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INTERNATIONAL PERSPECTIVES ON EQUALITY,
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FUTURE WORKSCAPES: EMERGING BUSINESS TRENDS AND INNOVATIONS

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INVESTOR IN PEOPLE

*To my friends: Magda, Marzena, Kasia, Dominika, Lucy, Beata
Thank you for always being there, for your endless inspiration,
and for believing in me — J. P.*

To my parents Zerrin and Kadri Bacacı – D. V.

For my sister Veronika, for her support and peace of mind – O. K.

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FOREWORD BY IRENEUSZ DĄBROWSKI

In an era of unprecedented technological advances and rapidly changing economic landscapes, organizations face many challenges and opportunities. In this dynamic context, *Future Workscapes: Emerging Business Trends and Innovations* provides a timely and insightful exploration of the trends shaping the future of business. This volume is a testament to the collaborative efforts of leading scholars and practitioners who delve deeply into the nuances of contemporary business practices and strategies.

The first section, “Emerging Business Trends,” sets the stage with a compelling examination of the latest developments in the business world. It begins with an insightful analysis of spiritual brand attributes and their influence on consumer purchase intentions. Subsequent chapters offer a detailed study of the factors influencing career commitment among civil servants in Vietnam and an exploration of the impact of work motivation on efficiency and satisfaction in the software industry. In addition, a critical analysis of strategic management schools argues for a more inclusive approach by integrating non-managerial employees into management theories.

The second section, “Innovations and Business Practices,” shifts the focus to practical strategies and innovative approaches that companies can adopt to maintain their competitive edge. This section includes an in-depth examination of environmental, social, and governance disclosures in the Romanian packaging sector, highlighting the importance of transparency and accountability. It also addresses the controversial issue of the impact of digitalization on trade union density in Organisation for Economic Co-operation and Development (OECD) countries, providing critical insights into how technology and globalization are reshaping labor dynamics. In addition, this book presents a monographic study on the role of internal communication and worker participation in fostering a health and safety climate in organizations. The final chapter highlights the importance of corporate social responsibility in the global food processing industry, emphasizing the need for sustainable and ethical business practices.

This book provides a comprehensive overview of emerging trends and innovative practices, making it a valuable resource for anyone seeking to understand and navigate the future of business. *Future Workscapes: Emerging Business Trends and Innovations* is not just a collection of academic insights; it is a guide for business leaders, policymakers, and academics who want to understand the evolving business landscape. The rigorous research and diverse perspectives presented in this book make it essential reading for those seeking to stay ahead in an increasingly complex and competitive global marketplace.

This book provides forward-looking knowledge based on practical realities. I hope that readers will find it enlightening and inspiring, and that it will serve as a catalyst for continued innovation and strategic growth in their respective fields.

Associate Professor, Dr Ireneusz Dąbrowski
SGH Warsaw School of Economics

FOREWORD BY FATİH ÇETİN

In today's era of rapid digital transformation in the workplace, the book *Future Workscapes: Emerging Business Trends and Innovations* provides valuable views into the future of work, exploring significant changes in a timely manner. This book is a joint effort, leveraging the knowledge of experts from various disciplines and regions. It is divided into two primary sections, each carefully designed to explore essential elements of the business trends and innovative business practices.

The first section investigates current business trends, including spiritual branding, career development, motivation of information technology (IT) professionals, organizational hierarchy, and the dynamics of non-managerial employees. These topics are crucial for understanding how modern businesses operate and thrive in a competitive environment. The discussions in this section offer a nuanced view of the challenges and opportunities that businesses face today. The second section focuses on innovative business practices. It addresses environmental sustainability, social responsibility, digitalization, effective communication, and corporate social responsibility. These practices are increasingly becoming the cornerstone of successful business strategies, as companies recognize the importance of integrating these elements into their core operations. This section not only highlights best practices but also provides practical guidance for implementation.

As the business world continues to evolve, the insights and strategies presented in this book will serve as a valuable resource for scholars, practitioners, and anyone interested in staying ahead in the ever-changing business landscape. The collaborative nature of this work, combined with the expertise of its contributors, ensures that readers will gain a comprehensive understanding of both the current trends and the innovative practices shaping the future of business.

