



## Effect of employee`s religious and cultural values on their sustainable behavior: A Systematic Approach to the Literature

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### Abstract

*As business organizations are one of the major contributors to polluting mother earth and causing sustainability issues, yet, they need to be utterly focused on its reformation, rehabilitation, and recovery. This cannot be done without their workforce's involvement and behavior modification. To lessen climate issues and protect the environment, we currently need a radical transformation in behavioral activities including sustainable consumption and production /services in our personal and professional lives, thus culture and religion are the key players in this aspect. For analyzing this we conducted a thorough bibliometric analysis, 1615 research articles on religion or religious values and sustainable behavior and 2099 research articles on culture or cultural values and sustainable behavior were retrieved from the Scopus data base, for the period 1993–2023, presenting global research tendencies on the subject of these values and sustainability at work place. It came out to the limelight that “sustainability” is the most sought-after keyword in all of these studies (19 % + ) in both themes. The study found that there is a dire need for cross-functional research so that dynamic multidimensional structures and patterns can be identified to achieve the collective future goal of sustainability. Religion or religious values and culture or culture values are found to be certain dimensions that have been gaining more and more attention in the domain of business and management since the last decade. These aspects can certainly bring dramatic changes both on individual and corporate levels.*

**Keywords:** Religious values, Cultural values, Sustainable behaviors, SDGs, Pakistan



## **Introduction**

The prime motivation of this bibliographic analysis is to pinpoint the dearth of research literature coupled with the opportunity of aligning religious, and cultural values in achieving the sustainable behavior of employees (Ordonez-Ponce, E.,2023; Koburtay, T., et al.,2023; Hallinger, P. A., 2021) ). We have mapped the aspect of religion, and cultural values in what dimensions they lynch with sustainable behaviors prevailing in the work environment, which helps in attaining the beautiful goal of saving humanity through collaborative efforts of sustainability (Uyanga, C. P. (2023).

The strategic managers of the organizations need to flourish, support and prompt sustainable values in the organization (Chatterjee, S., et al., 2023) that may motivate the employees to be inclined towards better sustainable practices not only for the organization but for society at large (Qu et al.,2022). This change in approach will lead us to a change of cognitive approach, thus ultimately leading to increased well-being of self and society (Etherton, K., et al., 2022). Values and ethics are usually considered the two sides of the same coin (Mulang, H., & Putra, A. H. P. K., 2023)., but this may differ from situation to situation and society to society (Gamble, E. N., & Christensen, A. L., 2022). This difference of understanding comes into consideration when an individual performs an action or takes a decision for their personal needs or professional life. This action or decision may bring in conflicting outcomes for other stakeholders, thus needing reconciliation with the prevailing norms and values (Driscoll and Hoffman 2000; Wang, S. et al., 2023).

Talking about the aspect of an organization, the different and diverse values are the mosaic that creates the ethical conduct of the whole organization (Pavez, I. et al., 2022). If the higher management develops the value of encouraging and rewarding mechanisms in the organization based upon these values of sustainability (Sancak, I. E., 2023)., this will certainly bring in the required quality in the work life of every employee (Hameed, S. et al., 2021; Elshaer, I. A., et al.,2023). like the well-being of the society around him/her (Yasin, R., Huseynova, A., & Atif, M. 2023). This fact establishes the required phenomena of



developing long-term durable and sustainable values in the organization leading for the foreseeable future (Ariza-Montes et al., 2018).

Bolis has identified that certain organizations have not effectively implemented their sustainable strategies (Bolis, I. et al., 2020). This is a high-value proposition missing in any organization. In the contemporary era, every organization is well aware of the need and intensity of sustainable practices (Bai, K., et al., 2023). In their daily operations, which should be a progressive and consistent feature of any system benefiting the organization, society, and the environment as per the triple bottom approach (Sahu, A., et al., 2023; Alford, J. 2015). This value proposition of sustainability entails a high position in the business environment, as it is considered to be the tool kit that will benefit society through their processes (Alford, J. 2015), as it is the vice versa relational exchange between the society and the businesses existing in the society (Awan, U., & Sroufe, R. 2022). As these organizations are part and parcel of society (van Zanten, J., & Fleischmann, A. 2023) so they can only develop this practice of good governance, when they will understand how they articulate with society in a very broader context of economic stability, society uplifts, and betterment of the quality of life for everyone (Abbas, J., & Dogan, E. 2022).

## **Literature Review and Conceptual Framework**

### **Values and Their Relation to Behaviors**

The concept of axiology is deeply rooted in our research objective. It is the cognizance of the effect of faith, beliefs, values, and ethics on daily life practices (Small, J. L., 2023). , human deeds, actions, and perceptions or insight (Marques et al., 2021). About five decades back, this approach was practiced in isolation by certain specific and focused groups. Modern approaches and developmental schools of thought blended the combination of beliefs, and values with behavioral explanation, modification, and enhancement (Rokeach, M.1973).

In a similar context, several other researchers (Schwartz, S.1999; Belsky, W., 1987) have also pointed out that at a certain time and in different diverse social or official situations the effect on behaviors due to the faith, beliefs, and values is far beyond the expectations. This means we can say that this value and belief system is a deep-rooted, abiding feeling practiced as per a default standard by an individual (Bijlsma, R. 2023). Hence we can say that this value and



belief systems of a society are the guiding light for every course of life (Schwartz, S. A., 1999) and cultural practices help societies to mold and modify according to the acceptable norms and trends (Kirmayer, L. J., & Minas, H. 2023).

All of the above discussion leads to this understanding that the workplace of an individual can be a vital source of his/her mental, sensual grooming platform rather than just a work-sleep-repeat place.

### **Religious Values and Sustainable Behavior of Employees**

The embracement of obligatory values such as religious, spiritual, or cultural values vitally energizes organizational policymaking and ethical conduct (Sudarti, K., & Fachrunnisa, O. 2023; Astrachan, J.H., et al., 2020). Almost every religion emphasizes the significance of conserving the environment and the necessity of interfaith collaboration to nurture sustainable societies (Kollmuss and Agyeman, 2002; Le Duc, A. 2023). Any person's religious belief and social perspective affect his/her actions and activities, thus showing that religion can play a tremendous role in one's behavior (Aung, 2017). As per several previous pieces of research, positive relational understanding has been proved empirically of religious values with the sustainable behaviors of employees (Teng, C. C., et al., 2023), and realistically these religious values are expected to have an in-depth influence on behaviors (Qureshi, M. A. et al., 2023; Yin et al., 2016; Minton et al., 2015). A believer of any religion will always be found disciplined for her/himself around and try to reduce the unethical, undesirable, and harmful behaviors that persist around him (Komariah, N., & Nihayah I., 2023; Islam and Johnson, 2003).

This ethical behavior of an employee can be efficiently utilized by the HR dept to support the organizational sustainable practices identified as GHRM. GHRM is the coupling of HR policies and practices with the strategic sustainable plans of the organization (Yuan, Y., et al., 2023; Jabbour and Jabbour, 2016). Thus the policies of GHRM can be an efficient handle to orient the employee towards the goals of sustainability (Liu and Xie, 2013), who is already having a green orientation towards mother earth due to his/her religious teaching (Atif, S., & Ahmad, R. U., 2023) and they can be engaged as devoted and enthusiastic force work for sustainable practices implementation (Adil, 2015; Choudhary, P., & Datta, A., 2023).



## **Cultural Values and Sustainable Behavior of Employees**

Behaviors materialize as an outcome of subjective personal values, environmental interaction, and social dynamics interacting with an individual (Mirahsani, N., et al., 2023; Kaaronen, R. O., & Strelkovskii, N., 2020). To stretch sustainable moves, society needs to clout the integrating facets of the culture of the social systems to induce positive feedback and thinking of individuals for the embracement of sustainable behavior (Zheng, X., et al., 2021). In the last two decades, culture has appealed on a broader spectrum as a stimulus for achieving sustainable motives (Davies, A.R., 2020; Hawkes, J. 2001). Another major landmark that elevated culture's importance is Article 13 of the Diversity of Cultural Expressions of UN Educational, Scientific and Cultural Organization (UNESCO) 2005 Convention which stresses assimilating culture in sustainable development policies (UNESCO, 2005). Culture partly illuminates why certain nations and people prosper in economic progress whereas lagers always miss the opportunity (Lerch, J. C. 2023; Spolaore, E., & Wacziarg, R., 2013; Lewis, O., 1966). Yet the aspect of economic incitement, poverty mitigation strategies, technology transfer, and trade openness and enhancement can conveniently be achieved through establishing better and sustainable cultural values (Gorton, G. B., & Zentefis, A. K.,2023; Andrews, N., 2009; Janssen, R.L., 2010). Thus we can understand that culture is a major factor that can modify the sustainable behavior of an individual in their personal and professional life (Yin, J., et al., 2023).

