

Integrating Spiritual Values into Corporate Sustainability A Study of Workplace Spirituality and ESG Alignment

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Abstract: The growing concern over the value-based form of sustainability has brought workplace spirituality (WPS) into the centre stage of organizational research, particularly in the emerging economies like India. The given paper dwells upon the impact of individual psychological capabilities and personal spiritual values on workplace spirituality and elaborates how the presence of a higher purpose of work in business organizations mediates the relationship between the two. The study also examines the impact of workplace spirituality on ESG (Environmental, Social and Governance) commitment by enhancing sustainability behaviour, ethics & governance, employee wellbeing, corporate social responsibility and self-transcendence. The study design was quantitative in nature and 412 individuals responding from the different industries were sampled and utilized to collect data through valid scales. PLS-SEM has been utilized in analysing the relationships. The results have demonstrated that spiritual intelligence, emotional intelligence and personal spiritual values contribute towards spirituality at workplace significantly and positively. Further, working with a higher purpose mediated this relationship positively demonstrating that that employees who perceive their work as significant social contributions is more spiritually involved at work. The study concludes that the effect of incorporation of psychological and spiritual development in organization practices can have a significant positive effect on the workplace spirituality and can contribute to creating ethics and sustainability with an emphasis on ESG in the business arena. It addresses the often-overlooked role of workplace spirituality in promoting ethical and socially responsible behavior. The study also integrates workplace spirituality (WPS) with Environmental, Social, and Governance (ESG) outcomes, offering organizations a framework for meaningful ESG implementation. Furthermore, the study contributes to support Maslow's extended theory of hierarchy of needs by empirically validating that spiritual values can help achieve self-transcendence at workplace. Overall, the study fills research gaps and establish how spiritual values can inspire positive, ethical, and sustainable behavior within organizations.

Keywords: Workplace spirituality, psychological capabilities, spiritual intelligence, emotional intelligence, personal spiritual values, higher purpose, ESG, sustainability, Indian business organizations, Maslow theory.

INTRODUCTION

The introduction of spiritual values into the corporate sustainability has been seen as an effective avenue towards enhancing the ethical and human background of the environmental, social and governance (ESG) practices. Recent research suggests that spirituality can pivot the corporate responsibility from narrow compliance logic to a value based, transformative agenda that prioritizes compassion, purpose and well-being of the stakeholders (Turzo, 2025; Suriyankietkaew and Kantamara, 2019). Deployed in this wider movement, workplace spirituality, which is traditionally comprehended as the feeling of meaningful work, a sense of community and fit between individual values and organisational ideas, has significantly contributed to ethical climates, employee engagement and sustainable behaviour. Literature demonstrates that managers are increasingly considering workplace spirituality as the belief in a higher power that can guide in fostering ethical behavior and fostering trust, cooperation and genuine commitment at the workplace (Yadav and Maheshwari, 2019).

Similar studies of ESG establish that companies that have a more robust spiritual value base are more likely to have effective sustainability and governance disclosure and suggest a possibility of an association between spirituality and ESG (Terzani and Turzo, 2021). Based on these observations, Seth, Jadhav and Ranjan (2024) construct a composite conceptual framework where organisational spirituality facilitates the achievement of ESG under four levers, which include organisational factors, leadership style, personal psychological competency (emotional and spiritual intelligence) and purpose orientation. At the individual level, workplace spirituality has been linked to positive psychological strengths (in many cases represented by the construct of psychological capital (hope, efficacy, resilience and optimism)) that are in turn closely connected with positive psychological resources so that psychologically resourceful employees tend to apply spiritual values to their occupational roles more likely (Jena, 2015; Wu, 2025).

Leadership is a vital means of transformation. Spiritual, ethical and transformational leadership were observed to be

related to more responsible decisions, employee motivation, and internalisation of Corporate Social Responsibility (CSR) and sustainability laws. Meanwhile, purposeful operation seemingly forms the core of the translation of workplace spirituality into measurable ESG results, manifested through intentional work, inclusive cultures and responsible innovation. When employees feel that their work contributes to the welfare of society and its environment, they are more likely to engage in pro-sustainable behaviours (Seth et al., 2024; Suriyankietkaew and Kantamara, 2019). Amid these changes, there is still limited empirical literature that concurrently identifies the psychological ability, leadership style, orientation towards the higher purpose, workplace spirituality and ESG compatibility in business organisations.

