



THE ROLE OF SUSTAINABILITY EFFORTS IN ENHANCING WORKFORCE WELL-BEING AND ORGANIZATIONAL SUCCESS

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Abstract

This study explores how organizational sustainability efforts enhance workforce well-being and drive organizational success. As sustainability becomes a strategic focus, the research investigates employee perceptions of sustainability initiatives, their impact on well-being, and how well-being supports organizational achievement. A cross-sectional survey was conducted, collecting primary data from 350 employees across public, private, and non-profit sectors. Using a structured questionnaire and a five-point Likert scale, the study measured sustainability efforts, workforce well-being, organizational success, and the perceived links among these factors. Descriptive statistics and reliability analyses were applied to identify trends and ensure measurement consistency. Results reveal that employees generally view sustainability efforts favorably, particularly regarding ethical practices, leadership commitment, and strategic alignment. These programs positively affect workforce well-being, boosting morale, motivation, pride, and workplace culture. The findings show a strong connection between workforce well-being and organizational success, underscoring the importance of well-being in translating sustainability initiatives into improved performance, stakeholder trust, and long-term success. Respondents also recognized a high degree of interrelatedness among sustainability, employee experience, and organizational outcomes. The analysis highlights the value of a people-centered sustainability approach, integrating environmental and social strategies to support employee well-being. These insights offer practical guidance for leaders and HR professionals seeking to leverage sustainability for employee welfare and organizational prosperity. The study contributes empirical evidence to the literature, demonstrating that internal sustainability efforts can strategically foster sustainable organizational performance by focusing on employee perceptions and the links between sustainability, well-being, and success.

Keywords: Organizational Sustainability, Workforce Well-Being, Organizational Success, Employee Perceptions, Sustainable Management Practices

1. Introduction

Over the past few years, the notion of sustainability has become a fundamental issue to organizations striving to remain viable in the growing global environment that has become complex and competitive (Singh et al., 2019; Bella, 2023). Sustainability has been expanded by economic resilience and social responsibility in addition to its classical connection with environmental protection, and today, it is a multidimensional organizational strategy (Rean et al., 2024). Organizations no longer exist by their financial performance, and instead, they are now judged on the basis of acting ethically, attending to employee welfare, and giving back to the society (Butt, 2023). This has led to the interwoven nature of sustainability initiatives and human resource practices and organizational performance outcomes (Afshar, 2025).



Employee well-being has received significant consideration as an important factor in organizational performance (Ali et al., 2024). Employees are one of the most important assets and their physical, psychological, and emotional health has a direct association to productivity, engagement, and commitment (Majumder et al., 2026). Companies, in which employees are placed at the center of interest, have lower turnover rates, increased job satisfaction, and better performance on the whole (Rauf et al., 2025). In that regard sustainability initiatives will provide a promising model of a healthier and more supportive working environment (Islam & Shiva, 2024). Some of these practices, including ethical governance, responsible resource management, employee involvement, and work-life balance programs, are not only a part of the environmental and social objectives but also the overall well-being of employees (Shahinuzzaman et al., 2019).

It has also been found that sustainability integration into the organizational strategies has been associated with increased organizational success (Kashif and Chowdhury, 2024). Sustainable organizations are in a good position to overcome the risks, adapt to changes in the environment and market, and have good relations with the stakeholders (Islam et al., 2025). The strategies aimed at sustainability can enhance the corporate image, customer confidence, and generate competitive advantages both on local and global environments (Azam & Mehar, 2025). In addition, companies that integrate sustainability as their core values demonstrate the high level of internal alignment, higher capacity of innovation, and the better financial results in the long-term (Ahmad et al., 2025; Badhan et al., 2023).

