

Integrated conceptual model of Workplace Spirituality enabling Environmental, Social and Governance (ESG) Goals in Business Organizations

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Abstract: Positive human behavior toward the environment and society is essential for achieving ESG (Environmental, Social, and Governance) goals in business organizations. Workplace Spirituality (WPS) can play a significant role in psychologically engaging employees and shaping their ethical, sustainable, and social behavior. This study aims to examine key factors of workplace spirituality and their impact on employee behavior. The research adopts a systematic literature review to identify gaps, contradictions, and opportunities and to develop a conceptual framework. The review indicates that although WPS has been explored in isolated studies, there is a strong need for an integrated conceptual model, which this study addresses through a structured approach. The findings reveal a positive relationship between WPS and employee behavior at individual, organizational, and leadership levels. The proposed conceptual model includes four independent variables: organizational aspects, leadership style, individual psychological capabilities (emotional and spiritual intelligence), and higher purpose. The study contributes to both theory and practice by enhancing managerial understanding of WPS and supporting the achievement of ESG goals through positive behavioral transformation. It emphasizes that management decisions rooted in spiritual values—such as honor, morality, kindness, hope, love, and nurturing—can help organizations address corporate challenges more effectively. Additionally, the study extends Maslow's motivation theory by recognizing self-transcendence, grounded in spiritual values, as the highest level of workplace motivation.

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

INTRODUCTION

Environmental, Social, and Governance (ESG) goals have become increasingly important for contemporary business organizations as they address critical global challenges such as climate change, resource scarcity, and social inequality. Since businesses are an integral part of society, they cannot overlook their impact on the external environment while pursuing profitability. Accordingly, organizations today seek to align their objectives with the triple bottom line of people, profit, and planet.

However, ESG goals cannot be realized solely through regulations, frameworks, and policies. Positive human behavior toward environmental protection and social responsibility is essential for the effective implementation of ESG initiatives. In this context, Workplace Spirituality (WPS) plays a significant role in enabling ESG practices and strengthening the focus on ethical and sustainable business conduct. By integrating spirituality into the workplace, organizations can engage employees not only physiologically but also psychologically. The activation of spiritual dimensions at work fosters a deeper connection with one's role and its higher purpose, motivating employees to perform meaningful work that creates a

positive societal impact. WPS further supports ethical decision-making and strengthens employee commitment toward pro-environmental and social behaviors that care for society and nature.

In the absence of value internalization by employees and leaders, ESG initiatives risk becoming mere "tick-the-box" compliance activities. Workplace spirituality enhances engagement, motivation, and a sense of higher purpose, thereby supporting the development of ethical and sustainable organizations.

The purpose of this study is to examine the concept of workplace spirituality and distinguish it from religion and individual spirituality. It further explores the key elements and factors of WPS that contribute to value-driven organizations and facilitate the achievement of ESG goals. There are various studies found on WPS in western contexts however there is strong need of research focused on Indian business organisations. (Meng, 2016)

Workplace spirituality contributes not only to positive personal outcomes but also to improved productivity. Employees in organizations that embrace WPS tend to be

more ethical, less fearful, and more committed to their work. Prior research indicates that fostering spirituality at work enhances creativity, honesty, trust, personal fulfillment, and commitment, which ultimately improves organizational performance (Neck & Krishnakumar, 2016). Organizational culture reflects the values that guide its mission, and workplace spirituality enables the integration of personal and organizational values into everyday practices. This results in a positive attitude toward work and a motivated workforce, thereby improving employee capability, performance, satisfaction, and service quality (Anvari et al., 2017).

Importantly, workplace spirituality is not concerned with religion or adherence to a specific belief system. Rather, it

emphasizes leaders and employees who recognize themselves as spiritual beings with a sense of calling and compassion, providing meaning and purpose for both individuals and the organization.

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)

There is ongoing debate in multiple literatures regarding the meaning and concept of WPS. It has been interpreted in many ways. Various studies mentioned that spirituality, religion and WPS are closely related but yet very distinct concepts. This study reviewed in detailed various concepts as discussed in the literature and summarised 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 feeling of completeness at work	(Turner, 1999)
Spirituality is a state of experience that can give direction or meaning to an individual and provide a feeling of enthusiasm and integrity	Jufrizen et al.,2019

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.	Giaclone & 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 logical 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, 2021).

After detailed systematic literature review, the below holistic definition of workplace spirituality (see diagram 1.1) 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 1.1 – 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 research. Research gaps play 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 1.2 illustrates how literature was summarized and analyzed.

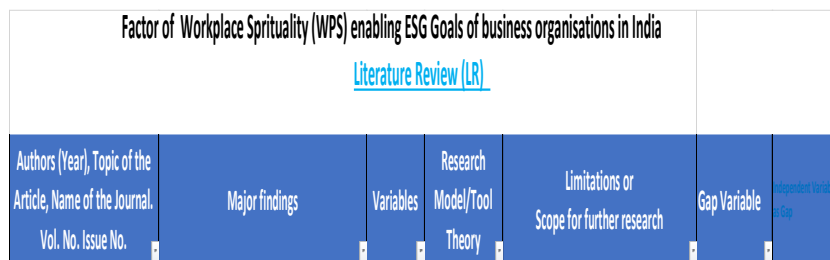


Diagram 1.2. A snapshot exemplifying the summary of systematic literature review.

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, 2021)

The interest in the topic of Workplace Spirituality (WPS) is growing rapidly. Research study by Meng (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 pertains 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 & Krishnaveni, 2014).

There is a recent study (Paul et., al 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, 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. kiritagayata, 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 et., al 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 et., al 2016)

One of the interesting studies (Adawiyah et., al 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 (Otaye-Ebede et., al 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.