The current work contributes to this gap by discussing how the capacity of individuals to thrive and work on a greater cause are the determinants of workplace spirituality as they influence transformational, ethical and spiritual leadership, meaningful work, diversity and inclusion, and responsible innovation in changing ESG environment of corporate.

LITERATURE REVIEW

Recent years have seen a dramatic growth in the literature on the topic of workplace spirituality (WPS), which has led to its importance in meaning-making, ethical behaviour and sustainability of organisational performance. Recent bibliometric reviews identified that studies on WPS have been increased since the late 1990s, and the key themes identified were meaningful work, leadership, employee well-being, trust and organisational citizenship behaviour (Lawande, 2025). WPS can be explained as positive work experience, a feeling of community and congruence between individual values and organisational mission (Lianto, 2022). Earlier literature focuses on the extent to which WPS helps in facilitating personal gratification and group ethics within organisations.

The relationship between transformational and spiritual leadership and WPS have also been empirically researched in leadership studies. Prabhu et al., (2019) had found that the team-level transformational leadership was a robust anticipator of WPS, and then, team effectiveness gaps in the IT organisations in India. Likewise, a comparatively recent study conducted in India has revealed a strong positive correlation between transformational leadership and WPS in IT executives ($r = .634$, $p < 0.01$), which proves the presence of the direct connection between the value-driven leadership behaviours, and the spiritual experience at the workplace employees (Ashwini & Arul, 2024).

Psychological competences at the individual level do influence behavior and relationships within the workplace. Emotional intelligence (EI), spiritual intelligence (SQ) and personal spiritual values are some of the competencies that play key role in enhancing WPS. These competencies assist organizations in creating an inclusive and supportive work environment. WPS is influenced by the psychological abilities such as EI, SQ and personal values on spirituality. Higher emotionally intelligent employees are able to enhance spiritual attachment to their roles and companies.

Such stronger connection may then lead to higher team and organization performance (Jardon et al., 2013; Saripudin and Kurnia, A 2021)

Badrudin et al., (2021) conducted an assessment of spiritual intelligence and spiritual health among nurses and physicians. Their results showed that there is a positive relation between spiritual intelligence and spiritual health to Malaysian medical and nursing students. The study demonstrates that SQ assists people to cope with daily stress and reveal the resources of life hidden, which supports the well-being and spirituality at the workplace. This paper discusses how individual values and psychological capabilities affect spirituality in the workplace of business organizations in India.

The relationship that the workplace spirituality has with the sustainable organisational behaviour has also started attracting an interest. Another theoretical approach that links WPS and organisational sustainability was provided by Rezapouraghdam et al., (2019) where the authors developed the conceptual framework in which WPS leads to the creation of social capital, empathy and other-centred orientation that in turn promotes pro-sustainability behaviour among employees. Still more recently, Yousaf (2025) discovered that organisations which embedded WPS did not only enhance the internal ethical climates, but also exhibited greater conformity with the sustainability goals, suggesting that WPS can be a process that facilitates the sustainable organisational practices. Out of the literature, three large groups of factors can be identified: (1) individual psychological capabilities (e.g., spiritual intelligence, emotional resilience, meaningful work orientation) as antecedents; (2) leadership and culture-based enablers (e.g., spiritual/ethical/transformational leadership, inclusive climate); and (3) outcomes in the form of wellbeing, engagement, sustainability behaviours and organisational citizenship (e.g., Syahir et al., 2025; Yousaf, 2025).

Although the research has been increasing, there are still a number of gaps. Most of the researches are cross-sectional and aim west or Asia-Pacific environments with less researches conducted in India on the entire chain form of individual capabilities ie leadership, workplace spirituality and sustainability outcomes. Furthermore, as much as WPS has been related to organisational citizenship behaviour and engagement, the role of WPS in line with ESG (environmental, social and governance) models in emerging-market settings has not received much attention. This interface of purpose and sustainability as well-being is found to be a new theme of interest in the bibliometric study by Lawande (2025) and future research ought to address how WPS convergence between leadership and higher-purpose work and sustainable organisational dynamics can be mediated. On the whole, there is a literature indicator of spirituality at the workplace being an important variable in an ethical-sustainability discourse, except that empirical studies that confirm the linkage between personal psychological abilities, WPS and ESG alignment are still in their infancy in the Indian organisational setting.