Prof. Dr Fatih Çetin
Baskent University

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PREFACE

The world of business is evolving, driven by technological advancements, globalization, and shifting societal expectations. Organizations must stay ahead of emerging trends to thrive in this dynamic environment and continually innovate their practices. With this objective in mind, we present *Future Workscapes: Emerging Business Trends and Innovations*.

This book is a collaborative effort of scholars and experts from diverse fields, offering a comprehensive examination of contemporary business trends and the innovative practices that are shaping the future. The contributors have provided valuable insights into the challenges and opportunities that modern businesses face and how they can strategically navigate this complex landscape.

The first section, “Emerging Business Trends,” explores the latest developments and theoretical advancements in the business world. It begins with an in-depth analysis of spiritual branding attributes and their impact on consumer buying intentions. It presents a conceptual model that sets the stage for understanding the nuanced ways consumer behavior evolves. This is followed by a detailed study of the factors affecting the career commitment of public servants in Vietnam, highlighting the perspectives of investment models and the moderation effects of perceived economic conditions. Complementing these discussions is an examination of working motivation and its effects on efficiency and work satisfaction in the software industry. Additionally, there is a critical analysis of strategic management schools, advocating for the inclusion of non-managerial employees in management theories. These discussions provide a robust foundation for rethinking traditional organizational hierarchies and fostering more inclusive management practices.

The second section, “Innovations and Business Practices,” focuses on practical strategies and innovative approaches that businesses can adopt to stay competitive. This includes an exploration of environmental, social, and governance disclosure in the packaging sector in Romania, underscoring the growing importance of transparency and accountability. The contentious issue of digitalization’s impact on trade union density in OECD countries is tackled, offering critical insights into how globalization and technological advancements are reshaping labor dynamics. This is followed by a monographic study on the role of internal communication and employee participation in creating a health and safety climate within organizations. Finally, the significance of corporate social responsibility in the global food processing industry is discussed, emphasizing the need for businesses to integrate sustainable and ethical practices into their operations.

Immense gratitude is extended to all the contributors for their rigorous research and thought-provoking analyses, which have made this book a valuable resource for academics, practitioners, and policymakers alike. Deep appreciation

is also extended to the readers, whose engagement and interest drive the continuous exploration of business innovation and trends.

As you delve into the chapters of *Future Workscapes: Emerging Business Trends and Innovations*, it is hoped that you find inspiration, practical knowledge, and strategic insights to navigate in the rapidly evolving business landscape.

Joanna Paliszkievicz, Demet Varoğlu, and Olena Kulykovets
Editors

SECTION I

EMERGING BUSINESS TRENDS

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CHAPTER 1

SPIRITUAL BRANDING ATTRIBUTES AND CONSUMER BUYING INTENTION: THE PROPOSAL OF CONCEPTUAL MODEL

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ABSTRACT

Spirituality serves as an ethical benchmark for shaping human and brand identity. Only a few studies have recently attempted to examine the impact of spiritual attributes on customer behavior. This study extends the current literature and aims to develop a research model to investigate spiritual brand attributes toward customers' behavior. The study employs the stimulus–organism–response (SOR) model as a theoretical signpost to construct the research model. Driven by this chapter, future research opportunities are presented, and the opportunity for empirical research is also illustrated.

Keywords: Spiritual brand attributes; spirituality; SOR theory; purchase intention; brand love

1. INTRODUCTION

Spirituality has been receiving a lot of attention from researchers. Many studies have proven that spirituality has an impact on businesses and markets all over the world (Brownstein, 2008; Fernando & Jackson, 2006; Heintzman, 2003); several studies have been conducted in areas such as tourism (Andriotis, 2009; Cochrane, 2009), cosmetics (Aoun & Tournois, 2015), and banking (Ab Hamid et al., 2019; Setiawan & Sahara, 2022). Notably, the current study highlights the growing popularity of spirituality adoption in branding (Sardana et al., 2018).

The spiritual attribute is closely related to religion, but it is more than just a ritual, as it is deeply ingrained in the faith and belief system (Ab Hamid et al., 2019; Setiawan & Sahara, 2022). The spiritual brand attributes are jointly linked to religion and are embedded in faith and belief systems (Ab Hamid et al., 2019; Setiawan & Sahara, 2022). It indicates that businesses that invest in spirituality can develop a distinctive value proposition and set themselves apart from competitors (Mohamad et al., 2023). Additionally, Pirnazarov (2020) stated that businesses may attract their customers' spiritual ideals to raise community engagement perception or consolidate brand prestige.