## **Materials and Methods**

For this research, we used bibliometric and content analysis of articles selected from the Scopus database, (collected on June 20, 2023) as it has very wide years of coverage and stands as a reliable source (Sweileh, W.M., 2018). Along with that it has a multidisciplinary dimension and is fashioned on a peer-review basis. The Boolean search method facility is also an attractive feature of this database (Velez-Estevez, A., et al., 2023). VOSviewer (version 1.6.19) was used for the analysis of the bibliography (Oladinrin, O. T., 2023). VOSviewer helps to measure the progression of technological development and is very supportive in quantitative analysis of research documents (Al Husaeni, et al., 2023; Garfield,



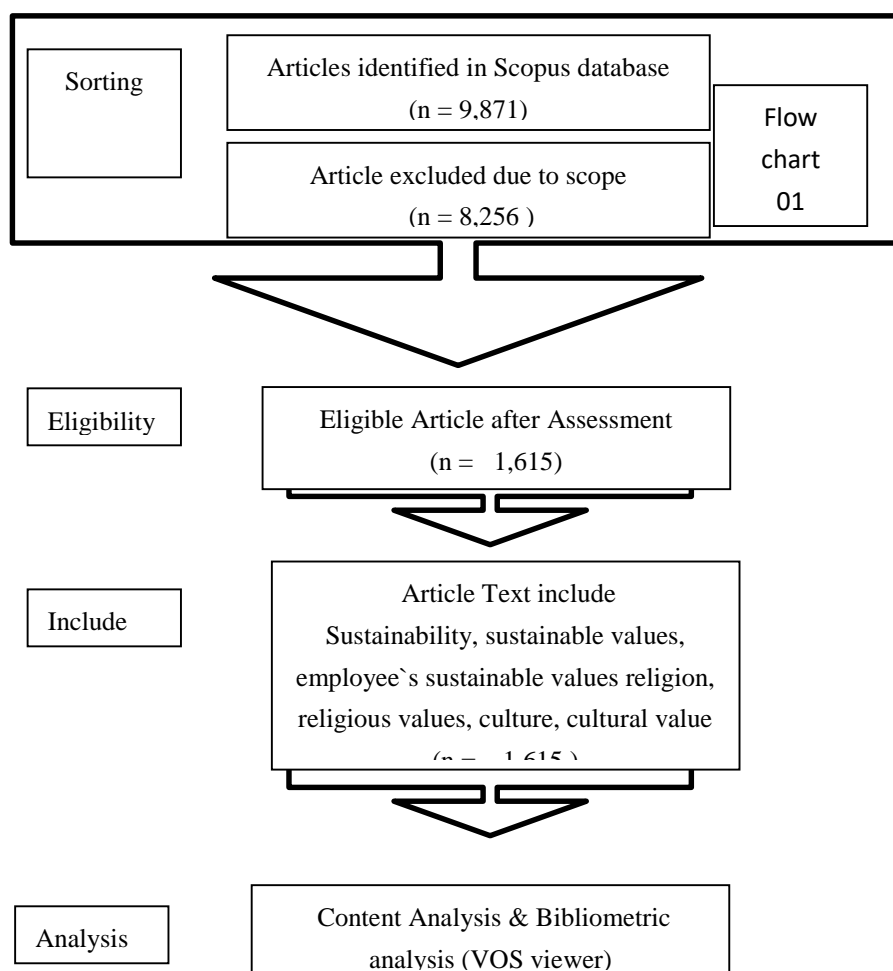
E. 2000). Coauthorship of the study was the basis to identify the relation existing among authors, institutions, and co-authors, and the keywords were analyzed based upon their co-occurrence (Abad-Segura, E. et. al., 2020). Zeng, X., et al.,(2023) have endorsed and recommended using Vosviewer for such analysis, as it has an extra edge on other similar tools. Based upon the co-occurrence the graphical presentation is generated for a better understanding (Lind, G. 2000). Similarly the level of collaboration and joint efforts is exposed through this graphical representation (Reyes, G.L et al., 2016).

## Results and Discussion

### Bibliometric analysis of religion or religious values with sustainable behavior

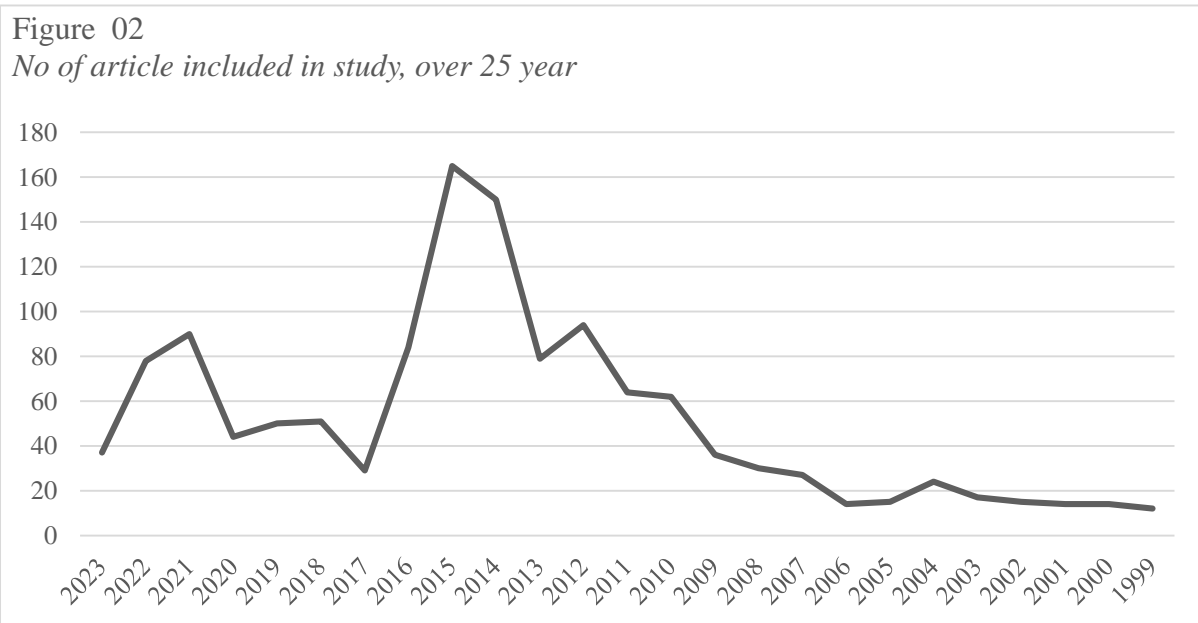
From several options for choosing articles guiding the values of sustainable behavior, the keywords of “sustainability”, employee sustainable values, “religion”, and “religious values”, were used for the search, which resulted in 9,871 articles. Limiting the areas reduced this to 1,615 articles, as presented in flow figure 01.