Objective of the study

The main aim of this research paper is to explore how psychological competences at the individual level such as emotional intelligence (EI), spiritual intelligence (SQ) and personal spiritual values personal values influence Workplace Spirituality (WPS) in the business organizations, and to explore the relationship of WPS to the major outcomes of ESGs. In particular, the research is expected to determine the beneficial effects of personal value orientations on (1) sustainability behaviour, (2) ethical conduct and governance practices, (3) employee well-being, (4) corporate social responsibility engagement, and (5) self-transcendence among employees.

Hypotheses:

The study aims to test the following hypotheses:

H1: Individual psychological capabilities and values significantly influence workplace spirituality in business organisation through spiritual intelligence, emotional intelligence and personal spiritual values.

H2: Working for higher purpose has impact on workplace spirituality in business organizations through meaningful work, diversity and inclusion and responsible innovation.

H3: Individual psychological capabilities and values is mediated by working for higher purpose for influencing workplace spirituality in business organizations.

METHODOLOGY

This paper adopted a quantitative research methodology where a survey was designed and utilized to determine the impact of personal psychological abilities and values on the spirituality at the workplace. The sample of 412 respondents employed in different sectors was chosen as a result of purposive sampling, to have a representative population of employees. Measurements scales that evaluated spiritual intelligence, emotional intelligence, personal spiritual values, working for higher purpose, and workplace spirituality were used to collect data. The data

analysis was performed using PLS-SEM since it is powerful in the ability to manage complex cause relationships and latent constructs. The measurement models were tested in terms of reliability, convergent, discriminant validity, structural model tested path coefficients, t-values and mediation effects using bootstrapping and sobel test. The results were empirical evidence to verify the direct and mediated hypothesis at 1 percent level, which showed both direct effects and indirect effects through the working with higher purpose on workplace spirituality in business organisations.

Theoretical aspects - Maslow theory of human motivational behaviors

Maslow's hierarchy of needs theory has long been a cornerstone in understanding human motivation. Initially, the theory focused on a sequential fulfilment of needs: physiological, safety, love/belonging, esteem, and self-actualization. However, in his later years, Maslow expanded his hierarchy to include self-transcendence, positioning it above self-actualization. Self-transcendence involves seeking a connection with a higher power or ultimate reality, transcending personal interests and desires (Venter, 2016).

The introduction of self-transcendence to the Maslow hierarchy of needs provides us with a theoretical instrumentation that we must utilize towards a more extensive and precise explanation of human personality and behavior. (Venter, 2016). This study provides empirical research to support this revised version of Maslow theory on motivational behavior in which self -transcendence constituted by spiritual values is viewed as the highest tier of motivation of human behavior in the workplace. The survey tool of this study involved a question that requested the participants if spiritual values in the workplace are the ones that contribute to the emergence of self-transcendence, a state that could be instrumental in reaching peak motivation and creating a cause greater than an individual desire.

RESULT AND DISCUSSION

This chapter display the findings of the empirical study undertaken to reflect on the nature of the impact of personal psychological potentials and values on workplace spirituality in business organizations and mediating role of working with a higher purpose. The 412 respondents collected data was analysed systematically based on the PLS-SEM to validate the construct and measure the structural relationships that was developed in the hypotheses. The reliability, convergent and discriminant validity are also assessed and then the hypotheses are tested using path coefficients, t-values and mediation effects using bootstrapping and the Sobel test. The findings are interpreted to provide valuable information on the role of psychological and spiritual qualities of employees in improving spirituality and alignment of the workplace with larger organizational values and meaning.

4.1.1 Hypotheses for the determinants of individual psychological capabilities and values

Table 1.1 Hypotheses tested for the determinants of individual psychological capabilities and values

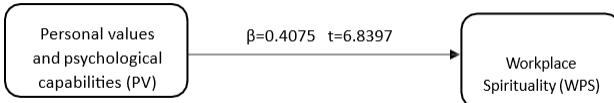
Research question 1: What role does individual psychological capabilities and values have to influence workplace spirituality in business organizations?

