

***Factors of Workplace Spirituality Enabling Environmental, Social and Governance (ESG)
Goals in Business Organizations***

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Abstract

Positive human behavior towards environment and society is the key to enable ESG (Environmental, Social and Governance) goals in business organizations. Workplace Spirituality (WPS) can play a crucial role in engaging employees psychologically to transform their behavior towards ESG. Objective of the study is to examine key factors of workplace spirituality and its impact on ethical, sustainable, and social behavior of employees. Research methodology covers conducting a systematic literature review to identify gaps, contradictions and opportunities and develop a conceptual framework. It has been established through literature review that various isolated studies were conducted on WPS however strong need is identified to devise ‘a holistic conceptual model’, which is achieved through this systematic and structured study. The outcome of the study establishes a positive correlation of WPS with employee behavior in all respect i.e. Individual, organizational and leadership level. Conceptual model covers four independent variables i.e. organizational aspects, leadership style, Individual psychological capabilities (emotional and spiritual intelligence) and higher purpose. Study outcome shall benefit management practitioners and companies by enriching understanding on factors of WPS in the business organizations and achieving ESG goals by transforming employee’s behavior. The study signifies that decisions and practices adopted by the management with spiritual values such as honor, morality, kindness, hope, love and nurturing will help to deal with corporate challenges more effectively. This study also contributes to the Maslow Theory on motivational behavior where self -transcendence based on spiritual values is considered as the ultimate level of motivation for human behavior at work.

Keywords: Workplace Spirituality (WPS), Spirituality, Sustainable Business Organization
Spiritual Leadership, ESG, Organizational Spirituality, Spirituality and Religion

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Introduction

Environment, Social and Governance (ESG) goals are very important for business organizations today which addresses critical global issues pertaining to climate change, resource scarcity and social inequality. Business entity is a part of the society therefore cannot ignore its impact on external environment while aiming for profits. Business today aims to achieve goals aligned with triple bottom-line i.e., people, profit and planet.

These ESG goals can never be achieved only through regulations, framework and policies therefore positive human behavior towards environment and social cause is the key to make ESG successful.

Workplace spirituality (WPS) can play a crucial role in enabling ESG practices in business organizations and focus on ethical and sustainable business practices. Incorporating spirituality at the workplace can engage employees not only physiologically but psychologically as well. Awakened spiritual aspects of human behavior at workplace provides a deeper understanding and connection with work and its higher purpose. WPS motivates to perform a meaningful work making a difference and impact to the society at large. It thereby helps taking ethical decision and enhances the commitment of employees towards pro-environmental and social behavior to care for society and nature.

Environment, Social and Governance (ESG) goals of business organization cannot be achieved through policy and regulations only. Human behavior is the most important factor for success of ESG. ESG efforts would be completed just as tick the box activity to fulfill the regulatory norm in absence of internalization of values by every colleague and leader. Workplace spirituality can bring a better engagement, motivation and a higher purpose at work which helps to drive an ethical and sustainable business.

The purpose of this study is to explore various meanings of WPS and how it is different from religion and individual spirituality. The study further explores various elements and factors of workplace spirituality that enables value-driven organization and facilitate to achieve ESG goals.

Workplace spirituality not only leads to beneficial personal outcomes, but also leads to better productivity. Employees who work for the organization that adopts WPS are more ethical and less fearful and more committed to the work. Research suggests that the encouragement of spirituality in the workplace can lead to benefits in the areas of creativity, honesty and trust, personal fulfillment, and commitment, which will ultimately lead to increases organizational performance (Neck & Krishnakumar, 2016). Culture of any business organizations brings the values that shape and justify its mission. workplace spirituality enables integration of personal and organizational values into day-to-day life of the organization. It brings positive attitude towards work and lead to motivated workforce. This ultimately helps improving capability, performance, satisfaction, and quality of service of the employees (Anvari, R., Barzaki, A. S., Amiri, L., Irum, S., & Shapourabadi, S. (2017).

Workplace Spirituality is not about religion or accepting a particular belief or system, it's about leaders and followers who understand themselves as spiritual being and who have sense of calling compassion that provides meaning and purpose for the employees and organization.

