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## Spirituality in the Workplace: The Impact of Christian Values on Management Style and Employees' Psychological Well-being

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**Abstract:**

**Purpose:** The aim of this article is to demonstrate how Christian spirituality and its associated values (such as human dignity, solidarity, integrity, humility, servanthood, and love for one's neighbor) can positively influence management styles within organizations and enhance employees' psychological well-being. The article seeks to integrate a spiritual perspective with modern management practices and mental health promotion in the workplace.

**Design/Methodology/Approach:** This work is theoretical and review-based, with elements of literature analysis. The authors draw on documents of the Catholic Church (e.g., the encyclical *Laborem exercens*), academic literature in the fields of work psychology and management, as well as practical examples (such as ServiceMaster and Caritas). The article also relies on statistical data concerning stress and occupational burnout, and on empirical studies exploring the impact of spirituality on employee well-being.

**Findings:** Work understood as a calling and a form of service enhances the sense of meaning and professional engagement. A Christian management style (e.g., servant leadership) fosters a culture of trust, respect, and collaboration. Christian spirituality can reduce stress and burnout levels, strengthening employees' mental resilience. Spiritual practices (prayer, reflection, meditation) support emotional balance. Implementing spiritual values in an organization presents challenges but, when grounded in respect for diversity, can effectively function regardless of employees' individual worldviews.

**Practical Recommendations:** The implementation of Christian values should be based on universal ethical principles and respect for diversity. Organizations should cultivate leadership rooted in servant leadership, promoting empathy, humility, and responsibility. It is advisable to create space for reflection, dialogue, and spiritual development in the workplace (e.g., workshops, retreats). Values should be integrated into human resource policies, evaluation systems, and internal communication. The personal example of leaders is essential for effectively embedding values into organizational culture.

**Originality value:** The originality of this article lies in the combination of Christian spirituality with contemporary management theory and practice, demonstrating its practical applicability in secular and professional contexts. The authors present spirituality not merely as a religious concept but as a tangible resource that enhances work quality, interpersonal

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*relationships, and psychological health. It is a proposed management model grounded not only in efficiency but also in humanity, community, and meaningful purpose.*

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## 1. Introduction

The modern workplace, according to recent research, is increasingly becoming a space where employees experience psychological and emotional difficulties. According to the "Closer Together" campaign report, as many as 52% of employees report emotional overload related to their work, and 55% believe that their job causes them significant stress and fatigue.

Additionally, 48% identify burnout as one of the main psychological threats in their professional environment (Grupa ArteMis, 2024). This portrayal of today's workplace stands in stark contrast to the spiritual and Christian perspective, which emphasizes the dignity and spiritual dimension of work.

The topic of spirituality in the workplace is gaining significance alongside the growing awareness that both mental and spiritual health are key components of employee well-being. The aim of this article is to demonstrate how Christian values can positively influence management styles and support the improvement of employees' mental health.

From the very beginning, the Bible presents work as more than a necessity or a means of livelihood—it is viewed as a form of human participation in God's creative act (see, Gen 1:28; 2:15). Saint Benedict, the founder of Western monasticism, formulated the well-known principle "*Ora et labora*"—"pray and work", emphasizing the inseparability of labor and prayer and suggesting that work can—and should—be a path to sanctification (Rule of Saint Benedict, 2006).

Similarly, Saint John Paul II in his social encyclical *Laborem exercens* emphasizes the fundamental truth that "work is for man, not man for work" (John Paul II, 1981). He points out that through work, a person realizes their humanity, and grows both morally and spiritually. This makes the contrast with today's reality all the more

dramatic—where work, instead of leading to holiness and a fulfilled life, is often "demonized" as a source of suffering, stress, and psychological crises.

Therefore, it becomes essential to rediscover the spiritual dimension of work, to integrate Christian values into management, and to consciously care for the mental health of employees as a crucial element of modern leadership and mental health prevention strategies in the workplace.

## **2. Spirituality in the Workplace – Understanding the Concept**

Spirituality in the workplace refers to employees' search for deeper meaning, values, and purpose in their daily professional activities. It encompasses various dimensions, including the pursuit of transcendence, personal growth, and the alignment of professional goals with one's core values and beliefs (Kapała, 2017). Spirituality differs from religiosity in that the latter is typically linked to institutional religious practice, including specific doctrines, rituals, and collective traditions.

In contrast, spirituality is more individual and universal, rooted in personal experience of transcendence and the inner search for meaning (Mausch and Surzykiewicz, 2016). Unlike religiosity, spirituality can also be expressed in secular contexts, which allows it to be integrated into diverse cultural and professional environments.