Figure 1



### Publications, Citations, Areas of Research, and Keyword Analysis

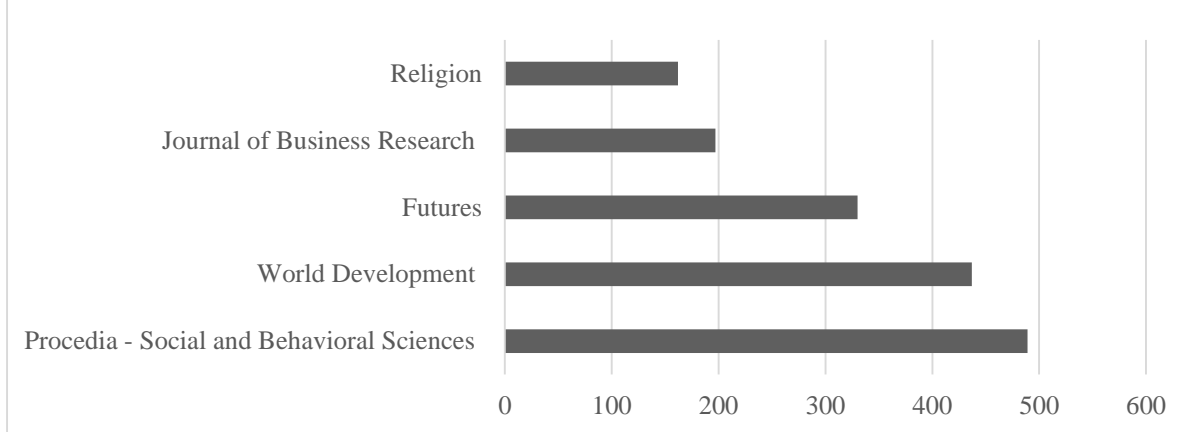
Figure 02 presents the trend of publications progression on the topic studied. From the final selection (n = 1,615), the articles were stratified according to the dates of publication, which cover the 1999–2023 period. Of the total sum of 1,615 articles separated, 857 were published in the last 10 years, from 2013 to 2023, which is 53.06% of the research work in the last 25 years. This outcome shows the swelling interest and relevance of the topic. The titles were examined to (a) categorize them based on their relevance to religious values and sustainability about the article's subject; (b) quantitatively identify the types of values present; and (c) analyze the distribution of studies across important business areas. This analysis offers valuable insights for researchers, academics, managers, and stakeholders in this research field.



According to the Scopus database shown in Figure 03, the journal containing the most research in the area was *Procedia - Social and Behavioral Sciences*, with 489 articles published (30.27 % of the total) followed by *World Development Journal* with 437 articles (27.05 %), “*Futures*” journal with 330 articles (20.43 %) *Journal of Business Research* with 197 articles (12.19 %) and “*Religion*” Journal with 162 articles (10.03 %).

Figure 03

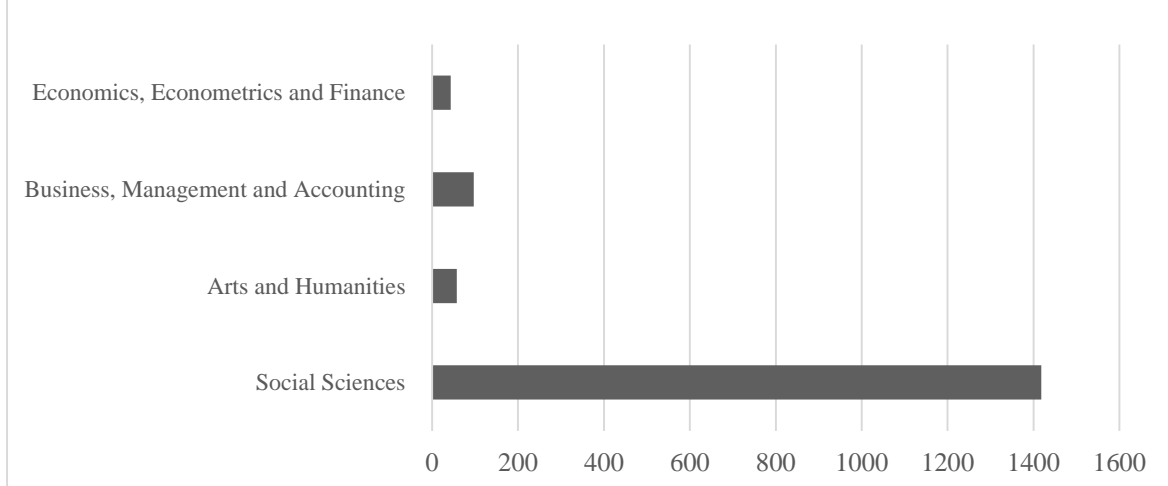
Main journals contributing to the theme of religion and sustainability



The distribution of articles by area of research is presented in Figure 04. There is a concentration of articles in the areas of social sciences i.e. 1,418 articles (87.80%), Business management and accounting 97 articles ( 6.06 %), Art and humanities 57 articles, (3.5%), and Economics, Econometrics, and Finance 42 articles (2.66%).

Figure 04

Main Research Area



The keyword occurrence has been defined in Figure 05 which shows that the highest occurrence of the keyword is as follows; the word “sustainability” occurrence is the highest at 42 with a link strength of 18, second stands the word “ religion” at 27 having link strength of 13, and third highest is the word “ sustainable development” with occurrence of 20 and link strength of 11.



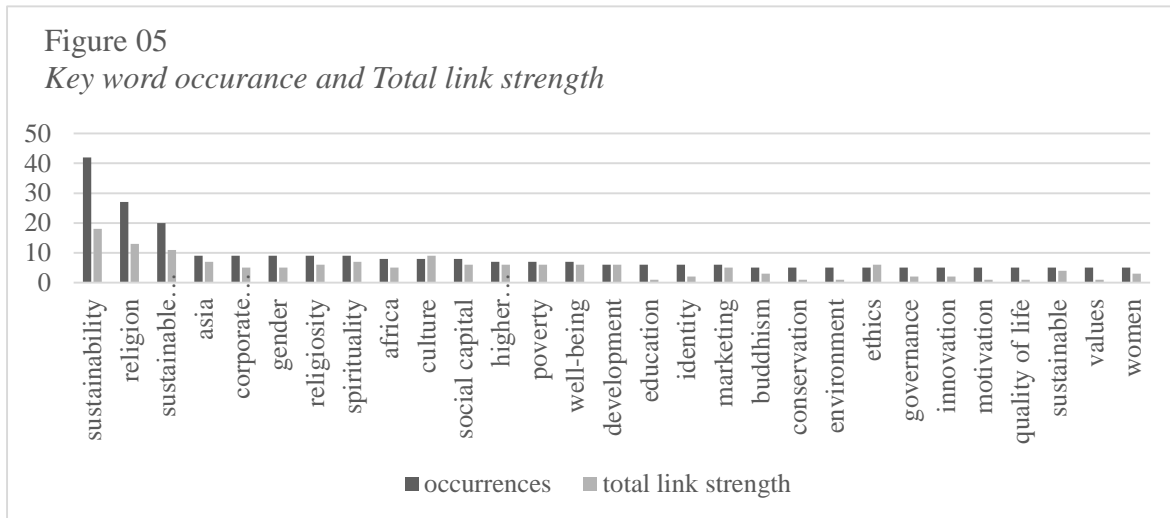
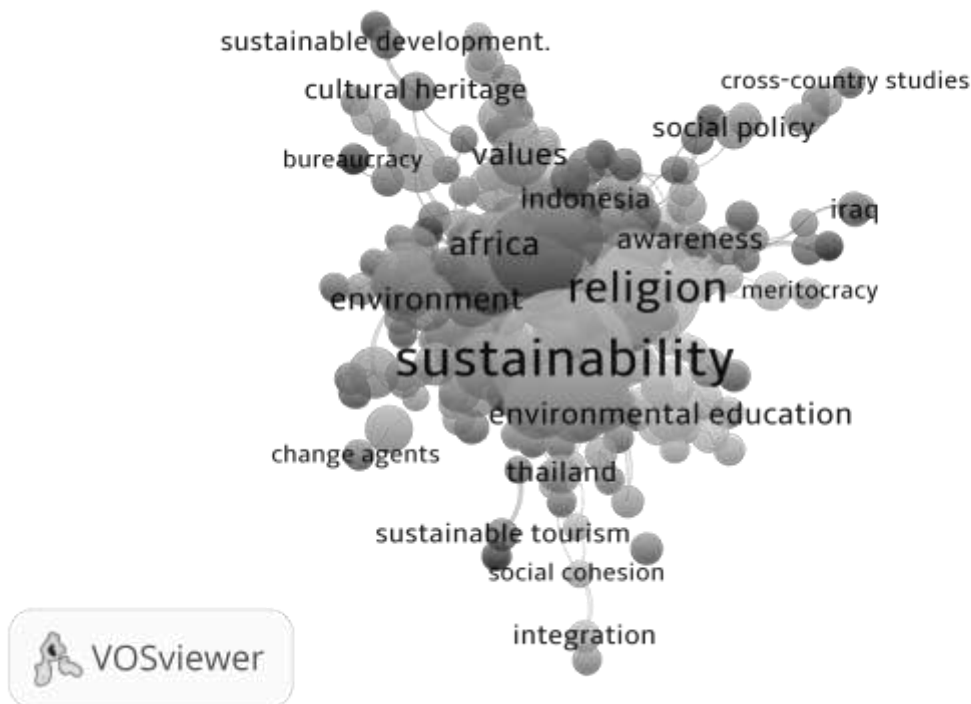