Need of Workplace Spirituality for Business Organizations in India

As reinforced in detail by Agarwal, S., Baral, V & Gupta, S. 2019 that India is considered to be a hub for spiritual values and practices however there is still lack of awareness and insights for application of spiritual practices at workplace. Spirituality is being perceived as a subject matter for old and retired as means for cleansing the soul or gaining moksha. Various western countries particularly Japan has given significant importance to embed spiritual values at workplace which has been beneficial for business organisations. Importance and research on workplace spirituality is picking up in the entire world and indian corporates must give desired focus to meet future global challenges more effectively. There are various studies in the western countries however more research is required from the context of Indian business organisation.

The purpose of the study is to examine various factors that enables workplace spirituality in business organisations in India which will help them to create a spirituality based positive and energetic work environment that will enhance wellbeing of employees, social responsibility, business ethics and employee's sustainable behaviour. Majority of studies are performed in Western and US setting and there is certainly need of research on various factors of WPS in Organisations operating in India (Meng. Y. 2016).

Research Questions

1. What are the organizational attributes that impacts Workplace Spirituality (WPS)?
2. Whether leadership style influence Workplace Spirituality in the organization?
3. What are the factors w.r.t. individual psychological competencies of employee that enable workplace spirituality?
4. Whether WPS is influenced by working with higher purpose mindset in the organization.

Definition and Scope of Workplace Spirituality (WPS)

While the attention towards workplace spirituality is growing, there is debate as to what exactly "Workplace Spirituality" means. There seems to be multiple views on workplace spirituality. It could be contended that there are different definitions of WPS. Further, it has been observed in various studies and research that spirituality, religion, and workplace spirituality are various interconnected terms and concepts. We examined various perspectives and definitions of workplace spirituality and how it is different from individual spirituality and religion. These concepts in various literature as described in below three tables.

Individual Spirituality	Authors
The completeness of spiritual enrichment provides happiness and satisfaction to individual which result into more creativity.	(Turner, 1999)
Spiritual practice by individual leads to better insights and better mental growth and development which leads to improvement of a personal as a whole, yielding a more comprehensive self.	(Burack 1999)
Spirituality at individual level has been associated with Maslow's law of higher needs such as "Belonging and sense of achievement "	(Burack, 1999, p.284)
Spirituality to an individual leads to a feeling of completeness when you come to work.	(Turner, 1999)

Table 1 - Definition and views on "Individual Spirituality" in previous literatures

Religion	Authors
Spirituality is something which is beyond the rules of religion.	(Guillory, 2000)
Spirituality avoids formal and ceremonial connotation of religion. It is inner search for meaning and fulfillment that may be undertaken by anyone regardless of religion.	(Graber 2001, p.40) Neck
Religion consists of beliefs, actions and institutions which assumes the existence of supernatural entities with power of action.	(Bruce, 1996, p.7) Neck
Christian believed that spirituality is call for action.	(Bruce, 1996,) Neck
In Buddhist's view, hard work and devotion are tool used to modify and individual's life and also institution as a whole which ultimately results in total enrichment of life & work.	(Jacobson,1983) Neck

Table 2 - Definition and views on "religion" as different from "spirituality " in previous literatures

Workplace Spirituality	Authors
When an organization encourages spirituality then it is encouraging the people to bring their whole to work.	(Neck and Milliman, 1994)
Spirituality is about acknowledging that people come to work with more than their bodies and minds, they bring individual talent and unique spirits.	(Leigh,1997 p.26) Neck
WPS is a framework of organizational values evidenced in the culture that promote employees experience of transcendence through the work process, facilitates their sense of being connected to others in a way that provides feelings of completeness and joy.	Giacalone & Jurkiewicz 2003) Comparative analysis model
WPS is recognition of inner life that nourishes and is nourished by meaningful work that takes place in the context of community.	(Ashmos and Duchon 2000) Comparative analysis model
WPS is employee experience of self-transcendence, meaning, and community in the workplace and it also acknowledges that these experiences could come from various mechanisms including organizational ones.	(Pawar 2008) Comparative analysis model

Table 3 - Definition and views on " Workplace Spirituality" in previous literatures

On reviewing various definitions of workplace spirituality, there are three main aspects identified clearly i.e., Inner life to the workplace, purposeful and meaningful work and connectedness with the co-workers and community at large. (Badrinarayanan & Madhavaram, 2008). We see multiple meanings and dimension of workplace spirituality which is very natural and logic as subject is very complex. There is no single recognised and established definition of WPS and there is need to have a holistic definition covering various dimensions (Dufrene, T., 2021).

After detailed systematic literature review, the below holistic definition of workplace spirituality (see Diagram 1) is developed.