Although the strategic value of sustainability has been widely acknowledged, most organizations still find it hard to make a successful implementation of sustainability programs in a manner that can directly advantage employees (Afshar and Shah, 2025). The sustainability initiative is at times viewed as a symbolic or externally motivated initiative that primarily aims at regulatory compliance or corporate reputation instead of an internal change (Khan and Alvi, 2023). Such disinterconnectedness may restrict the opportunity that the sustainability efforts have to maximize workforce well-being and subsequently, organizational performance (Twaha, 2024). Knowledge on how the employees feel about sustainability-related practices and how this feeling impacts their well-being is hence critical towards converting sustainability pledges into actual company performances (Akter et al., 2025).

The connection between sustainability, the well-being of the working force and the success of organizations is especially crucial in developing economies and transitional economies since organizations are usually challenged with limited resources, stiff competitiveness, and changing expectations of the stakeholders (Rasul et al., 2025). Sustainable practices can be used in such situations as a strategic tool to harmonize social responsibility and economic growth (Butt, 2021). The work pressures related to employees working in such settings can be even more significant, which is why the organizational support systems and well-being programs become even more essential (Islam et al., 2026). The analysis of sustainability based on the employee well-being can also give useful perspectives on how organizations can attain sustainable success and motivate and resilient workforce (Abbas and Hanif, 2025).

This research is aimed at adding to the body of knowledge that is growing by looking at how this work can be used to improve workforce well-being and organizational success in terms of organizational sustainability efforts. The study also pays attention to the internal effects of sustainability initiatives by setting the focus on the perceptions of the employees instead of discussing only the external results. The study is quantitative in its design because it seeks to determine the relationship that exists between sustainability practices and employee well-being and the relationship between well-being and perceptions of organizational success. Moreover, the research examines the perceived interconnection between sustainability, well-being, and success, providing a holistic approach to the interaction of each of these aspects in the organizational framework.

The research results should bring in useful implications to organizational leaders, policymakers and human resource professionals. The study provides the context of the necessity of a more integrated and people-focused perspective on sustainability by showing the significance of sustainability initiatives matching employee well-being plans. Finally, the study will help organizations to develop sustainability policies that



will not only contribute to the environmental and social responsibility but also improve the well-being of the workforce and lead to sustainable organizational success.

2.Literature Review

Organizational Sustainability Efforts

Organizational sustainability can be defined as practices that are carried out to balance economic performance with environmental stewardship and social responsibility (Tortia et al., 2022). Modern organizations are increasingly incorporating the concept of sustainability in their strategic planning, operations and the structure of corporate governance (Nahid et al., 2025). Resource efficiency programs, ethical business conducts, employee involvement schemes, and long-term strategic orientation tend to be part of sustainability efforts (Ahsan & Khawaja., 2024). These are done to provide resilience to the organization and value creation in the long run and not on short term profit maximization (Rahman & Sultana, 2023). With sustainability emerging as a strategic priority, the organizations are bound to integrate sustainable values into their organizational culture and decision making (Rahman et al., 2026).

Sustainability and Workforce Well-Being

Workforce well-being refers to the physical condition of the employees, their psychological safety, emotional stability, and general job satisfaction (Amin et al., 2024). Sustainable organizations also give more significance on development of healthy and conducive working conditions by ensuring there is fair labor practice, balanced work-life and participation of the workers (Kim and Kim, 2021). Workplace stress can be minimized through sustainability efforts that lead to transparency, trust and ethical leadership (Dash et al., 2025). Employees who think of their organization as responsible in social and environmental terms tend to feel that they have a purpose and take pride in it, and this aspect of motivation and well-being positively affects their motivation and well-being (Haque, 2021). In turn, sustainability can become a guide mechanism for improving employee morale and engagement.

Employee Well-Being as a Strategic Asset

The welfare of the employees is also coming out as a strategic resource that has a direct linkage to organizational performance (Nasir et al., 2026). Employees who feel well-supported work more productively, innovatively, and they are more dedicated to organizational objectives (Ahmed et al., 2020). Companies investing in well-being programs tend to have reduced absenteeism and turnover as well as enhanced job performance (Hasan et al., 2025). The well-being is also a significant factor in the development of organizational culture because positive workspace leads to teamwork and sharing of knowledge (Watson et al., 2018). Organizations can provide a virtuous cycle where healthy employees contribute to organizational sustainability by ensuring well-being is part of sustainability strategies (Shuvra et al., 2024).