Hypothesis 1 (H1): Individual psychological capabilities and values significantly influence workplace spirituality in business organizations through spiritual intelligence, emotional intelligence and personal values.

No.	Determinant hypotheses	Loadings > 0.8 Strong 0.5 < L < 0.8 Moderate	t-values t > 2.59 strongly significant	Inference on loadings
H1a	Spiritual Intelligence is a significant and distinct determinant of the construct individual psychological capabilities and values (PV1).	0.872	57.2941	Strong
H1b	Emotional intelligence is a significant and distinct determinant of the construct Individual psychological capabilities and values (PV2)	0.797	21.7194	Moderate
H1c	Personal spiritual values is a significant and distinct determinant of the construct Individual psychological capabilities and values (PV3).	0.803	29.0136	Strong

Hypothesis 1 (H1) to test the effect of individual psychological capabilities and values (PV) on workplace spirituality (WPS)
H1: Individual psychological capabilities and values significantly influence workplace spirituality in business organizations through spiritual intelligence, emotional intelligence and personal values.

Figure 1.1: Influence of individual psychological capabilities and values on WPS



Direct effects inference indicates that individual psychological capabilities and values significantly influence workplace spirituality in business organizations through spiritual intelligence, emotional intelligence and personal values with a t-value of 6.8397. This influence is a positive one, as the path coefficient, $\beta_{PV-WPS} = 0.4075$, indicates that enhancements of individual psychological capabilities and values is likely to increase the workplace spirituality in the business organizations.

Therefore, the hypothesis (H1) is accepted at 1% significance level ($t > 2.59$), and it can be determined that Individual psychological capabilities and values aspects significantly influence workplace spirituality in business organizations. The finding supports the earlier results that demonstrated significant positive relationship between spiritual intelligence and spiritual health. (Badrudin et al., 2021).

4.1.2 Hypotheses for the determinants of working for higher purpose

The literature review on research highlighted that working for higher purpose (HP) in a business organization plays an important role in enhancing workplace spirituality. A reflective model suggests evaluating organizational aspects using three key factors of working for higher purpose as meaningful work (HP1), diversity and inclusion (HP2) and responsible innovation (HP3), as depicted in table 1.2 and Figure 1.2 as presented below.

Table 1.2 Hypotheses tested for the determinants of working for higher purpose

Research question 2: Does working for higher purpose have any impact on workplace spirituality in business organizations?

Hypothesis 2 (H2): Working for higher purpose significantly influence workplace spirituality in business

originations through meaningful work, diversity and inclusion and responsible innovation.				
No.	Determinant hypotheses	Loadings	t-values t	Inference on loadings
H2a	Meaningful work is a significant and distinct determinant of the construct working for Higher Purpose (HP1).	> 0.8 Strong 0.5 < L < 0.8 Moderate 0.5 < L < 0.8 Moderate	0.855	41.7213
H2b	Diversity and inclusion is a significant and distinct determinant of the construct working for higher purpose (HP2)	0.824	22.6193	Strong
H2c	Responsible innovation is a significant and distinct determinant of the construct working for higher purpose (HP3).	0.848	40.7971	Strong

Figure 1.2 illustrates the structural equation model which provided insights into the research question and highlighted the significance of the three dimensions that define their respective constructs holistically. The impact of these dimensions was evident through the loading estimates and t-values produced by the structural equation model.

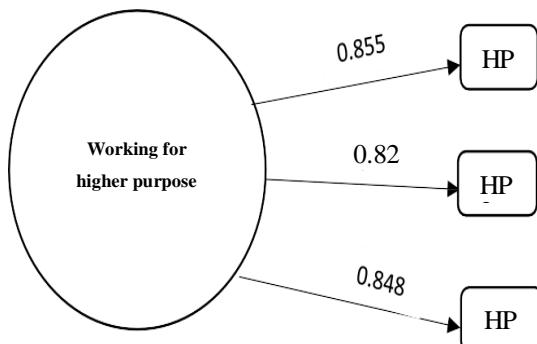


Figure 1.2: Loading Estimates of the Determinants of Working for Higher Purpose

An estimated loading value from 0.5 to 0.8 indicates a moderate impact on the independent variable (Bullmore et al.2000), while values exceeding 0.8 indicate a pronounced effect. (Wright, 1934).