“WPS is adopting spiritual values while discharging corporate functions in organisation (individual and organisational level) by:

- bringing whole person to work and not to leave your soul at home,
- performing meaningful work and making a difference and impact to the society at large,
- creating strong interconnectedness with colleagues and organization, striving to achieve a higher purpose beyond individual role in organization connecting nature, ecosystem, and environment and
- achieving mystical experience and transcendence which leads to higher and continuous self-motivation.”



Diagram 1 - Definition of Workplace Spirituality

Workplace Spirituality – Systematic Literature Review

Based on the topic of research, the goal of the literature review is to study the prior body of knowledge and research gaps in respect of Workplace spirituality (WPS).

Within the scope of this study, secondary source of data was used to seek knowledge already existing on this topic. To perform the search for literature on this topic, leading international electronic databases, journals publications & articles, books & dissertations, white papers and

Google scholar were used. Most of the research applied to this thesis was published between 2017 and 2023. However few research literature or studies published before 2017 were included that reflected a significant contribution or inclusion restated a significant development in the field of workplace spirituality or its factors.

There were many search words were used including workplace spirituality, spirit at work, factor affecting workplace spirituality, ESG (Environment, Social and Governance), organizational culture, spiritual leadership, ethical leadership, personal values at work, emotional intelligence at work, spiritual intelligence, transformational leadership, higher purpose at work, sustainable behavior at work and business ethics.

A mapping of research gap describing the limitations of the research in the existing literature and research findings was carried out to position the scope of this this research. Research gaps plays an important role in discovering new facts and making new contribution to the body of knowledge.

A systematic literature review database (in excel sheet) was formulated with over 250 literatures across all four independent variables and four outcome variables. Diagram 2 illustrates how literature were summarized and analyzed.

Factor of Workplace Spirituality (WPS) enabling ESG Goals of business organisations in India Literature Review (LR)						
Authors (Year), Topic of the Article, Name of the Journal. Vol. No. Issue No.	Major findings	Variables	Research Model/Tool Theory	Limitations or Scope for further research	Gap Variable	Independent Variable or ESG

Diagram 2 - A snapshot exemplifying the summary of systematic literature review

There are various studies on workplace spirituality and its impact on the organizational commitment and performance. Number of studies shows that adoption of spirituality at workplace is at a nascent stage and there is tremendous scope for research in this area. As this is relatively new area of research, the present study will bring various factors, elements and variables effecting Workplace Spirituality (WPS) in business organizations in India. Although several studies have been conducted in the areas of workplace spirituality empirical and quantitative studies in this area is scarce (Hisam, M. W., 2021).

The interest in the topic of Workplace Spirituality (WPS) is growing rapidly. Research study (Meng. Y., 2016) describe various perspective and theories on spiritual leadership at the workplace. It explains the need of effective and motivational leadership driven by values and shared vision. It provides detailed study on leadership through models of spirituality and its relevance to management at workplace. The study finds that spirituality driven leadership empowers care of body, mind, heart, and spirit of the colleagues in the organization. The study also indicates that spirituality at work is at early stages and most of the organizational theories pertain to western religious and practices.

Spirituality and Management once thought incompatible have fallen in love in recent time. An active spiritual life helps employees finding purpose and creates positive energy at workplace. Positive energy and working with purpose increase the commitment level and thereby output and performance. There are some theories and approaches on spirituality but there is limited application of model, and it is an emerging area of research. Potential benefits

of spirituality are hardly quantified in research models (Aravamudhan, N. R., & Krishnaveni, R., 2014).

There is a recent study (Paul, M., Jena, L. K., & Sahoo, K., 2020) that examines the importance of agile workforce in academic and teaching institutions. It also describes the impact of Workplace Spirituality (WPS) on Agile teaching workforce. Agility brings innovation, positive attitude, and energy at workplace. The study emphasizes need of future research on the role of various other mindset and factors such as satisfaction, commitment, trust as mediating factor for workforce agility (Muduli, A., 2017).

An exploratory study (Garg, N., 2018) was conducted to examine the relationship between workplace spirituality and organizational commitment with reference to Indian setting. It was an interesting study which covers six elements and dimensions of workplace spirituality i.e. *kritagayata*, *Swadharma*, *Lokasangraha*, *Authenticity*, *Sense of Community* and *Karma Capital*. The study was done with a very small sample and there is ample scope of future research to study these factors using qualitative and quantitative approach.