The relevance of spirituality in the workplace is growing, as studies increasingly indicate its importance in supporting both personal and professional development. Spirituality enhances employees' psychological well-being, increases stress resilience, improves interpersonal relationships, and positively influences their sense of fulfillment and satisfaction with their tasks (Mausch and Rys, 2019). Employees who experience spirituality at work often display greater engagement, creativity, and loyalty to their organization, translating into improved performance and work quality.

Empirical research confirms that spirituality is a valuable personal resource that facilitates coping with professional demands while contributing to a higher quality of life and overall well-being (Radwańska, 2020). Spiritual practices such as reflection, meditation, and conscious emotional regulation can help employees manage daily challenges while supporting their inner peace and harmony. Incorporating spirituality into organizational management strategies can also foster a healthy organizational culture built on mutual respect, empathy, and a shared commitment to higher values.

## **3. Christian Values in the Context of Professional Work**

Modern work culture increasingly confronts individuals with questions about the meaning, purpose, and ethics of their professional engagement. Unlike ancient

perspectives that often viewed manual labor as inferior, Christianity introduced a radically new outlook—recognizing work not only as a necessity but also as a space for spiritual, moral, and social development. Saint John Chrysostom once wrote, "Christ worked before He taught," highlighting that the dignity of labor was sanctified by the Son of God Himself (Szczur, 2014).

A central tenet of the Christian understanding of work is the recognition of the inherent dignity of the human person—regardless of the type of work performed, level of education, or social status. Work does not diminish a person's value; rather, it is the person who gives meaning to work through their actions. As John Paul II emphasized, "the person who works performs it always as a person" (*Laborem exercens*, no. 6). He adds, "Work has no value in itself, but through the fact that it is carried out by a person as a free and rational being" (*Laborem exercens*, no. 6).

In the social context, Christian values related to work go beyond the individual relationship between a person and their labor—they extend into the community. Solidarity, understood as the willingness to share burdens, help others, and care for the common good, is a foundational principle. "Solidarity must be the guiding principle of the social order and of the new world order" (*Laborem exercens*, no. 8). Saint John Chrysostom, deeply engaged in social issues, sharply criticized exploitation and the lack of social responsibility among wealthier Christians (Szczur, 2014, no. 25).

Every type of work carries a responsibility—not only toward others but also toward God, who entrusted humankind with the task of cultivating and caring for the Earth (Gen 2:15). Responsibility in the workplace means not only diligence and reliability but also a commitment to truth and the avoidance of dishonesty or manipulation. "Work results in participation in social life and contributes to the common good" (Szczur, 2014, no. 9).

Professional integrity is not merely about compliance with regulations but also acting according to conscience and justice—even when the system or leadership does not demand high ethical standards. "Work should be organized and carried out in a manner that respects human dignity" (Szczur, 2014, no. 15).

In the professional setting, where diverse personalities, interests, and tensions converge, values such as respect for others, the capacity to forgive, and a merciful attitude become particularly significant. An employee who shows understanding for a colleague's weakness, forgives offenses, and fosters dialogue introduces the spirit of the Gospel into the workplace. Love of neighbor and truth are among the fundamental Christian values that should be present not only in personal life but also in professional conduct (Frączek, 2017).

Humility is not the denial of one's worth, but a proper self-understanding—as a servant of the common good. Servanthood is a posture driven by the desire to serve

others. As John Paul II wrote, “Work is an expression of love: for oneself, for one’s neighbor, for family, for the nation, and for all humanity” (*Laborem exercens*, no. 27). In the spirit of the Gospel, an employee does not merely perform tasks—they become an instrument of love.

The value of work is expressed not only in its utility but also in its salvific dimension. “The spirituality of work is based on the idea that through it, a person [...] becomes more fully human” (*Laborem exercens*, no. 24). This reflects the profound meaning of work in the Christian tradition—as a tool for sanctification and holiness. Work can deepen one’s relationship with God and allow for a “living participation in His threefold mission: of Priest, Prophet, and King” (*Laborem exercens*, no. 24).

Values such as human dignity, solidarity, integrity, mercy, humility, and servanthood can be tangibly expressed in everyday professional and social situations. Human dignity is revealed, for example, in the respect shown to every employee—regardless of position or responsibility. Solidarity becomes real when a team member facing a personal crisis can count on support from coworkers.

Integrity shows in the courage to refuse dishonest requests, such as signing a falsified report—even under pressure. Mercy is practiced in simple acts—such as showing patience to a colleague who has made a mistake. Humility is openness to constructive feedback and willingness to change. Lastly, servanthood is evident in engaging in actions motivated not by profit, but by the desire to help—such as working for a nonprofit organization supporting those in need. These values are not just abstract ideals—they shape reality, strengthen relationships, and foster community.