Figure 6



Eight main groups of keywords were detected through co-occurrence analysis of the articles published on the aspect of sustainability and religion. Cluster 1 (light blue) is the largest, with 19.43 % of the analyzed keywords. The main keyword, due to its greater number of co-occurrences, is “sustainability”, having other associated words architecture, art, building tradition, economic deficiency, experiment, foundation in value, local wisdom, moral value, perception, social sustainability, and many more. Group 2 (beige) is the second largest cluster



grouping 18.27 % of words representing “religion” and having associated words of behavior, capability approach, community base nature, ecto-genesis, education of environment, faith-based organization, global communication, religiosity, rule by virtue and many more. Group 3 (red) is the cluster grouping 13.28 % of words representing “India” and have associated words of citizenship, accountability, activism, adaptive management, capabilities, civil society, collective action, employee quality of life, environmental performance, and many more. Group 4 (blue) is the cluster grouping 11.12 % of words representing “globalization” and has associated words of the collective mind, collective knowledge, creativity, corporate sector, leadership, knowledge transfer, mentality, reform of thought, social action, and many more. Group 5 (purple) is the cluster grouping 10.13 % of words representing “education” and have associated words of case study, curriculum, development, employment, human rights, migration, professional mobility, strategy, sustainable, transformational process, and many more. Group 6 (yellow) is the cluster grouping 9.80 % of words representing “ethics” and have associated words of branding, corporate social responsibility, certification, heritage, identity style, ill-being, maqasid al sharia, moral values, objective well-being, sense-making, social cohesion, and many more. Group 7 (green) is the cluster grouping 9.13 % of words representing “identity” and have associated words of authenticity, analytical thinking, cemeteries, confession, change agent, discourse, diversity, environmental concern, future studies, and many more. Group 8 (orange) is the cluster grouping 8.8 % of words representing “conservation” and have associated words of Avalon, barriers, cultural attributes, demotivation, marriage, obstacles, recovery, well-being, wetlands, and many more.

### **Articles by Authors, Co-authorship**

The 15 most productive authors on the subject of sustainability and religious values were as follows (shown in Figure 07). They are identified in the following pattern: Name (no of documents; link strength). Neusner, Jacob (5;0), Zahari, Mohd Salehuddin Mohd (5;16), Osman, Mariana Mohamed (5;12), Bachok, Syahirah (4;10), Muhammad, Rosmaliza (4;14), Yaakub, Sarifah (4;36), Elfithri, Rahmah (4;36), Basri, Hassan (4;36), Ahmad, Maisarah (4;36), Basri, Noor-Ezlin Ahmad (4;36), Khan, Ismi Azura Istear (4;36), Zain, Shahrom md (4;36), Ibrahim, Mansor (4;12) Masri, Mawar (4;9), Begum Halima (3;28). The whole

distribution consists of two clusters i.e. green and red. The green cluster shows the author's contribution till 2020 and the red cluster shows the contribution from 2020 to 2023 ( till date )

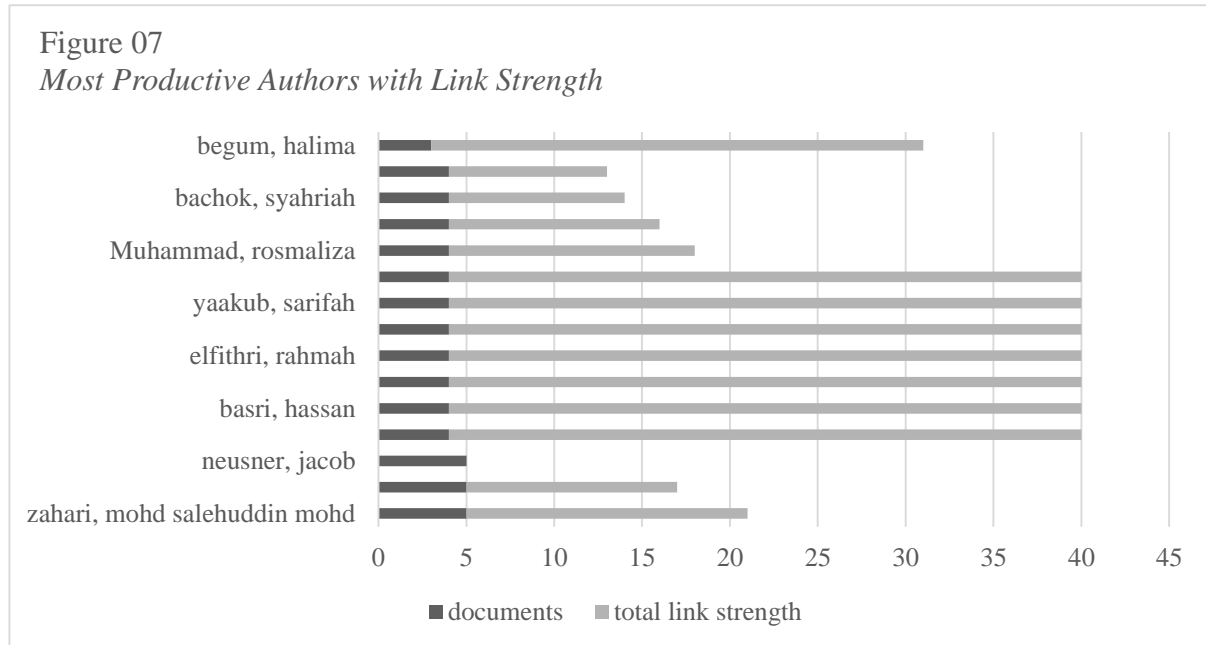


Figure 08

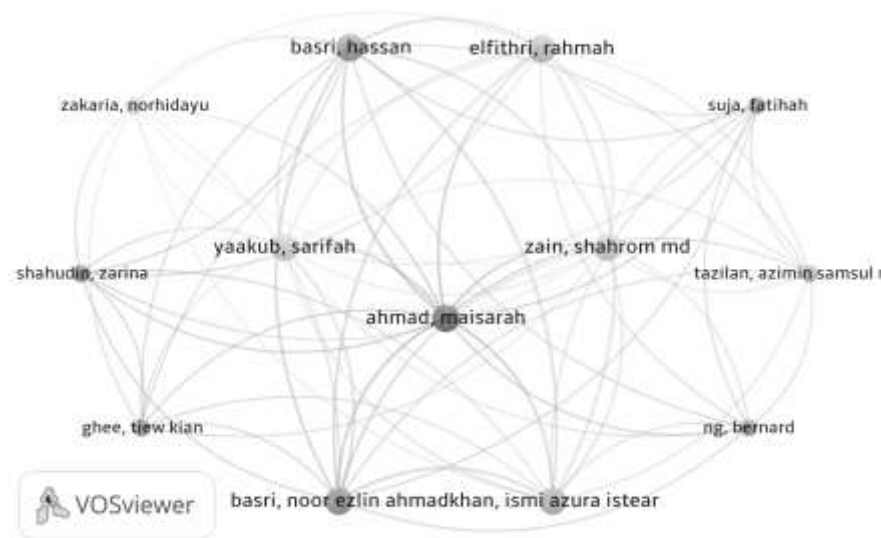


Figure 9 shows the network or map of cooperation between authors publishing on religious values oriented to sustainability, based on co-authorship. The color of each cluster refers to the group of authors in producing articles, while the size of the circle is interpreted according

to the number of contributions made by the author. Here, authors are associated with thirteen clusters. Cluster 1- red represents the collaboration of Ahmad, Maisarah, with Cluster 2 – green of Basri Hassan, Cluster 3 – light blue of Basri Noorezlin, Cluster 4 – dark olive of Elfithri Rahmah, Cluster 5 – dark purple of Ghee Tiew Kian, Cluster 6 – light blue of Isma Azura Istear, Cluster 7 – orange of Bernard Ng, Cluster 8 – light purple of Zarina Shahudin, Cluster 9 – pink of Fatihah Suja, Cluster 10 – dark pink of Samsul Mohd Tazilan, Cluster 11 – dark green of Sarifah Yaakub, Cluster 12– light blue of Shahrom Mod Zain, Cluster 13 – light brown of Norhidayu Zakaria.