Hypothesis 2 to test the effect of Working for Higher Purpose on Workplace Spirituality in Business Originations.

H2: Working for higher purpose significantly influence workplace spirituality in business originations in India through meaningful work, diversity and inclusion and responsible innovation

Figure 1.3: Influence of working for higher purpose on workplace spirituality

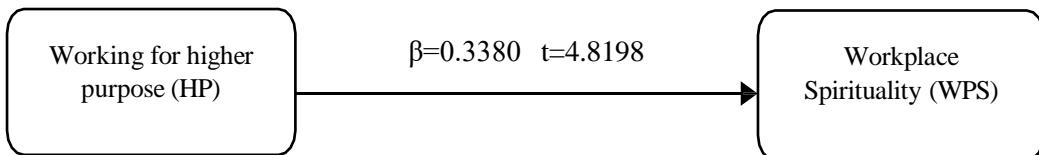


Figure 1.3 on the direct effects inference indicates a significant relationship between working for higher purpose and workplace spirituality, with a t-value of 4.8198. This influence is a positive one, as the path coefficient, $\beta_{HP-WPS}=0.3380$, indicates that enhancements of working for higher purpose is likely to increase the workplace spirituality in the business organizations.

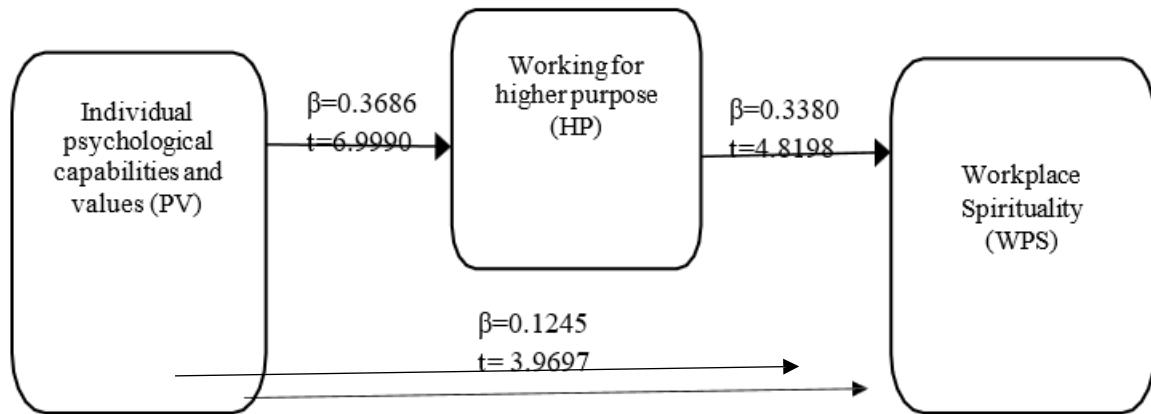
Therefore, the second hypothesis (H2) is accepted at a 1% significance level ($t>2.59$), and it can be determined that working for higher purpose aspects significantly influences workplace spirituality in business organizations. The result support the previous finding that meaningful work for a higher purpose leads to additional motivation that significantly engage employees at work and enhance WPS. (Pirkola et al. 2016; Henderson, 2021)

4.1.3 Additional hypotheses for individual psychological capabilities and values

Hypothesis 3 (H3) to test the effect of individual psychological capabilities and values aspects on workplace spirituality through mediation of working for higher purpose.

H3: Individual psychological capabilities and values is mediated by working for higher purpose for influencing workplace spirituality in business organizations.

Figure 1.4: Influence of Individual Psychological Capabilities and Values Aspects on Workplace Spirituality through Working for Higher Purpose



$\beta_{PV-HP}=0.3686$ (t-value of 6.9990) and $\beta_{HP-WPS}=0.3380$ (t-value of 4.8198), thus, β_{PV-WPS} through HP=0.3686 X 0.3380=0.1245. Using Sobel's Z-test free calculator, Z-value or t-value was found to be 3.9697. Hence, mediation was supported at 1 per cent level of significance ($t > 2.59$).

