coworkers [52]**Error! Reference source not found.** Employees that are satisfied with their work are better equipped to handle demanding tasks and exhibit greater creativity at work [53][53].

Table 8: Table SI as the Antecedents and its Outcomes

Outcome	Study
Organizational commitment	Jena and Pradhan (2018)
Innovative work behavior	Pradhan and Jena (2019), Mahipalan et al. (2019),
Employee well being	Vasconcelos (2020)

Work ethics	Driscoll et al. (2019)
Psychological well-being	Shelton et al. (2019)
Resilience	Shelton et al. (2019)
Workplace incivility	Lata and Chaudhary (2021)
Coping with traumatic experiences	Wilczewski et al. (2020)
Quality ageing at workplace	Chongvisal (2021)
Innovative work behaviour	Zhang and Yang (2021)
Team level innovative work	Pandey et al. (2019)
Helping behaviour and service performance	Otaye-Ebede et al. (2019)
Corporate social responsibility	Grzeda (2019), Suriyankietkaew and Kantamara (2019)
Internal public relations	Smudde (2021)
Competitive advantage	Saadatyar et al. (2020)

Table 9: Mediator and moderator used in Spiritual Intelligence

	Outcome	Study
Mediator	Ethical climate	Otaye-Ebede et al. (2019)
	Self-efficacy	Mahipalan et al. (2019)
Moderator	Dark triad	Lata and Chaudhary (2021)
	Islamic work ethics	Ahmed et al. (2019)
	Key decision- making	Baker and Lee (2020)
	Power-distance orientation	Zhang and Yang (2021)
	Religious affiliation	Jeon and Choi (2021)

5.3. Theoretical implications

This review provides the foundation for future research on this theme. The discussion has provided theoretical and literature support for SI, specifically the studies related to SI and the JDR model. In order to clarify how and in what context academics have previously researched SI, the review first synthesizes 387 studies. From a theoretical perspective, we explained a few theories that have been used in past studies for this construct.

In sum, we have prepared Tables 4 to 8 the past studies on SI and JDR as antecedents, as mediators or moderators, and the outcomes and effects so future researchers can quickly comprehend the body of research and work to expand the area. The article concludes by highlighting the research gaps (Tables 2–5) found throughout the literature review. The paper's gap analysis can be very helpful in developing the spirituality study further. In addition to filling the gaps listed above, we recommend more research into SI and JD-R in the areas of family businesses [54][54], work-family enrichment [55], and work-home interaction. We demand the empirical verification of spiritual resources' significance in establishing work-family balance because working from home may become the "new normal" in the upcoming months [55]. A promising research direction is to examine the perceived spiritual values using Hofstede's cultural model. We think that because collectivist societies predominate in the eastern world, spirituality will be inextricably linked to principles of empathy, compassion, and respect. However, spirituality is more of an independent process in western nations that has yet to be tested in the JD-R model. We propose more cross-cultural comparison studies to provide empirical support for this gap.

5.4. Managerial implications

The study offers numerous benefits for practice as well. First, it describes the various behavioral benefits of SI that managers might achieve through promoting spiritual conversation among employees. Second, the report also identifies a number of strategies that managers can use to encourage SI, including regular prayer breaks, meditation practices, yoga, and spirituality development programs. Thirdly, businesses today are attempting to forge personal connections with their staff members. Initiatives linked to SI can greatly improve the interaction between employees

and organizations. Fourth, adopting secular approaches (such as yoga and meditation) is essential for a seamless spiritual transition because today's large corporations employ a worldwide workforce with workers from a variety of religious and spiritual backgrounds. On the other hand, managers of SMEs can support employees' spiritual growth by utilizing regional religious beliefs and practices. Last but not least, the ongoing coronavirus disease 2019 (COVID-19) pandemic has presented the managerial sector with a number of difficulties. Managers must internally remodel their firms to make them competitive, sustainable organizations in these unsettling times. People's opinions about their jobs and workplaces have changed as a result of the crisis. Employees will seek out firms and leaders in the post-COVID world who focus on their overall well-being and promote an environment of equality and trust inside the workplace. Therefore, it is urgently necessary to humanize well-known organizations and their leadership in order to make them more significant and mission-driven. While working from home will unavoidably become more common in the post-COVID future, Managers can effectively handle this unwelcome blending of personal and work lives with the aid of SI-related initiatives. The management of teams that are dispersed around the world will be another significant issue for virtual enterprises. Initiatives connected to SI can encourage staff to be open and engage freely with one another, which has a good impact on the effectiveness of the team.

6. Limitation

This study has some shortcomings, despite having a wide range of consequences. First off, the review is limited to papers written and published in English. Second, even though every attempt was made to include as many publications as possible in the literature review, it is impossible to rule out the chance of human error. Third, the gaps cited in the study are not supported by actual data, as systematic reviews do not require the use of statistical tools. For further improvement, future researchers can extend this work and conduct a meta-analysis on this topic.

7. Conclusion

This study comes to the conclusion that there are still many gaps in the field of SI research, despite the fact that it has grown dramatically over the past 10 years. Phenomena like spirituality, transcendent work motivation, work-family integration, role overload, supervisory supports, religiosity, and workaholism have become more practically relevant in the current environment. Work-life balance and value-driven work are becoming more and more in demand among employees. Our analysis of prior research leads us to believe that spirituality and JD-R are not a trend but a fact that managers need to embrace [56]. Therefore, managers everywhere must actively take SI-related actions in the workplace to improve employee commitment, engagement, and overall organizational performance. This study significantly contributes by synthesizing the extensive literature on SI and JD-R, which will aid future researchers in comprehending the state of the field and identifying areas in need of additional investigation.

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