Figure 09

*Authors coauthor ship*



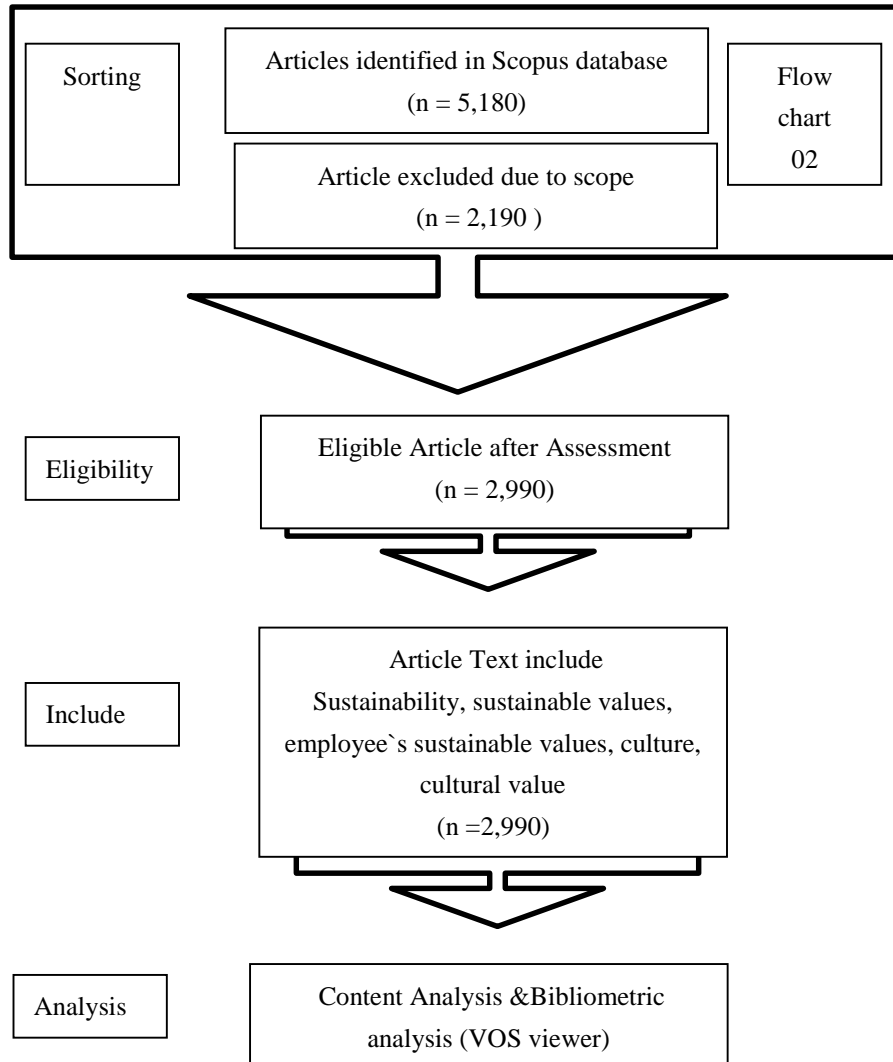
The results indicate that due to the large number of clusters formed, there is a lack of cohesive or early collaboration networks between them, resulting in a fragmented creation of knowledge concerning this particular subject.

### **Bibliometric analysis of a culture or cultural values with sustainable behavior**

From several options for choosing articles guiding the values of sustainable behavior, the keywords of “sustainability”, employee sustainable values, “cultural values” and “cultural” were used for the search, which resulted in 5,180 articles. Limiting the scope areas reduced this to 2,990 articles, as presented in figure 10.

Figure 10

Flowchart 2

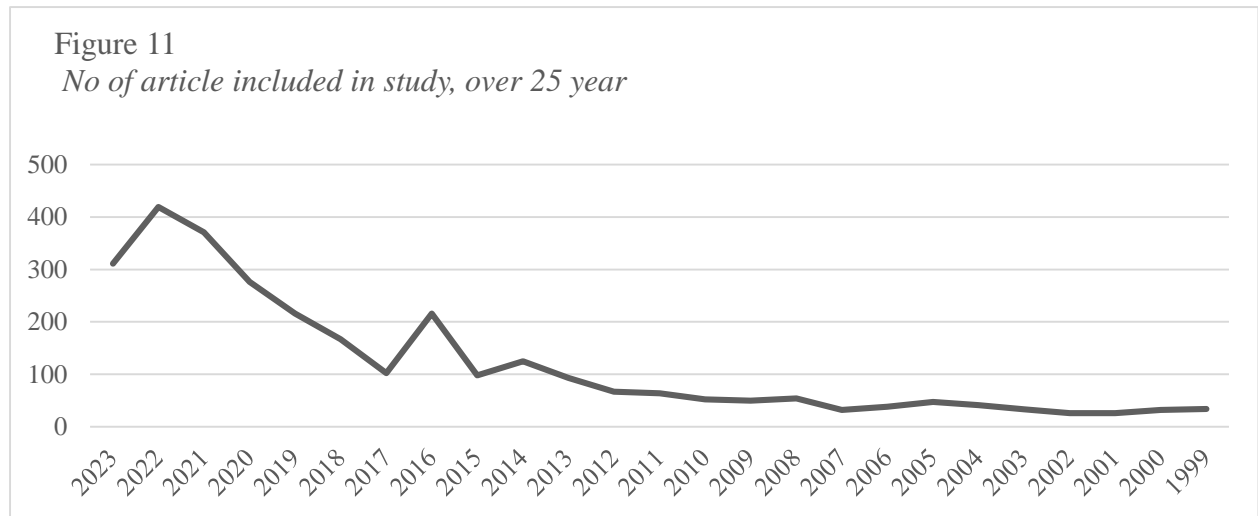


### Publications, Citations, Areas of Research, and Keyword Analysis

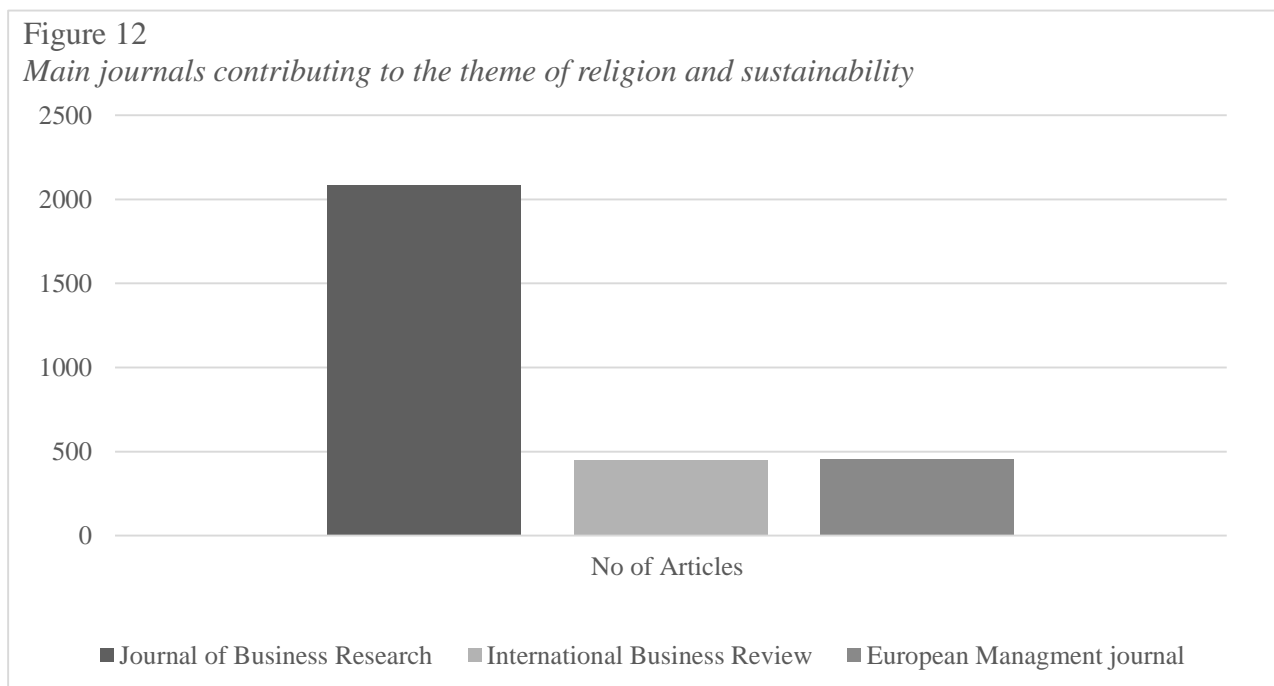
Figure 11 shows the trend of evolution of publications on the topic studied. From the final selection (n = 2,990), the articles were yearly grouped according to the dates of publication, which cover the 1999–2023 period. Out of the total sum of 2,990 articles identified, 2,394 were published in the last 10 years, from 2013 to 2023, which is 80.06 % of the research published in the last 25 years. This result shows the ever-increasing interest and relevance of the topic. The titles were examined to (a) categorize them based on their relevance to cultural values and sustainability about the article's subject; (b) quantitatively identify the types of values present;