Thus, the hypothesis (H3) was supported at 1 per cent level of significance indicating that working for higher purpose (HP) play a very significant mediating role in the relationship between individual psychological capabilities and values (PV) and workplace spirituality (WPS) in the business organization.

Table 1.3. PV>HP>WPS (Mediating Effect)

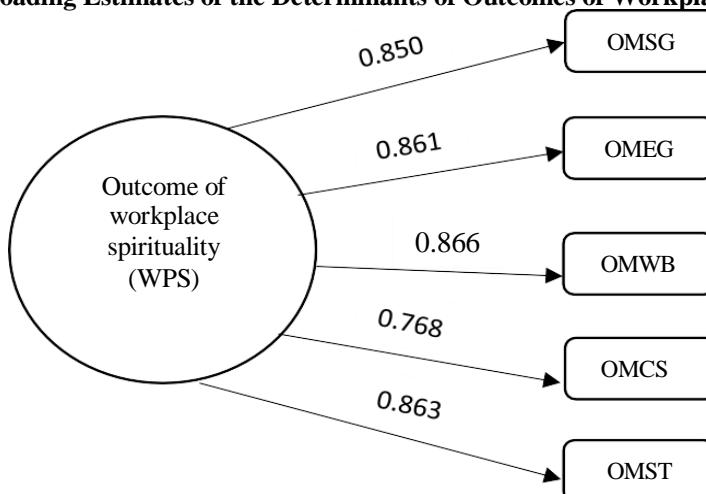
Hypotheses	B	t	SE	Effect
PV > HP	0.3686	6.9990	0.0527	Positive and very significant
HP > WPS	0.3380	4.8198	0.0701	Positive and very significant
PV > WPS (direct effect for H1)	0.4075	6.8397	0.0596	Positive and very significant
PV > WPS through HP (mediating effect for H3)	0.1245	3.9697		Positive and very significant

It has been concluded that individual psychological capabilities and values has a significant influence on workplace spirituality in the business organization ($\beta_{PV-WPS}=0.4075$ with t value 6.8397). It has also been concluded that individual psychological capabilities and values has a significant indirect influence on workplace spirituality through working for higher purpose (β_{PV-WPS} through HP=0.3686 X 0.3380=0.1245 (t-value of 3.9697)

4.1.4 Determinants as ESG Outcomes of Workplace Spirituality

The study highlighted five benefits and outcome of workplace spirituality with their significance for corresponding constructs indicated by loadings and t-values in the structural model.

Figure 1.5: Loading Estimates of the Determinants of Outcomes of Workplace Spirituality



A loading estimate from 0.5 to 0.8 indicates a moderate effect on the independent variable (Bullmore et,al.,2000), while estimates over 0.8 point a strong effect. (Wright, 1934).

Drawing from the preceding figure, the subsequent table summarizes the hypotheses tested regarding the determinants of workplace spirituality.

Table 1.4: Hypotheses Tested for the Determinants of the Dependent Variable

No.	Determinant Hypotheses	Loadings > 0.8 Strong 0.5 < L < 0.8 Moderate	t-values t > 2.59 strongly significant	Inference on loadings
Hwps1	Sustainability behavior is a significant and distinct determinant of the construct workplace spirituality (OMSB).	0.850	43.1377	Strong
Hwps2	Ethics & governance is a significant and distinct determinant of the construct workplace spirituality (OMEG).	0.861	42.9433	Strong
Hwps3	Employee wellbeing is a moderate and distinct determinant of the construct workplace spirituality (OMWB).	0.866	46.9644	Strong
Hwps4	Corporate social responsibility is a significant and distinct determinant of the construct workplace spirituality (OMCSR).	0.768	19.3306	Moderate
Hwps5	Self-transcendence is a significant and distinct determinant of the construct workplace spirituality (OMST).	0.863	41.1266	Strong

The outcomes of the research were gauged by benefits. In evaluating five benefits that affect workplace spirituality, four had a significant impact while one had a moderate impact.