Previous studies revealed the core elements of spiritual brand attributes, including ethics, beliefs, and corporate social responsibility (CSR) (Ab Hamid et al., 2019; Aoun & Tournois, 2015). Those factors were positively associated with brand image and behavioral response single-religion focused (Ab Hamid et al., 2023). Yet little attention is drawn to countries in which different cultures coexist. In addition, prior literature suggested that brand love and trust are vital determinants of the purchase behavior of consumers (Aydin et al., 2014; Eagly & Chaiken, 1993; Grewal et al., 1998; Sanny et al., 2020). However, the relationship between spiritual brand attributes and those affective states of brand love and trust still needs further examination.

Therefore, to close the aforementioned gaps, this research aims to suggest a model that investigates the influence of spiritual brand attributes on brand love, trust, and purchase intention. The rest of this chapter is organized into three parts as follows: First, the theoretical background is presented. Second, the literature review and research model are elaborated. Finally, the conclusion and future research are shown.

2. THEORETICAL BACKGROUND

2.1. *Spiritual Brands*

Deepak Sardana (2018) defined spiritual brands as brands promoted by spiritual leaders, emphasizing the role of spiritual leaders in promoting brands. For example, in Indian culture, spiritual leaders have played an impeccable role and play a vital role in bridging the gap between consumers and spiritualism (Bhatia & Rathore, 2020). Meanwhile, in the study of Gnanakumar (2020), spiritual brands are referred to as brands inspired by faith, assuming that spiritual foundations give rise to these brands. In the realm of Islamic culture, research has proposed the concept of spiritual brand attributes (Aoun & Tournois, 2015; Mourad &

El Karanshawy, 2013), which can be interpreted as the connection of the brand with an individual's system of beliefs or religion (Aoun & Tournois, 2015). In the study of Gad and Nicholas (2003), brand's spiritual dimension suggests the perception of the social responsibility of the higher education institute and its role in upgrading and enhancing the society.

Overall, it can be inferred that spiritual brands encompass a spectrum of meanings, ranging from those associated with spiritual leaders to brands inspired by faith and aligned with personal beliefs or social responsibility. In the scope of this research, since we focus on the integration of spiritual attributes into the branding approach, thus spiritual brands could be understood as brands whose attributes go beyond the functional and emotional, offering insights into a spiritual dimension, reflecting the holistic attributes and the brand's worldview stemming from a belief system (Aoun & Tournois, 2015).

2.2. Impact of Spiritual Brands

Previous literature has validated that spirituality and religion contribute to establishing trust and impact consumer purchasing decisions. In marketing academia, brands created by spiritual foundations that are faith based are given immense significance and appreciation (Einstein, 2007). In India, spiritual brands focus on CSR activities like building schools, donations and charity, blood donation camps, etc. to create a better public image. Through these actions, they have established themselves in the market as dependable, trusted, secure, eco-friendly, ayurvedic, and economical. Consequently, consumers previously dedicated to foreign brands are shifting toward spiritual brands like Patanjali, Sri Tattva, Isha Shoppe, etc., as they feel a stronger connection to their culture and nation. The marketing of products through spiritual leaders and their connection with consumers makes it easy for them to tap the market (Kumar et al., 2016). Some luxury brands have incorporated spirituality into their brand identity by using spiritual symbols in their designs. Vetements released a range of star sign tees and raincoats, catering to the growing interest in astrology and spiritual practices, while Christian Dior showed zodiac motifs in their design to appeal to youngsters.

Consumers regard spiritual brands or faith-marketed products as a means to articulate their beliefs, while sellers regard these products, along with their religious practices, as a vehicle for promoting their religion (Rathore & Bhatia, 2020). The more spiritual an individual consumer is, the more likely that consumer is to be ethically predisposed (Vitell et al., 2016). Adoption of spiritual marketing activities can elevate the emotional engagement of customers. This, in turn, fosters the relationship between the company and its customers, creating a deep connection that can lead to brand love (Al-Hadrawi et al., 2022).