There is dire need of adoption of workplace spirituality in hospitality and healthcare industry. One such study (Pirkola H., Rantakokko P. & Suhonen M., 2016) was conducted for healthcare institution to examine as to how nurse managers in healthcare center use workplace spirituality as a tool to increase job satisfaction and work outcome. The study also describes that adopting spirituality at work helps reducing staff turnover. The study was conducted with a healthcare center and particularly nursing department. There is abundant scope to cover other industry and functions where factors of workplace spirituality can be examined.

In various studies, impact has been seen of workplace spirituality on job satisfaction. One such study covers three dimensions of workplace spirituality i.e. engagement of employees, community sense and inner life connection. The detailed study defined nineteen themes such as ethics, honesty, integrity, and trust under workplace spirituality. The study emphasizes the need to conduct further research on inner and external job satisfaction (Misbah Hassan, Ali Bin Nadeem & Asma Akhter, Tahir Nisar, 2016).

One of the interesting studies (Adawiyah, W. R., Purnomo, R., Pramuka, B. A., & Sholikhah, Z. (2020) covers people aspect of Total Quality Management (TQM) and its relationship between job satisfaction and workplace spirituality. It demonstrates that the effectiveness of TQM can be significantly enhanced by embedding spirituality aspect at work. It leads to enhance the overall quality when workforce is positively and spiritually connected to their work. The study is conducted covering only an Islamic Bank in Indonesia, there is pressing need and ample scope to conduct research on these areas covering other industries and geographies in India.

Relationship and impact of adopting spirituality at work are also seen with respect to ethical conduct of the employees. One such study (Otaeye-Ebede, L., Shaffakat, S., & Foster, S., 2020) was conducted covering 51 retail chain stores in UK involving 676 employees where the findings clearly revealed that workplace spirituality is positively related to ethical climate, motivation and moral judgement. The study highlights the clear need of future research for additional factors such as ethical leadership through spirituality at workplace.

A research in BFSI sector in India (Habeeb, S., 2019) assessed the relationship between Organizational Citizenship Behavior (OCB) and spirituality at workplace. The study demonstrated that engagement of employees and job satisfaction can be significantly enhanced by embedding spirituality aspects in the organization. It also defines different aspects and factors of OCB and its relationship with workplace spirituality. However, the employees participated in the research and survey were not agreed to disclose their position and did not want to discuss any organizational aspects to support qualitative findings. There is ample scope for future research on OCB and spirituality at workplace with robust qualitative and quantitative tools and methodology.

There is another research conducted with the Centre for Excellence in Leadership (CEL) as a case study of an organization and its leader (CEO) (Louis W. Fry, Ph.D., 2010). The study found that spiritual leadership is a growing paradigm and has the potential to guide organizational transformation and development of positive organizations that maximize the triple bottom line.

One other study (Lata, M., & Chaudhary, R., 2020) found that spirituality-based leadership and workplace spirituality are evolving concepts and practices in the business organizations. Theoretical knowledge as well as practical aspects of leadership ethics & values are very limited. The results confirmed that practicing workplace spirituality (WPS) in the business organization result into high reduction of uncivil behavior by the colleagues and managers. There is need of further research which can better comprehend possible connection between spirituality at workplace and incivility experienced by colleagues at work.

In recent research (Koburtay, T., & Haloub, R., 2020) the results provides that ethical and spiritual behavior of employees are influenced by P-O (Person- Organization) spirituality fit. The study further establishes that ethical behavior and conscious leadership is enhanced by bringing spirituality at individual and organizational level. The result further shows that integration of workplace spirituality (WPS) in the business organization enhances good relationship, truthfulness and honesty.

A very detailed study (Majeed, N., Mustamil, N. M., & Nazri, M., 2018) concludes that spirituality at work plays a significant role to reduce stress and provide healthy work environment better job satisfaction. The concept of workplace spirituality is rooted in business ethics and spiritual leadership. There is need for future research work to examine the influence of spiritual leadership, transformational leadership and emotional intelligence on workplace spirituality in the organization.

With the help of the literature survey, the following independent variables were found to influence the Workplace Spirituality (WPS) in Indian organization.

- a. Organizational Attributes
- b. Leadership Style
- c. Individual Psychological competencies
- d. Higher Purpose at work.