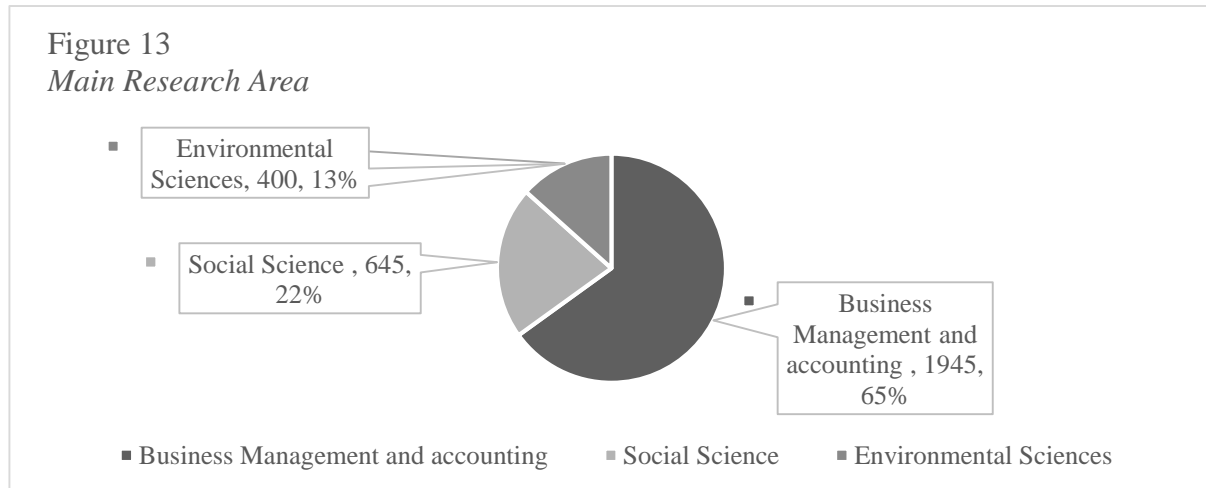
and (c) analyze the distribution of studies across important business areas. This analysis offers valuable insights for researchers, academics, managers, and stakeholders in this research field.



According to the Scopus database shown in Figure 12, the journal containing the most research in the area was the Journal of Business Research, with 2084 articles published (70 % of the total) European Management Journal with 455 articles (15.21 %) followed by International Business Review with 451 articles (15.08 %).



The distribution of articles by area of research is presented in Figure13. There is a concentration of articles in the areas of Business Management and Accounting i.e. 1,945 articles (65%), Social Sciences 645 articles (22 %), and Environmental Sciences 400 articles (13%).



The keyword occurrence has been defined in Figures 14 & 15 which shows that the highest occurrence of the keyword is as follows; the word “sustainability” occurrence is the highest at 113 with a link strength of 358, second stands the word “culture” at 69 having link strength of 197, and third highest is the word “innovation” with occurrence of 45 and link strength of 147.

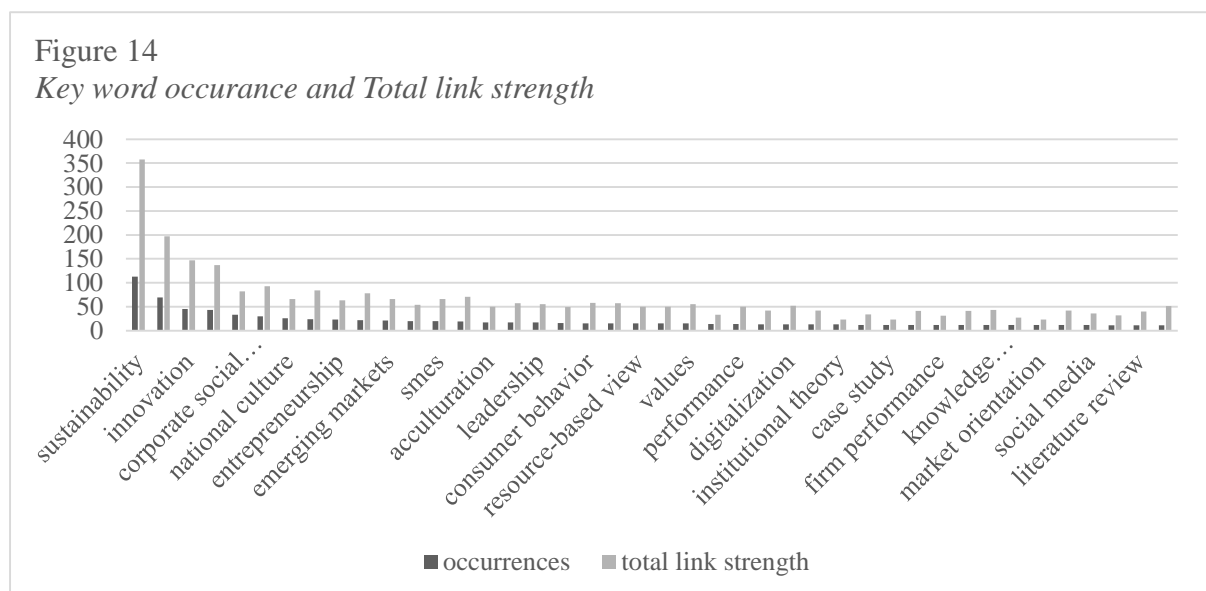
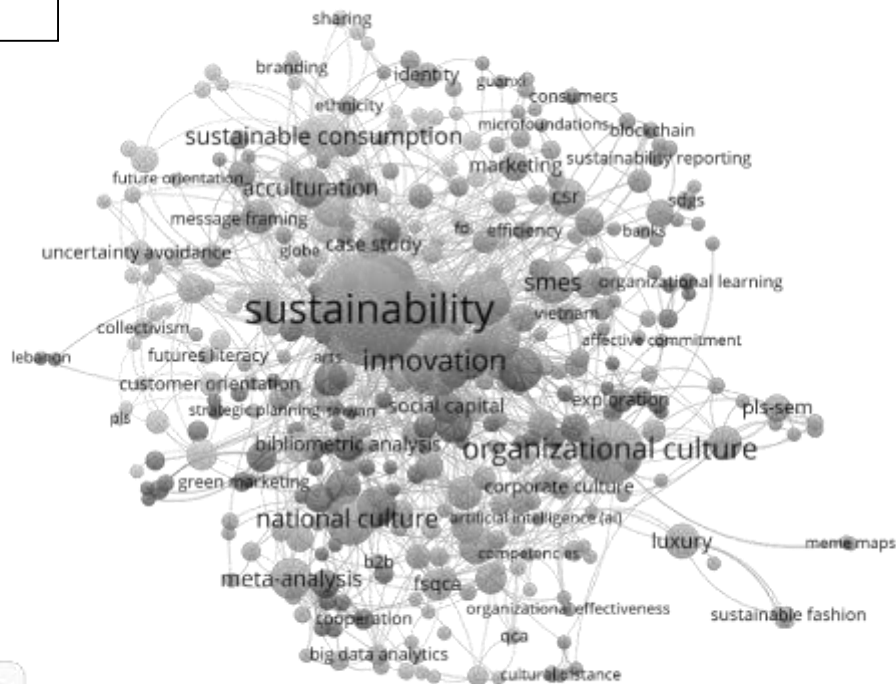