2.3. Previous Studies of Spiritual Brands

Many researchers have enriched the field of spirituality in consumerism. For example, Sardana et al. (2018) explored consumer preference for spiritual brands by discovering that spirituality does not impact purchasing spiritual brands. Still, intrinsic and extrinsic religiosities are what lead to the buying decision.

Moreover, when choosing such products/services, consumers consider the product's functional aspect, price, and social, cognitive, and affective factors (Ladhari & Tchegnna, 2017). However, Sardana et al.'s (2018) study can only be interpreted and understood in the social context of India, where spiritual leaders (such as Baba Ramdev and Sri Ravishankar) promoting their self-branded products have essentially called themselves "spiritual gurus" yet their primary disposition is religious. Another study in this field stated that normative community pressure is another vital purchase driver (Sardana et al., 2021); aligning with societal norms often influences an individual's choices and behavior (Ajzen, 2005). When it comes to Islamic banks, which are differentiated from conventional banks in terms of spiritual dimensions, ethics, CSR, and beliefs, they are variables that define corporate brand image in customers' perceptions, leading to brand loyalty. In tourism, spiritual experiences enhance the positive effect of religious travel benefits through the brand image (Shirmohammadi & Abyaran, 2019).

While previous research has primarily examined spirituality from a religious perspective, marketing scholars are now exploring how individuals interact with spiritual products, services, and locations. Yet, only a few studies have been found to incorporate the spiritual dimension into branding strategies (El-Amir & Burt, 2010). Moreover, a comprehensive review of the literature indicates that despite several studies on the SOR model in branding approach, its application in the context of spiritual branding, in particular, is limited. We propose to fill this gap by applying the SOR theory model and reading the spirituality aspect applied to branding, with a comprehensive outlook of integrating spiritual attributes into Fast Moving Consumer Goods (FMCG) brands and how they interact with customers' attitudes and behavioral intentions.

3. SOR THEORY

The SOR theory, suggested by Mehrabian and Russell (1974), provides a theoretical framework for understanding consumer behavior responses. According to the theory, the external environment and factors act as stimuli that will evoke cognitive or emotional states in the individual, which, in turn, ultimately lead to specific behavioral outcomes (Wang et al., 2023). Specifically, the first part of the SOR framework, stimulus (S), derives from outer variables, including sense modality variables and information rate or load (Mehrabian & Russell, 1974). In the second part of the SOR model, the organism component represents individuals' emotional reactions to an environmental stimulus. These emotions change with different intensities, degrees of pleasure, or activation (Russell & Pratt, 1980) or even in specific cases (Russell & Barrett, 1999).

Researchers have started to employ the SOR framework to explain consumer behavior. In advertising, Moon et al. (2017) used the SOR model to elucidate the mediation role of eco-labeling as an environmental stimulus that leads to confusion and results in customers' negative Word of mouth (WOM). Regarding branding, drawing on the SOR model, Kamboj et al. (2018) examined branding co-creation in brand communities on social media. In their study, Anisimova et al.

(2019) applied the SOR model to investigate the mediating effects of controlled and uncontrolled communications of corporate brand perceptions on consumer satisfaction and loyalty.

A thorough examination of existing literature reveals that despite numerous studies on the SOR model in the context of branding, its application in the realm of spiritual branding is limited. Based on the assessment of prior research, we assert that the SOR model serves as the most suitable theoretical framework for our investigation for two primary reasons. First, it presents a conceptual framework for exploring the consumer decision-making process when it comes to purchasing spiritual brands. Second, by employing the model, what external attributes trigger those spiritual brands' buying decisions can be defined.

4. RESEARCH MODEL PROPOSAL

The proposed research model inherits from previous theoretical models and research, including the SOR theory model of [Mehrabian and Russel \(1974\)](#). The SOR theory demonstrates that external environmental cues act as a stimulus (S) that can trigger individuals' internal cognitive and emotional organism (O), thereby inspiring their behavioral responses (R) ([Mehrabian & Russell, 1974](#)).

This study identifies spiritual brand attributes as an innovative and emerging form of corporate brand image ([Ab Hamid et al., 2019](#)). Hence, three factors, including ethics, belief, and CSR, belong to Block S. These elements remain within the brand and constitute components of the consumer's external environment. It comes from the internal core values of the brand and reflects the business's image before customers; thus, these elements belong to stimuli.