Sustainability and Organizational Success

Organizational success goes beyond monetary measures to take into consideration reputation, trust of the stakeholders, innovativeness and sustainability in competition. Sustainability programs also improve the success of organizations by improving on customer relations, investor relations, and relations with the wider community (Lu et al., 2023). Sustainable organizations are in a better position to handle any risk related to environmental and social issues and exploit emerging opportunities (Cooper et al., 2019). Furthermore, the sustainability-based approach can make organizations stand out of the competitive markets through sending the message of responsibility, reliability, and long-term devotion. Consequently, sustainability is becoming one of the main motivators of organizational success.

Linking Sustainability, Well-Being, and Success

The interdependence of sustainability initiatives, employee well-being, and organizational performance underscores the significance of integrated approach (Butt et al., 2025). When sustainability programs are actively developed and focused on the well-being of employees, chances of positive organizational changes are high (Wood and Ogbonnaya., 2018). Workforce well-being can serve as a mediating force with sustainability efforts changing into improved performance and success (Hasan et al., 2026). When organizations align sustainability objectives with those of employees, they develop better involvement, greater dedication, and greater strength (Thomas et al., 2018). This is a linkage that should be understood to create sustainability strategies that produce human and organizational value.



Research Questions

Following are the research questions of the current study:

1. What is the level of organizational sustainability efforts perceived by employees?
2. How do sustainability efforts influence workforce well-being?
3. What is the relationship between workforce well-being and organizational success?
4. How do sustainability efforts contribute to organizational success?
5. Does workforce well-being play a role in linking sustainability efforts to organizational success?

Research Objectives

Following are the research objectives of the current study:

1. To examine employees' perceptions of organizational sustainability efforts.
2. To assess the impact of sustainability efforts on workforce well-being.
3. To analyze the relationship between workforce well-being and organizational success.
4. To determine the influence of sustainability efforts on organizational success.
5. To explore the perceived linkage between sustainability, workforce well-being, and organizational success.

Problem Statement

Although the trend has focused more on sustainability as a strategic organizational focus, not all organizations have been able to convert sustainability initiatives into performance outcomes to employees. The practices of sustainability are frequently carried out with a main aim to be environmentally complaint or image-wise positive, whereas the possible effects of sustainability practices on the workforce's well-being are under-investigated. This is the gap that restricts the capacity of organizations to make the full use of sustainability as a source of employee satisfaction, engagement, and performance. Moreover, lacking focus on employee well-being may undermine the connection between sustainability initiatives and organizational success. Empirical data explaining the effects that sustainability initiatives have on the well-being of the workforce and the role of well-being in organizational performance is needed. This gap needs to be addressed to come up with integrated sustainability strategies that will help in supporting the employees and long-term organizational performance.

3. Methodology

Research Design

The research design that was used in this study was qualitative because it was a study that sought to determine the effects of organizational sustainability efforts on improving the well-being of the workforce and organizational success. The cross-sectional survey was used, because it provides the opportunity to collect the data in a systematic way at one time and conduct statistical analysis of the relationships between the main study variables. Such a design was suitable in getting the perceptions of employees and evaluating patterns among a heterogeneous sample of organizations.

Population and Sample

The population under study was employees in public, private, and non-profit organizations. These respondents were chosen because they were located at the front-lines of the practices of organizational sustainability and work environments. The sample size was 350 valid answers obtained through the non-probability method of sampling. Diversity in the sample was achieved since it captured people having different job positions, experience levels, and organization types and this also increased the extent of generalization of the findings.

Data Collection Instrument

The structured questionnaire comprising of two major sections was used to gather primary data. The initial part took demographic data, such as gender, age, educational level, work position, type of employment, work experience and the organization type. The second section had the core constructs of the study, which were the organizational sustainability efforts, the well-being of the workforce, the organizational success, and the sustainability-well-being-success relationship. All the constructs were measured by multiple items rated on the five-point Likert scale, where strongly disagree to strongly agree were used.