Maslow's Theory on Hierarchy of Needs

In this study, Maslow's hierarchy of needs (Maslow, 1943) is researched and considered in detail. A recent study (Eleonora Louca, Saeed Esmailnia & Niki Thoma, 2021) describe that Maslow theory focused entirely materialistic and deterministic sphere of individual and

ignores the moral and spiritual aspect which is very important in human development and motivation (Seligman, 2011, p. 90; Garrison, 2001, p. 98, 100; Guillén, Ferrero, & Hoffman, 2015; Harter, 2006; Maritain, 1947/1972; Reader, 2006, p. 345). According to the researchers, Maslow's original theory is fully focused on "self" in the process of personal growth of individual in the organization. Maslow's original theory has been criticized by various scholars as a self-focused process for personal growth. In the later years (Maslow 1954), he extended that self-actualizing people do have attitudes that is centered on others and society. In fact, he included prosocial behaviors and personality traits such as interpersonal relations, tolerance, democratic character and dedication to others as few of the 15 characteristics of self-actualizing people (Maslow, 1987). Thus, during the later years he explored a further dimension of needs, while criticizing his original vision of self-actualization.

Maslow in his second edition of his book "Towards a Psychology of Being" (Maslow, 1968, p. iv) introduced the concept of transpersonal psychology and added new level to his pyramid above the need of self-actualization. He described and focused on transpersonal, transhuman, centered in the cosmos much beyond self-actualization that is much "bigger than we are."

Later in his life (Maslow, 1971) he developed Theory Z explaining that all self-actualizing people do not reach to transpersonal experience. He divided the self-actualizing people into two categories i.e., 'peakers' and 'non speakers.' He differentiated self-actualizers who obtain no experience of transcending (non peakers) and those for whom transcending experience is very important and central. He further described first type of people (non peakers) live for here and for immediate needs however transcendents (peakers) lives at the level of being, of inherent values and gains peak experience with insights which transform their view of world and themselves (Maslow, 1971, pp. 270–271). Transcenders carry values of being including perfection, truth, goodness, unity, and they transcend the ego. All these aspects of transcendence resonate well with spirituality which can provide peak experience to colleagues at work.

Koltko-Rivera (2006, p. 302) in his detailed study referred to later version of Maslow 's hierarchy of needs model which extended and added self-transcendence as next level of motivational need beyond self-actualization. They further explained that Maslow reconsidered his theory and integrated spirituality as basic notion to it. This was considered as monumental shift in the conceptualization of human development & growth. At the level of self-transcendence, individual in the organization focus beyond his/her personal needs towards service to others and connected to the higher force and bigger purpose in life. (Bouzenita & Boulanouar, 2016, p. 66).

Maslow's later version of ultimate need of transcendence is more compatible with the notion of spirituality where people overcome self and commit themselves to higher purpose or goal.

In a recent study, Ackerman (2020) points out that with a shift in focus from self to others and higher purpose, Maslow added transcendence as next step further which is growth oriented and highest motivation for the person. This stage equates with sixth level of human needs in Maslow hierarchy as depicted in Diagram 3 below.

Maslow Theory on Hierarchy of Needs – Later Version

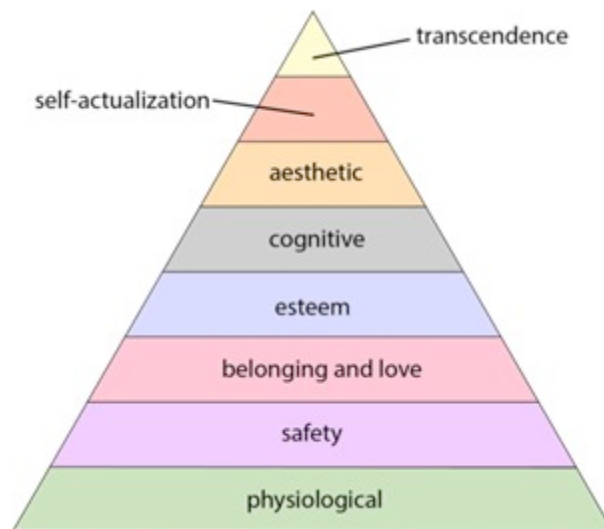


Diagram 3 - Later version of Maslow theory on hierarchy of needs

Conceptual Model

Conceptual model of the present study covers four independent variables of Workplace Spirituality derived from detailed systematic literature review. These variables influence the level of spirituality and its impact at the workplace.