Sustainability Behavior: A loading estimate of 0.850 and a t-value of 43.1377 represented that sustainability behavior of colleagues in the business organization is a strong outcome of workplace spirituality (measured by benefits) and thus restated the findings of the previous authors. Spirituality transforms self-centred, materialistic egos into compassionate and responsible selves, enabling a shift from illness to wellness at both individual and community levels. When organizations are viewed as living systems that nurture employees' spirit rather than mere profit-making machines, such inner transformation leads to

genuine and lasting sustainability. (Bouckaert 2012; Dhiman 2016; Mitroff 2016)

Ethics & Governance: Haldorai et al. (2020) finds that WPS helps hospitality managers reduce negative behaviours by fostering deeper understanding and ethical decision-making. Supporting this, Otaye-Ebede et al. (2020) found a strong positive relationship between workplace spirituality and an ethical organizational climate.

A loading estimate of 0.861, and a t-value of 42.9433 represented that ethics & governance is a strong outcome of workplace spirituality (measured by benefits) and thus restated the findings of the previous authors.

Employee Wellbeing: Workplace spirituality reduces burnout and reinforces the positive impression of supervisor integrity (Dal Corso et al., 2020). It boosts optimistic affect, resilience, engagement, empathy, and wellbeing, while low spirituality and organizational politics are linked to negative emotions (Yadav et al., 2022).

A loading estimate of 0.866, and a t-value of 46.9644 represented that employee wellbeing is a strong outcome of workplace spirituality (measured by benefits) and thus restated the findings of the previous authors.

Corporate social responsibility: Social exchange theory suggests that favourable organizational treatment inspires employees to reciprocate with constructive attitudes, commitment, and citizenship behaviors, linking spirituality with dedication and ethical conduct (Indradevi, 2020). Accordingly, organizations adopt workplace spirituality interventions to foster innovation, pro-social behaviour, and a balanced, stress-free work environment (Garg & Saxena, 2020).

A loading estimate of 0.768 and a t-value of 19.3306 shows corporate social responsibility is a strong outcome of workplace spirituality (measured by benefits). It thus echoes the findings of previous authors.

Self-transcendence: Self-transcendence extends beyond religion to signify purpose beyond personal gain, expressed through service to others and identification beyond the ego (Oliver et al., 2018). Research shows that spiritual leadership and workplace spirituality significantly enhance meaningful work and have a strong positive relationship with self-transcendence (Widodo & Suryosukmono, 2021).

A loading estimate of 0.863 and a t-value of 41.1266, clearly shows self-transcendence as a strong outcome of workplace spirituality (measured by benefits). It thus echoes the work of the previous authors.

OVERALL FINDINGS AND CONCLUSION:

The research has presented a good empirical study that individual psychological capabilities and personal spiritual values significantly contribute towards workplace spirituality in the business organizations. The dimension of spiritual intelligence, emotional intelligence and individual spiritual values were identified as independent and powerful aspects that add value to the spiritual experience of employees at the workplace. According to the structural model findings, individual psychological abilities and values had a positive and significant direct effect on workplace spirituality that demonstrates that the higher the colleagues adopt spiritual and emotional maturity, the greater are their chances of perceiving a sense of connection, sense of purpose, and alignment with meaningful goals of their organization. Moreover, the research showed that a higher purpose mindset at work in the form of meaningful contribution is another key mediating variable in this relationship. This mediation points out that although psychological strengths facilitate spirituality at work, their efficiency is increased in the event when employees feel that their work is helping a greater cause than personal or organizational benefits. All in all, the results support the significance of humanistic, emotional, and spiritual considerations in leadership and sustainability models to enhance spirituality at work and facilitate value-based organizational development.

The study also demonstrate that workplace spirituality

(WPS) enables genuine ESG commitment by fostering intrinsic values such as ethics, compassion, purpose, and responsibility that regulations alone cannot instil. By enhancing employee wellbeing, self-transcendence, and sustainability-oriented behaviour, WPS moves ESG beyond compliance to a value-driven action. It embeds ethical governance and social responsibility into everyday decisions, showing a strong alignment between WPS and authentic corporate sustainability.