Reliability and Validity



Cronbach alpha was used to test internal consistency to determine the reliability of the measuring tool. The results of all constructs showed high reliability scores that were above the accepted level thus showing consistency in measuring their respective variables. The validity of the content was achieved by making the questionnaire items carefully developed relying on the developed theoretical concepts and compatibility with the research objectives.

Data Analysis Techniques

The statistical software was used to analyze data and give both descriptive and inferential results. The demographic characteristics were summarized with descriptive statistics, and the mean and standard deviation of the study variables were analyzed. To establish internal consistency, reliability analysis was done. Descriptive and relational analysis methods were applied to investigate the correlation between organizational sustainability initiatives, workforce well-being and organizational success. The sustainability-well-being-success relationship was further examined to know how these constructs are perceived to be interrelated.

Ethical Considerations

There were ethical considerations that were adhered to with regard to the research process. The study was voluntary and the respondents were aware of the study objective. Anonymity and confidentiality were guaranteed and no personally identifiable information was gathered. The information was utilized in order to perform academic research only.

Generally, the methodology presented a logically well-defined and formalized system of investigating the effects of the organizational sustainability endeavors on the well-being of the workforce and the organizational success. The credibility and strength of the results of the study were guaranteed by the application of quantitative design, solid measurement tools, and the use of proper analytical methods.

4. Results & Findings of the Study

Findings of the Study are the methodical report of the outcome of the data analysis. This section reports objectively the data that the data reveal with respect to the research objectives and questions and without interpretation or personal judgment. The results reveal important trends, patterns, relationships, and significant findings that have been brought about by the research and a basis of the discussion and conclusions to follow.

Reliability Analysis (Cronbach’s Alpha)

Table 1

Reliability Statistics

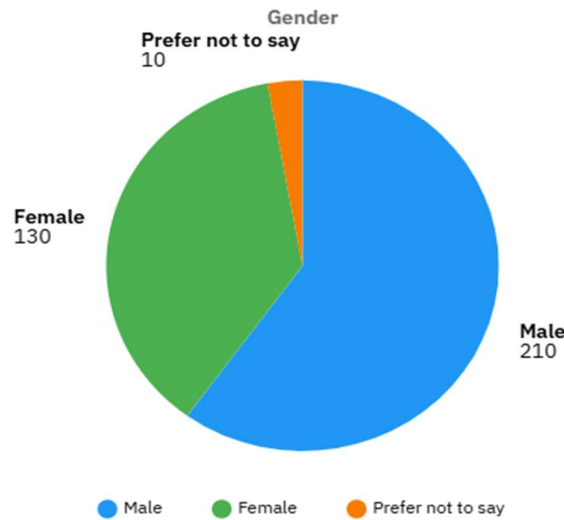
Construct	Number of Items	Cronbach’s Alpha
Organizational Sustainability Efforts	10	0.89
Workforce Well-Being	10	0.91
Organizational Success	10	0.88
Sustainability–Well-Being–Success Link	10	0.90
Overall Instrument	40	0.93

Table 1 shows the reliability coefficient of the study constructs, and it establishes the strong internal consistency of all the measurement scales. The Organizational Sustainability Efforts has a high reliability of 0.89, which implies that the ten items are always relevant when measuring the sustainability-related practices in organizations. Employee Well-Being Workforce records an alpha of 0.91, which is very high and implies that the items are well able to measure the conception of well-being of employees. On the same note, Organizational Success is also found to be quite reliable ($\alpha = 0.88$), which verifies the consistency of the items to determine the performance and the outcomes of success. The internal consistency of the construct of Sustainability-Well-Being-Success Link is also quite satisfactory with a Cronbachs alpha of 0.90 which means that the items are consistent in their ability to measure the relationship between the dimensions. The complete instrument that consists of 40 items has a Cronbach alpha of 0.93, which indicates that the instrument is highly reliable in general. All these outcomes combined surpass the generally agreed 0.70 threshold, which proves that the instrument is consistent, statistically sound, and can be further used in inferential analyses.