Various independent factors influencing workplace spirituality as dependent variables are as below:

Organisational Attributes cover various aspects of spirituality at organisational level which includes Organisation Citizenship Behaviour (OCB), Human Resource Practices & Policies and Organisational Culture and Values. It primarily focuses on environment and governance in the organisation that leads to positivity, creativity, and appropriate citizenship behaviour.

Leadership Style cover environment of caring and concern in the organisation infused by leaders. This brings cross functional collaboration and successful partnership through transformational and inclusive leadership. Spiritual leadership is also very important which focus on care for the society adopting triple benefit theory balancing profit, planet and people. Fair treatment and principled environment through ethical leadership is also an important factor to enhance spirituality at workplace.

Individual Psychological Competencies Factors mainly focused on individual psychological capabilities beyond Intelligence Quotient (IQ) and technical expertise which enhance workplace spirituality in the organisations. Spiritual intelligence helps to handle the corporate challenges with a holistic approach by providing deeper connection to the work. Freedom to express personal spiritual practices at workplace also plays an important role in enhancing workplace spirituality. Human resources policies and practices of the organisation developing and enhancing emotional intelligence further helps workplace spirituality (WPS).

Higher Purpose at Work focus on sense of meaningful work, responsible innovation and diversity and inclusion.

Based on detailed literature review evidencing research gaps, a conceptual model is developed. It describes these factors influencing Workplace Spirituality (WPS) and lead to employees' wellbeing, social responsibility and ethical & sustainable behavior which helps to achieve self-transcendence as illustrated in Diagram 4 as below.