### **3.1 Christian Management Style**

The modern challenges faced by organizational leaders—in both the public and private sectors—require not only managerial competence but also an ethical compass and sensitivity to others. The Christian management style offers a model that combines effectiveness with profound respect for human dignity and a sense of responsibility for the common good.

This approach assumes that workplace relationships are not merely tools for achieving productivity goals, but should be grounded in values such as trust, responsibility, humility, justice, and love for one’s neighbor (Bronk, 1993).

A central element of Christian management is the concept of servant leadership, rooted in the teachings of Jesus Christ: “*Whoever wants to become great among you must be your servant*” (Matthew, 20:26). In this model, the leader does not dominate others but adopts the role of one who supports, accompanies, and facilitates the growth of their colleagues. Such leadership is marked by humility, empathy, and a

readiness to serve—not as a sign of weakness, but as a moral and spiritual strength (Greenleaf, 1977).

An organizational culture inspired by Christian values is built on mutual respect and trust. Every employee—regardless of professional status—is seen as a person endowed with dignity and uniqueness. Such a culture fosters an environment in which workers feel valued and safe, which in turn promotes creativity, loyalty, and collaboration (Misztal, 2013). Values such as honesty, justice, and responsibility are not mere slogans but actively shape decision-making processes and business strategies (Kapała, 2017).

In the Christian approach to management, the human being is not a means to an end, but an end in themselves. The employer becomes a steward of the human person—not only in their role as a worker, but as a being with emotional, spiritual, and social dimensions. Individualized attention, care for work-life balance, dignified working conditions, and support for professional growth all express the principle of personalism (Frączek, 2017). Work is understood as a calling and a participation in God's creative mission.

Christian management is not merely a moral alternative to dominant market models—it also brings tangible, practical benefits to organizational performance and personal development. At its core is the conviction that organizations should be communities of people, not merely structures oriented toward profit maximization.

This approach holds that values such as dignity, solidarity, justice, responsibility, and love for others have a rightful place in the worlds of business and management (Bronk, 1993).

One of the measurable outcomes of implementing Christian values in management is increased employee motivation and engagement. Individuals who feel respected, recognized, and treated as whole persons tend to identify more strongly with the organization's mission and are more proactive.

Unlike management based on control and pressure, the Christian value-based approach emphasizes trust and support, which results in greater efficiency and team loyalty (Blanchard and Hodges, 2005). As Blanchard points out, a Gospel-inspired leader does not dominate but accompanies—and their strength lies in humility and service (Blanchard and Hodges, 2005).

Another important aspect is the improvement of interpersonal relationships within the organization. A Christian organizational culture, rooted in respect and kindness, promotes a work environment based on dialogue and cooperation. In such conditions, constructive communication, conflict resolution, and trust-based relationships flourish (Szczur, 2014). As Magdalena Kapała notes, a person's

spirituality permeates all aspects of life—including professional life—and can lead to a greater sense of purpose, satisfaction, and relational harmony (Kapała, 2017).

A crucial dimension of the Christian management style is ethical conduct in the economic sphere. Making decisions based on enduring moral values leads to transparent, honest, and accountable practices. This not only builds the internal integrity of the organization but also strengthens its external reputation—among clients, partners, investors, and the broader community (Nowak and Ożóg, 2007).

Contemporary ethical challenges such as manipulation, instrumental treatment of people, unethical marketing, or exploitation highlight the need for deeply rooted values that regard the human person not as a means, but as a goal.

In a time of global crises of trust in institutions, organizations, and leaders, the Christian approach to management offers not only an inspiring alternative but a necessary path toward a more sustainable future of work—one in which effectiveness goes hand in hand with concern for the human person, and growth is achieved not at the cost of dignity, but through it (*Laborem exercens*, 1981, no. 27).

#### **4. The Impact of Christian Spirituality on Employees' Mental Well-Being**

One of the key factors influencing an employee's mental health is the sense of meaning and purpose derived from their work. In Christian spirituality, professional work is not merely a source of income but a means of fulfilling one's vocation, serving others, and participating in the act of creation. This perspective gives work a deep, existential dimension that can counteract feelings of monotony and meaninglessness.

According to research by W.B. Wrzesniewski and A. Grant, individuals who perceive their work as a "calling" report higher levels of satisfaction, engagement, and psychological resilience compared to those who view it merely as a job (Wrzesniewski and Grant, 2010).