Figure 15



Eight main groups of keywords were detected through co-occurrence analysis of the articles published on the aspect of sustainability and religion. Cluster 1 (Green) is the largest, with 19.65 % of the analyzed keywords. Due to its greater number of co-occurrences, the main keyword is “sustainability”, having other associated words like antecedents, business model, creativity, discourse, ethics, future, knowledge integration, perceived risk, SDGs, trans-disciplinary, value capture, and many more. Cluster 2 (Light blue )is the second largest cluster, grouping 19.42 % of words representing “ Culture ” and having associated words block chain, consumer culture, circular economy, corporate governance, emerging economies, fashion, globalization, MNCs, need for uniqueness, SME, Social responsibility, transparency, voluntary simplicity, and many more. Cluster 3 (Red) is the third largest cluster grouping 17.06 % of words representing “ emerging markets “ and having associated words of big data, co-creation, Delphi study, experiential learning, intercultural communication, organizational learning, scale development, and many more. Cluster 4 (yellow ) is the cluster grouping 12.07 % of words representing “sustainable consumption” and having associated words of anti-consumption, the base of the pyramid, customer orientation, ecosystem, firm





performance, globe, happiness, learning orientation, market orientation, resilience, sharing, SME, Utopia, wellbeing, and many more. Cluster 5 (purple) is the cluster grouping 12.07 % of words representing “organizational culture” and having associated words of affective commitment, clan culture, decision making, exploitative innovation, futures, hierarch culture, innovation management, knowledge hiding, mimetic, organizational innovation, potential absorptive capacity, realized absorptive capacity, satisfaction, value creation and many more. Cluster 6 (light purple) is the cluster grouping 11.81 % of words representing “ innovation ” and having associated words of attitude, authenticity, branding, country culture, Hofstede, national culture, societal impact, uncertainty avoidance, values, and many more. Cluster 7 (orange) is the smallest cluster grouping 7.87 % of words representing “meta-analysis” and having associated words of adoption, ecosystem, gender, open innovation, social practice, waste, and many more.

### Articles by Authors, Co-authorship

The ten most productive authors on the subject of sustainability and religious values were as follows (shown in Figure 16). They are identified in the following pattern: Name (no of documents; link strength). Mark Cleveland (14;23), Vijay Pereira(11;39), Ashish Malik (10;27), Demetris Vrontis (9;29), Eunju Ko(8;20), Michel Laroche (8;17), Adandeep Dhir (7;25), Yuri Seo (7;15), Piyush Sharma(7;10), Arch G. Woodside (7;14)

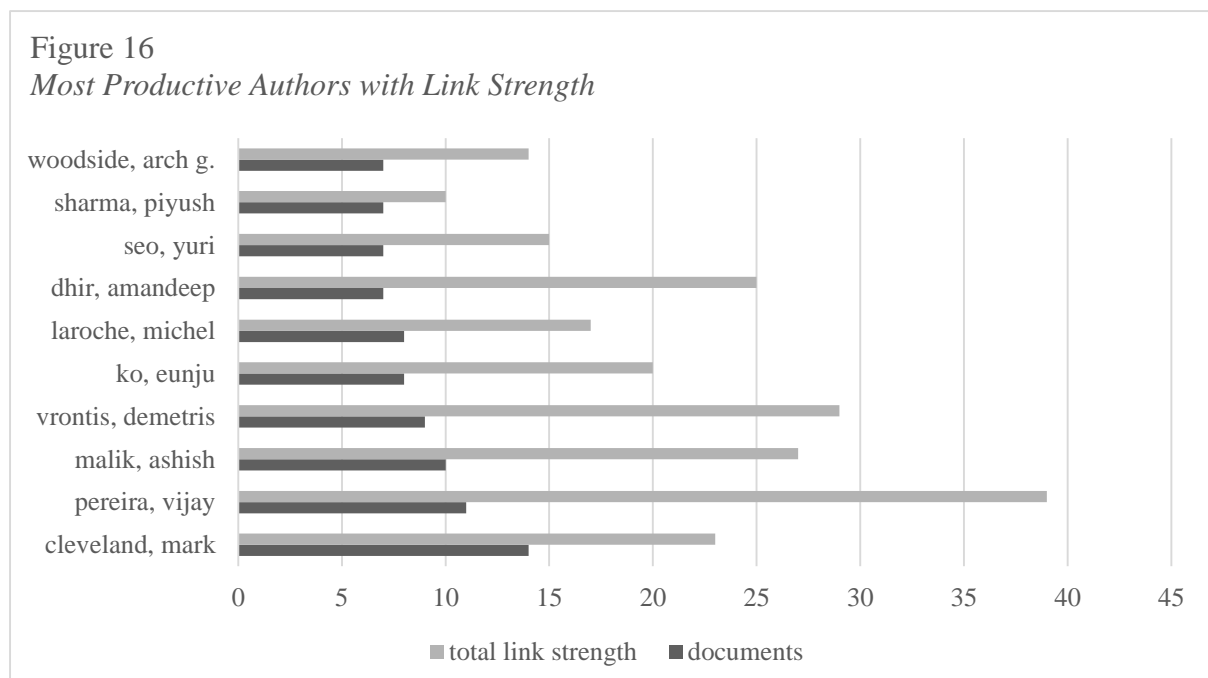
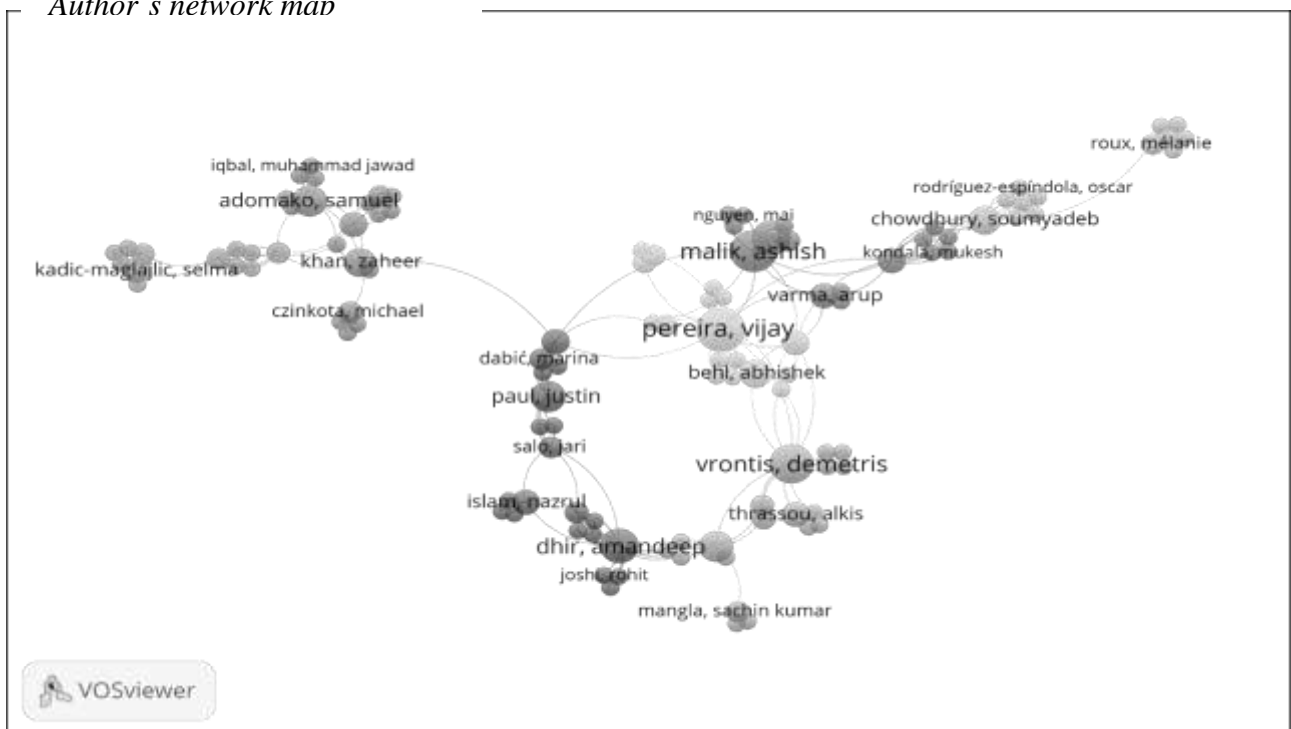