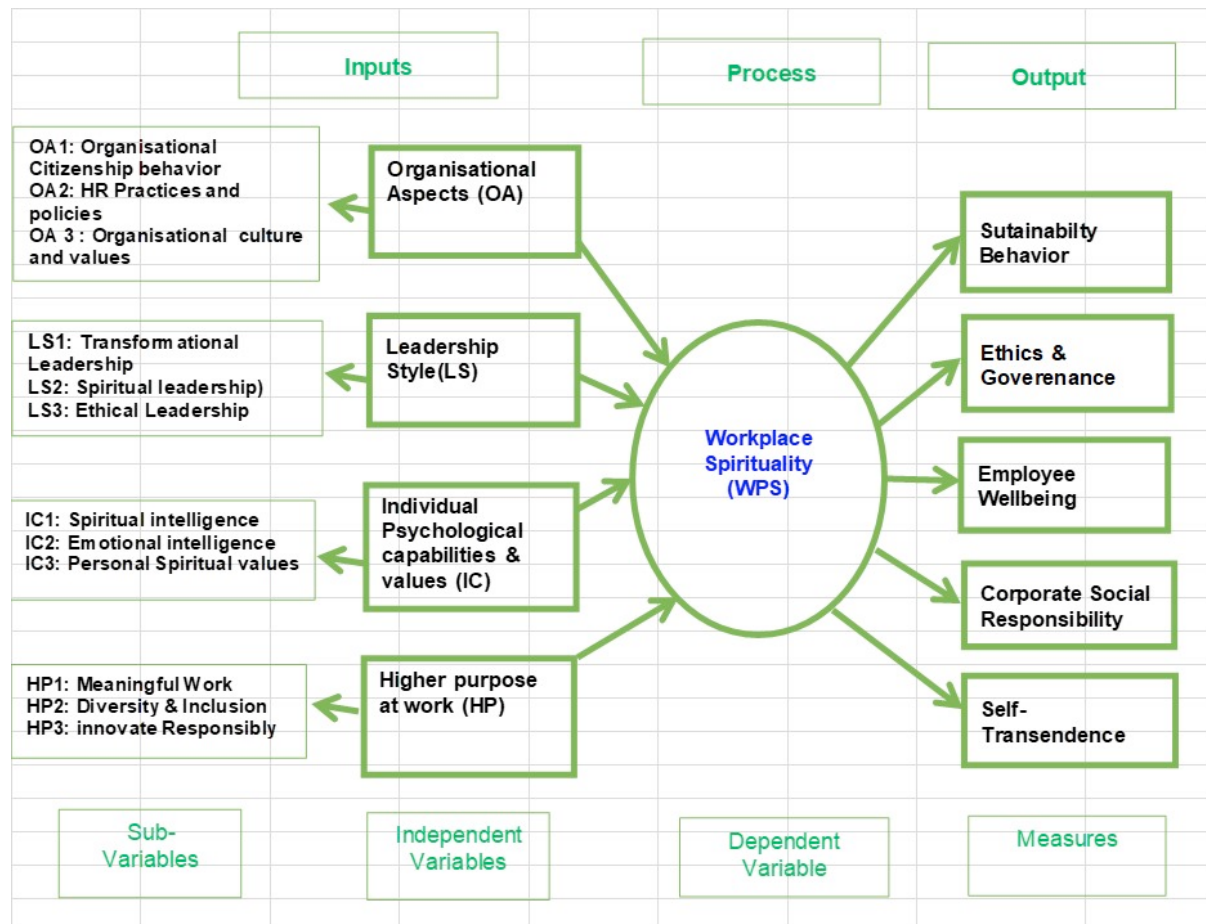


Diagram 4 - Conceptual Model based on systematic literature review

Conclusion

In summary, the study based on detailed literature review developed the conceptual model on factors and impact of workplace spirituality in the business organization in India. It enhances the understanding of various factors and role of workplace spirituality in the organization and thereby facilitates achievement of ESG goals.

The study reveals that imbibing spiritual values at organisational, leadership and individual level to work for higher purpose enhances ethical, sustainable and social behavior. It thereby provides highest level of motivation at work through self-transcendence and helps to achieve ESG goals of business organization.

Howell (T. R. Howell, 2013) conducted detailed research to find out the benefits of spirituality by examining more than 30 surveys. As per this detailed research, there were five key advantages by workplace spirituality in the organization.

1. Employees learned to be gracious and express gratitude. This generates positive energy which helps them to handle any difficult situation calmly.
2. Employees become more compassionate which leads to care for coworkers and society.
3. Spirituality helps people to flourish in any situation.
4. Spiritual values help colleagues to focus on internal life and perform best in the life.
5. In a spiritual work environment, employees enjoy their work and learn from the life experiences.

Further, the research emphasis that when spirituality is infused in our work culture of the organization, the following changes may take place at the workplace.

1. Business organizations adopt purpose driven approach in all their operations.
2. Management will more focus on mission and values in addition to efficiency and effectiveness.
3. Better understanding and adoption of workplace spirituality will reduce fear-based culture and enhance teamwork and partnership-based culture.
4. Decisions and practices adopted by the management will be aligned with spiritual values such as honor, morality, kindness, hope, love, nurturing and esteem.
5. Hierarchy based culture will be replaced by culture of collaboration, belongingness, and sense of community.
6. Open-door policy will be encouraged by the management where colleagues can speak freely without fear of reprisal.
7. There will be a shared attitude that products and services manufactured by the company are for the customers and are also beneficial for the community.

Moreover, it has been proven that “Spirited Workplaces” have done better with respect to profitability and a workplace without spirituality can ultimately result in high absenteeism, high turnover rates, high stress associated with work deadlines and depression (Thompson, 2000). According to Mitroff and Denton (1991- P.91), no organization can survive for long without spirituality and soul.

Maslow’ theory gained a global fame and widely accepted to explain motivational need of human being in a growing trajectory. However, it seems to have somewhat ignored the spiritual aspect and needs which connect to the higher purpose, mystic experience and beyond personal needs. However, Maslow in his later works added ‘transcendence’ to his pyramid and brought a very important element of human growth and behavior.

As per Koltko-Rivera, M. E. (2006), it clearly shows that self-transcendence and spirituality goes beyond the satisfaction of our emotional, cognitive, aesthetic and esteem need but depends upon our internal qualities which reflects the deeper part of human development. Including self- transcendence at the top need in the hierarchy is more appropriate reflection of Maslow’s theory. It really builds and important gap and help psychology develop a better grasp of different people and culture in the organisation connect to deeper meaning and purpose. This shift provides us a theoretical tool to pursue more comprehensive understanding of human personality and behaviours.

This study on workplace spirituality adds significant contribution to enhance understanding on spiritual need of employees and strengthen the argument of next and ultimate need of self-transcendence in Maslow Theory.

There is ample scope of empirical research for scholars in the field of psychology, education, management, sociology, and behavioral science to investigate further the application of later version of this theory especially the notion of spirituality and self-actualization.

This study is exploratory in nature. It examines and explores based on systematic literature review various factors and sub factors of WPS that enables ESG. An empirical study to explore the level of relationship of factors and outcome can be done in future.

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