The values rooted in Christian spirituality—such as love of neighbor, forgiveness, humility, service, and integrity—are powerful tools for combating stress and burnout. Promoting attitudes of empathy, understanding, and solidarity can significantly reduce tension and conflict within teams. Spiritual practices such as prayer, Christian meditation, and participation in religious community life contribute to inner calm and better emotional regulation (Pargament, 1997). As shown in a study by J. Pargament, individuals who practice spirituality demonstrate greater coping abilities and lower levels of anxiety and depressive symptoms (Koenig, McCullough, and Larson, 2001).

Companies that consciously implement Christian values within their organizational culture often achieve not only better outcomes in terms of employee well-being but

also increased team loyalty and effectiveness. An example is the American company *ServiceMaster*, whose motto is "We honor God in all we do." The company consistently promotes honesty, respect for both employees and clients, and supports work-life balance. The result is a low employee turnover rate and high job satisfaction (Nash and McLennan, 2001).

A similar approach is adopted by the Polish home hospice network *Caritas*, where both medical and administrative staff emphasize that working in alignment with Christian values gives their daily tasks deep meaning and helps them cope with emotionally difficult situations.

Scientific studies confirm that spirituality—not necessarily as institutional religiosity, but as a deep relationship with God and a system of personal values—has a positive impact on mental health. According to a research review published by Koenig *et al.* (2012), spirituality is associated with lower levels of depression, greater stress resilience, and more effective coping mechanisms during life crises.

Furthermore, a 2020 report by the Gallup Institute indicates that employees who report that their workplace supports spiritual growth are, on average, 30% more engaged and less prone to burnout (Gallup, 2020). These findings support the thesis that Christian spirituality can serve as a genuine source of psychological well-being and employee motivation.

#### **4.1 Challenges and Barriers to Implementing Christian Values in the Workplace**

Despite their positive impact on organizational culture and employee well-being, implementing Christian values in the workplace comes with a set of challenges. It requires sensitivity, wisdom, and a high level of responsibility on the part of leaders and managers.

Modern workplaces are often culturally and ideologically diverse environments. Employees represent a range of religious traditions—or may not identify with any religion at all. In such settings, referencing Christian values may be perceived as favoring one religious tradition over others (Wuthnow, 1996). This can lead to tensions or feelings of exclusion if the principle of respect and openness to diversity is not maintained.

For this reason, it is essential to clearly distinguish between spirituality and institutional religiosity—values such as human dignity, solidarity, humility, and servanthood are universal and can be accepted regardless of religious affiliation (Fry, 2003).

One common barrier is the mistaken association of spirituality with religious indoctrination. Employees may fear that promoting Christian values entails pressure



to participate in religious practices or to adopt a specific worldview (Nash and McLennan, 2001). These misunderstandings often stem from a lack of clear communication regarding the purpose and method of value implementation. It is therefore crucial to emphasize that the goal is not to impose faith, but to foster a culture grounded in respect, responsibility, and care for the common good—principles that can be shared by believers and non-believers alike (Hicks, 2003).

Another significant challenge is the lack of specific tools and strategies for effectively implementing Christian values within organizational structures. These values often remain at a declarative level—visible in the company’s mission statement but not reflected in daily decisions, interpersonal relations, or performance evaluations (Cavanagh and Bandsuch, 2002).

To address this, it is necessary to integrate these values into human resource policies, motivation systems, leadership training, and internal communication strategies. It is equally important to cultivate authentic leadership that not only proclaims values but embodies them in daily conduct (Kriger and Seng, 2005).

To effectively overcome these barriers, organizations must adopt concrete and thoughtful strategies that take into account varying beliefs, organizational readiness, and the real needs of employees. A key element is clear and inclusive communication about values—avoiding language specific to religious institutions and instead focusing on universal ethical concepts such as dignity, honesty, solidarity, and responsibility. Presenting values in a way that is understandable and open to diversity encourages greater acceptance and reduces the risk of misunderstanding or mistrust (Benefiel, 2005).

Another effective tool is offering leadership development programs, through which managers can build skills in value-based leadership, empathetic communication, and conflict resolution. Research shows that leaders who identify with a deeper sense of purpose in their work are more likely to build trust-based and respectful relationships, which are critical to transforming organizational culture (Mitroff and Denton, 1999).

Creating space for reflection and dialogue—at both the team and organizational levels—can also be beneficial. Meetings, workshops, or retreat days (even in spiritually neutral formats) help deepen the awareness of work’s purpose, encourage the exchange of experiences, and foster a sense of community. These activities also give employees the opportunity to share their personal understanding of values and how those values can be applied in professional life.