Brand love and trust express users' affective outcomes toward the brand; therefore, they will be categorized in the organism cluster. Finally, the intention is the sign showing the customer's response, which will be in the response cluster. [Fig. 1.1](#) illustrates the proposed research model.

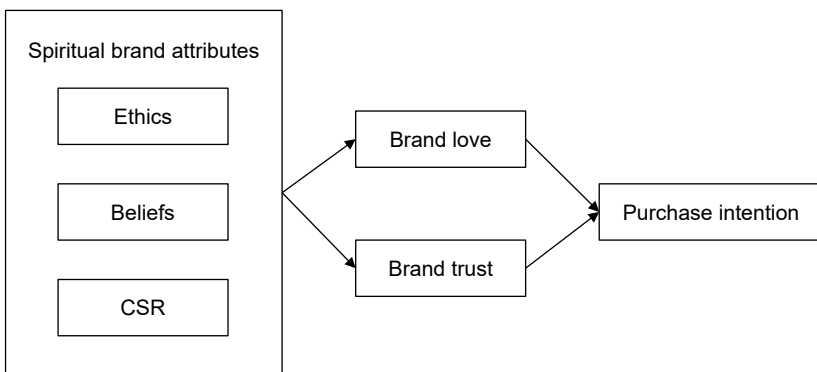


Fig. 1.1. Proposed Conceptual Model. *Source:* Research team's proposal.

4.1. Cluster 1: Spiritual Brand Attributes

Three factors included in spiritual brand attributes are beliefs, ethics, and CSR.

First, theoretically, the characteristics of institutions' religious beliefs are said to illustrate the corporate brand image (Aoun & Tournois, 2015). Hence, beliefs refer to the business practices or product lines that align with the religious beliefs of the target customer, making them religiously correct (Aoun & Tournois, 2015). Beliefs can also be linked to a sense of presence or connectedness with the creator's norms and rules, influencing customers' perceptions of the brand (Dasti & Sitwat, 2014; Yousef et al., 2021). In other words, it could be argued that religiously correct products and services that align with an individual's well-being in the world and the hereafter contribute significantly to the brand's image (Moberg, 1984).

Second, ethics is one of the critical determinants of corporate brand image, sometimes related to God-consciousness (Osman-Gani et al., 2010). Ethics refers to "the science of conduct," which deals with two opposing moral questions such as good or bad, right or wrong, and virtues or vice. It involves moral practices and is defined as ethical values and moral ailments or ills (Dasti & Sitwat, 2014). This study defines ethics as a brand's conduct or actions consistent with societal moral values. As a result, any decision regarding financing, operation, production, or investment must consider the impact on society (Mansour et al., 2015). From that point of view, to reflect brand ethical virtues such as justice, transparency, and honesty, their products are also expected to reflect through the quality of the product, the way they produce, and the consequences afterward.

Finally, the concept of CSR was first introduced in the 1950s by an American economist concerned with a corporation's goodwill producing a positive and productive impact on stakeholders (Jusoh & Ibrahim, 2018). In the context of FMCG, we evaluate CSR's brand based on four responsibilities toward the society that corporations could fulfill, including economic, legal, ethical, and discretionary or philanthropic (Carroll, 2000). CSR generally requires businesses to go beyond profit maximization by incorporating corporate activities such as sound environmental practices, philanthropic contributions, socially responsible programs, and occupational safety (Dusuki, 2008).

4.2. Cluster 2: Organism – Brand Love and Brand Trust

Brand love is defined as a satisfied customer's enthusiasm and emotional attachment to a specific brand name (Carroll & Ahuvia, 2006). Brand love is more than just fondness or liking; it is the brand a customer chooses for a specific reason (Maxian et al., 2013). It is clear that brand love is more intense than simple liking and results from a strong emotional connection (Ahuvia, 2005; Bazi et al., 2023). In a seminal article on brand love, Batra et al. (2012) defined the following components: self-brand integration, attitude valence and strength, positive emotional connection, anticipated separation distress, long-term relationship, and passion-driven behavior.

According to Arjun and Holbrook (2001), brand trust is a consumer's willingness to trust their initiative and the product that the brand provides. Trust