The results of the study in a conclusive manner prove that individual psychology capabilities and personal values, as reflected in spiritual intelligence, emotional intelligence and spiritual value orientations, are influential and constructive in bolstering the Workplace Spirituality (WPS) in business organizations. Results of the structural equation modelling ($b = 0.4075$; $t = 6.8397$) support the fact that these personal traits serve as potent antecedents of spiritual engagement at the workplace, which in turn brings the employees into congruence with their deeper meaning, organizational purpose and value-oriented behaviour. Moreover, the moderating impact of the higher purpose of work ($b = 0.1245$; $t = 3.9697$) indicates that personal spiritual abilities have a deeper impact on WPS when people believe that what they do is a part of something bigger than they are. The results model also indicated that WPS is a robust predictor of essential relevant ESG-related dimensions including sustainability behaviour, ethical conduct and governance, employee well-being, corporate social responsibility and self-transcendence which are

confirmed with good loading and significant t-values. In general, the research confirms that spirituality at the workplace is not a simple psychological occurrence but a radical organizational force that fosters ethical, sustainable, and socially responsible behaviour and at the same time boosts the personal fulfilment and higher-purpose-oriented engagement.

Further, this study demonstrates considerable contribution by offering an empirical confirmation of the extended version of the theory of motivational behavior proposed by Maslow where the self-transcendence through the spiritual values is viewed as the ultimate motivation of human behavior in the workplace. A loading estimate of 0.863 and a t-value of 41.1266, clearly shows self-transcendence as a solid outcome of workplace spirituality.

Contribution and limitations

The current study significantly contributes to the concept of building the theoretical link between the updated hierarchy by Maslow and spirituality at the workplace. It makes new contributions to the literature on scholarship as it empirically confirms the contribution of self-transcendence as a motivational construct to organizational settings and fills a gap that exists in current literature, and provides a more holistic approach to employee motivation based on spiritual values.

The study demonstrates that spiritual values in the workplace are useful to attain the self-transcendence that is the ultimate goal of the hierarchy of needs by Maslow. With purpose and meaning being top priorities, organizations will be able to encourage employees to concentrate on the overall welfare, which is the key to the true ESG implementation.

This study integrates workplace spirituality (WPS) and Maslow's theory into the same framework, which is a significant addition to the understanding of how spirituality can benefit to motivate people, improve their welfare, and ensure ethical conduct at the workplace. Further, this study provides an integrated model covering individual, leadership and organizational aspects of WPS which was studied separately in various earlier studies. The integrated model that puts together WPS and ESG outcomes is one of the most important contributions of this research.

This empirical research and other past reports indicate, spiritual leadership can motivate others to demonstrate individual values, which will enhance their spiritual and emotional intelligence that assist them in solving corporate problems with more calmness and confidence, supporting their state of consciousness and alleviating stress.

Result of the study convey and recommend that that organizations should make an intentional intervention for enhancing spiritual and emotional intelligence of employees and their personal value congruence by use of reflective training and coaching as well as purpose-driven leadership development programmes. Managers are advised to develop an approach that enables employees to relate their daily tasks with a significant higher cause, thus

supporting WPS and increasing its positive effects on ESG efforts. Ethical decision-making policies and practices, inclusive governance, sustainability programs, and prosocial engagement opportunities will aid in institutionalizing organizational cultures, which are spiritual in orientations. Besides, spirituality-related well-being strategies, including mindfulness rituals, empathy-based initiatives, and value-driven conversations, should be introduced to organizations to promote individual psychological strength and interpersonal peace. On the strategic level, the implementation of WPS principles into the CSR concepts, innovation objectives, and personnel development mechanisms will not just ensure self-transcendence and social contribution, but it will also help the company to be the human-focused, ethics-driven, and future-oriented organization. Further, incorporating the element of higher purpose into employees coaching and behaviour may help organizations balancing business with environment and social purposes and foster diversity and inclusion.

Any empirical research has some limitations and future research opportunities, which cannot be denied in this research. The literature review has relied on secondary data, and the main materials will be scholarly journals that appeared during the period of 2016- 2025, so that they remain timely and relevant. The methodology adopted in the study was a structured questionnaire using a Likert scale, which is prone to common method bias. Methodologically, the researchers took a positivist and cross-sectional research design. Although this design enabled the causal relationship between predetermined variables at a specific point in time, the design is inherently reductionist in nature. Although this study has focused on the effect of WPS on the ESG factors, further research can focus on other organizational consequences on engaging employees, in motivating employees, and the overall business performance.

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