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, 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 and Chaudhary, 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 & Haloub 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 et., al 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 of covering more than 250 papers, the following independent and outcome variables were found to influence the Workplace Spirituality (WPS) in business organization.

Independent variable of WPS:

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

Outcome:

- a. Sustainability behavior
- b. Ethics & Governance
- c. Employee Well-being
- d. Corporate Social Responsibility
- e. Self-transcendence

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 et., al 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. 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 peakers’. 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.

A detailed study (Koltko-Rivera 2006, p. 302) referred to later version of Maslow ‘s hierarchy of needs model 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 1.3 below.

Maslow theory on hierarchy of needs – Later version

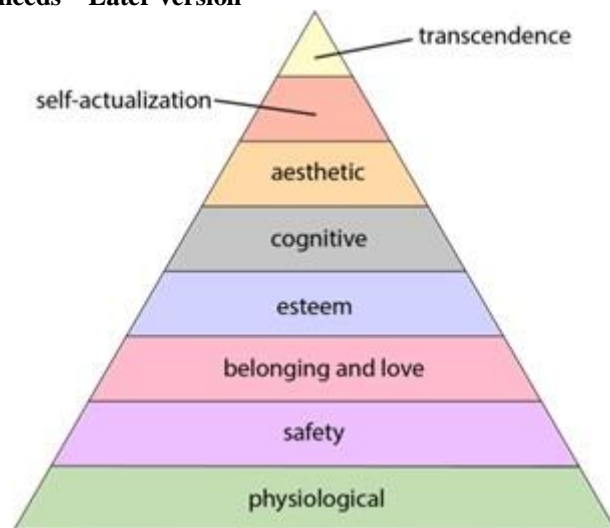


Diagram 1.3 – Later version of Maslow theory on hierarchy of needs

Thus, this study advances theory by empirically linking Maslow’s revised hierarchy of needs with workplace spirituality, highlighting self-transcendence as a key motivational construct in organizational contexts. By integrating spirituality into established motivation theory, the study addresses a critical gap in the literature and offers a more holistic, values-based understanding of employee motivation.

The study show that workplace spiritual values foster purpose and meaning, enabling employees to attain self-transcendence and prioritize collective well-being. This orientation supports ethical behavior and strengthens genuine ESG implementation, demonstrating how workplace spirituality can enhance motivation, employee welfare, and responsible organizational practices.

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 Behavior (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 behavior.

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 systematic literature review on input and output variables, 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 also helps to achieve self-transcendence as illustrated in Diagram 1.4 as below.

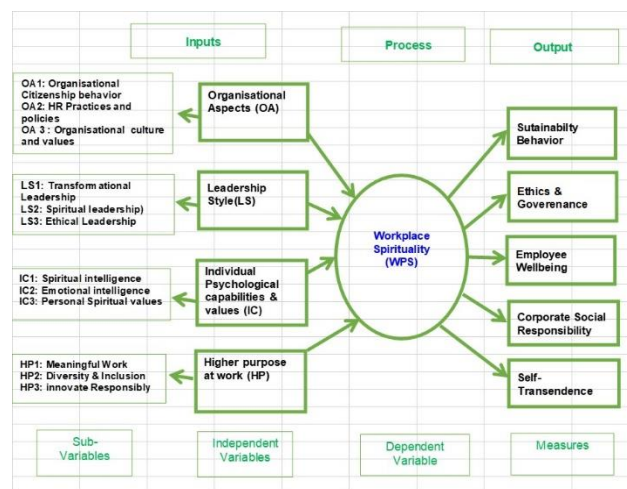


Diagram 1.4 – Conceptual Model based on systematic literature review.

The integrated model that puts together WPS and ESG outcomes is one of the most important contributions of this research. The model (figure 1.4) is an excellent tool that can be used by organizations aiming to address the issues of meaningful and effective ESG implementation.

CONCLUSION

In summary, the study based on detailed and systematic literature review developed an integrated model covering individual , leadership and organizational factors and impact of workplace spirituality on ESG in the business organization. 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 organizational, leadership and individual level to work for higher purpose enhances ethical, sustainable and social behavior. It thereby provides highest level of motivation at wok through self-transcendence and helps to achieve ESG goals of business organization. Most of the studies identified in literature review on these three levels were conducted independently but were not in an integrated manner to encompass WPS in all ways. Additionally, the previous literature tends to ignore the subtle nature of the idea of workplace spirituality in motivating ethical, sustainable and socially responsible conduct. This dissertation confirms findings and adds new evidence to the

current knowledge on how spiritual values can uplift the working environment in order to realize the overall realization of ESG objectives.

Howell (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.

This research further emphasizes that when spirituality is infused in work culture of the organization, the following benefits 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. (Thomson, 2000). According to Mitroff and Denton (1991- P.91), no organization can survive for long without spirituality and soul.

Contribution to theory

Maslow’s 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 (2006), it clearly shows that self-transcendence and spirituality go 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. This shift provides us a theoretical tool to pursue more comprehensive understanding of human personality and behaviors.

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.

This conceptual model 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

Limitations

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

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. Although this strategy ensures a modern viewpoint, it might have unintentionally pushed off the impactful literature written in other languages besides English causing some of the variables to be omitted. Moreover, the specific focus of review and the databases utilized constitute a limitation because a more expanded search would have provided further knowledge.

There is the opportunity to broaden the research covering the influence on WPS under new business model and technology like artificial intelligence. In a similar manner, a specific focus on a particular sector may also aid in revealing sector specific patterns and variation that might not seem apparent with a cross-industry focus.

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