Ultimately, the key to successfully embedding values lies in promoting behaviors, not just declarations. Employees are much more influenced by what they observe in their leaders’ daily behavior than by official slogans in the company’s mission statement. Therefore, leadership style, decision-making processes, responses to

mistakes, and crisis communication are all true “tests” of whether values are genuinely being lived out (Zohar and Marshall, 2004).

Equally important is the creation of a trusting environment in which every employee—regardless of their beliefs or position—feels safe to express themselves, grow, and realize their spiritual potential. Studies show that spirituality (understood as the search for meaning, depth, and connection with the transcendent dimension of life) contributes to greater psychological resilience, lower stress levels, and improved interpersonal relationships (Pargament, 1997).

Implementing Christian values in the workplace is a process that demands time, maturity, and authenticity. It is not free from tensions or misunderstandings, but its fruits—such as a greater sense of meaning, engagement, and relational harmony—demonstrate that it is a worthwhile and meaningful endeavor.

## **5. Conclusion**

The modern workplace is increasingly becoming a space where the spiritual and psychological needs of individuals are brought to the forefront. Rising rates of burnout, stress, and a sense of meaninglessness indicate that organizations focused solely on efficiency and results often fail to meet the deeper expectations of their employees.

In this context, Christian spirituality emerges as an important and effective element of contemporary management—one that allows for the integration of both the human and spiritual dimensions into daily professional life. Work becomes more than a duty; it can be a path to personal growth, relationships, and a deeper sense of meaning.

Christian values such as human dignity, honesty, solidarity, servanthood, and love of neighbor not only help shape a positive organizational culture but also effectively reduce tension, crises, and alienation. The implementation of these values does not mean imposing religiosity, but rather creating a space in which everyone—regardless of worldview—can feel seen, respected, and supported.

Empirical studies confirm that spirituality in the workplace contributes to improved mental health, increased meaning and engagement, and greater resilience to stress.

The findings of this analysis suggest that Christian spirituality can be treated as a real asset in organizational management. Its application is not limited to religious environments—it can also function in secular contexts, serving as a source of universal values that give deeper meaning to work. In this way, an organization becomes not merely a structure for producing goods and services, but a community of persons where care for the human being is as important as concern for results.

In the process of implementing these values, a special role is played by leaders, who should foster an organizational culture rooted in trust, mutual respect, and responsibility. Leaders who communicate values in an inclusive and authentic way become more than managers—they become guides who support the growth of others.

Leadership inspired by Christian spirituality is not about domination or control, but about accompaniment, attentive listening, and creating space for dialogue and reflection. In this way, work ceases to be merely a means to an end and becomes a place where people can experience meaning, community, and spiritual growth.

Christian value-based management is not an idealistic model detached from reality, but a concrete proposal that responds to the real needs of modern organizations. When implemented with respect for worldview diversity, it can contribute to the creation of a healthier, more sustainable, and just work environment. It is a path worth pursuing—not only for the sake of better management, but above all for the sake of greater humanity in the workplace.

## **6. Summary**

The article explores the significance of Christian spirituality in the context of the modern workplace, which increasingly becomes a space of serious psychological and emotional challenges for employees. The author argues that spiritual values—especially Christian ones—can serve as an effective response to the crisis of meaning, stress, and professional burnout. The Christian approach to work, rooted in the Bible and the teaching of the Church, presents work as a path to sanctification, human development, and community building.

The article outlines the distinction between spirituality and religiosity, emphasizing that spirituality is an individual pursuit of meaning and values, also possible in secular contexts. It demonstrates that spirituality can have a real impact on improving employees' mental well-being, increasing their engagement and resilience to stress, as well as strengthening interpersonal relationships. Christian values—such as human dignity, solidarity, honesty, mercy, humility, and service—can be effectively integrated into everyday professional life, influencing organizational culture.

The article further presents a model of Christian leadership based on the concept of servant leadership. In this model, the leader does not dominate but supports and accompanies others, guided by responsibility, humility, and concern for the common good. This approach translates into greater employee loyalty and engagement, improved team relations, and a more positive workplace atmosphere.

The article also identifies barriers to implementing Christian values in the workplace, such as cultural resistance, religious diversity, misconceptions about

spirituality being synonymous with religiosity, and the lack of clear implementation strategies. The author suggests ways to overcome these obstacles, including open communication, leadership training, leading by example, and building a culture of trust.

In conclusion, the article points out that Christian spirituality can be a valuable and universal resource in organizational management, promoting personal growth, community, and the mental well-being of employees. It offers a model of leadership based not only on effectiveness but, above all, on humanity, relationships, and meaningful purpose.

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