Figure 17 shows the network or map of cooperation between authors publishing on cultural values oriented to sustainability, based on co-authorship. The color of each cluster refers to the group of authors in producing articles, while the size of the circle is interpreted according to the number of contributions made by the author. Here, authors are associated with seven clusters. Cluster 1- red represents the collaboration of Justin Paul; Marina Dabic; Jari Salo; Nazrul Islam; Amandeep Dhir; and Rohit Josh. Cluster 2 – green of Demetris Vrontis; Alkis Thrassou; Kumar Sachin; Amandeep Dhir, Cluster 3 – light blue of Oscar Rodriguez Espindola Melanie Roux; Soumyadeb Chowdhury, Cluster 4 – dark olive of Vijay Pereira; Abhishek Behi, Cluster 5 – purple of Ashish Malilk; Mai Nguyen; Arup Varma, Cluster 6 – blue of Muhammad Jawad Iqbal; Samuel Adomako; Zaheer Kahn; Michael Czinkota, Cluster 7 – orange of Selma Kadic Maglajilic; Piysh Sharma

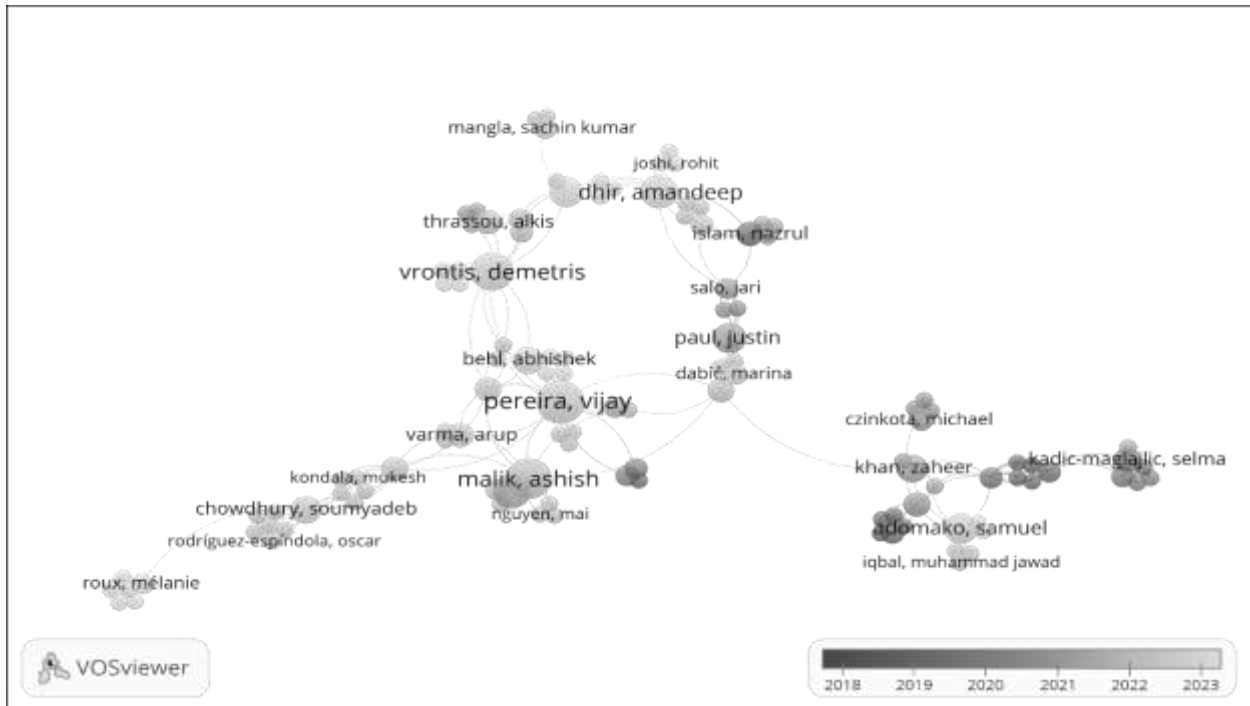
Figure 17

Author`s network map



The whole distribution consists of three clusters i.e. green and blue and yellow. The blue cluster shows the author's contribution till 2020 and the green cluster shows the contribution from 2020 to 2022 and the yellow cluster shows the contribution from 2022 -2023 ( till date ) ( shown in figure 18)

Figure 18  
Author's Cluster



### Conclusion

The analysis of trends existing between sustainable behavior with the religious and cultural values of an individual was assessed from 1993 till 2023 through bibliometric analysis. For relational assessment between religion or religious values with sustainable behavior, 1,615 articles were screened and analyzed and for culture or cultural values with sustainable behavior, 2,990 articles were analyzed from the large database of Scopus.

The analysis led to the identification that a large corpus of research is focusing separately on religious and cultural values to help formalize a framework for sustainable development in the work environment. There is the spiking interest of the researchers observed in the last ten years (from 2013 to 2023) on this aspect of the study. It is to be remembered that the SDG 2030 agenda was finalized and offered in 2015, hence the aftermaths of the MDGs were a big player in the rapid progression and adaptation of these sustainable goals in the corporate as well as in the academic. The analysis has led to the understanding that in academia the need



for research in the domain of sustainability with different multi-dimensional and functional areas is the need of time researchers are moving towards quenching this grey area.

The most productive journal publishing on religion/religious values and sustainability or sustainable behavior was *Procedia~ social and behavioral science* and the main research area was social sciences. The key word for this theme of research was “sustainability” which was 19.65 % of the whole count. The most productive author on this topic is Mark Cleveland who has 14 articles on his credit. On the other hand, the most productive journal publishing at large on the theme of culture/cultural values and sustainability or sustainable behaviors was *Journal of Business and Research* and the main theme area was Business Management and Accounting. The key word for this theme of research was also “sustainability” which was 19.43 % of the whole count. The most productive author on this topic is Jacob Neusuer who has 05 articles on his credit.

This bibliographic analysis has helped to identify a neglected gap in the existing literature on sustainability and organizational managers' oversight in achieving sustainable goals. It is vital to reframe the disregarded aspect of religion and individual cultural values in a novel manner. For practical purposes, this multidimensional framework can be utilized to enhance the attachment, affinity, and efficiency of any employee towards the collective future goal of sustainability in work and life as well. We can very easily understand by standing in the shoes of a common person in society and as an employee in an organization that the main influence on our life ( either personally or professionaly) is asserted by the belief system ie religion and by systems and environments revolving around me in the form of cultural values. Thus if these two are studied, explored, and understood in depth, then they can bring drastic changes in society and the components of the society, as business and organizations are one of them.

### **Limitations and future research**

One of the major limitations of this study is the sole use of the Scopus database, which might have its adversities. A more comprehensive database analysis would have brought a different



picture to the site, as well as that larger database will minimize that aspect of bias. Secondly, a quantitative analysis is done solely to identify the relations between the variables of study, to enhance the output of the study a qualitative study of the topics will expand more on the future possibilities.

Other than social sciences, technological and pure environmental research journals might be a good venue for future research areas, as these areas can provide another dimension for the assessment and implementation of sustainability in the work environment. Lastly, there is also a greater need for research on the other value attributes related to sustainable work practices of an individual. Moreover, it creates possibilities for improving strategic guidance and governance, engaging both internal and external stakeholders, to cultivate an authentic culture and unwavering commitment to the common good, well-being, and sustainable progress of all.

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