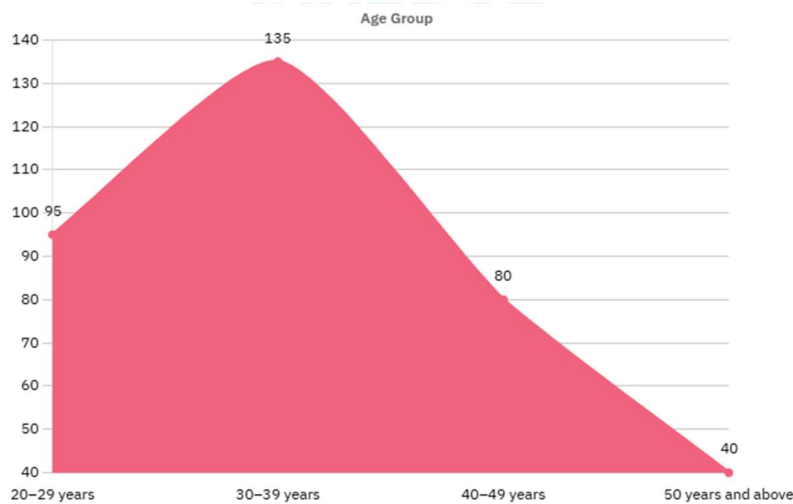
Demographic Information of the Respondents

Figure 1
Gender Distribution



The respondent sample in gender is fairly diverse with a higher number of male respondents. Among the 350 respondents, 210 were male or 60% of the sample whereas 130 respondents (37.1 %) constituted the female population. Only a minimal percentage of participants, 10 respondents (2.9%), did not want to provide any information on their gender. This distribution indicates that, even though the larger number of the respondents are male, the number of female respondents is significant hence gender diversity in the study. Ethical sensitivity and respect of the privacy of respondents is also demonstrated in the fact that there was the inclusion of a prefer not to say category which contributes to the overall credibility of the demographic data.

Figure 2
Age Distribution

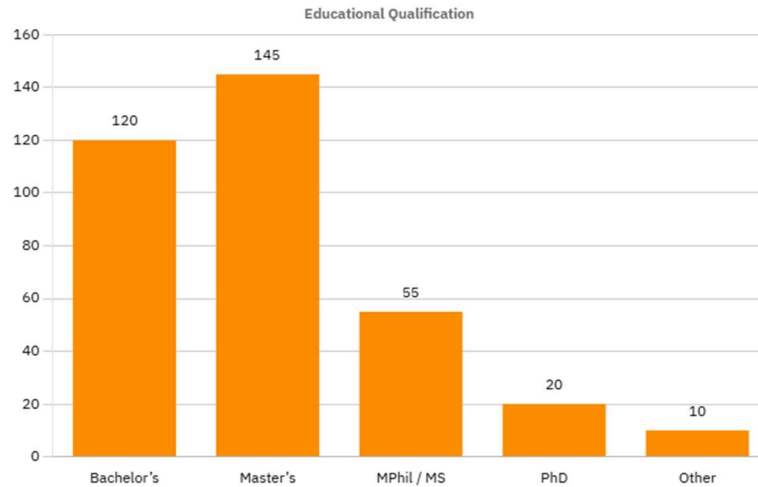


The distribution of the age of the respondents is characterized by a sample, which is concentrated at the economically active and professionally mature age. The most significant group is of 30-39 years, where there are 135 respondents (38.6%), meaning that people of their active working and decision-making demographics were well represented. This is with the 20-29 years age group in the second place consisting of 95 respondents (27.1%), which indicates that young professionals at the beginning of their careers are involved. The highest number of respondents (80, 22.9%), related to the group of experienced professionals



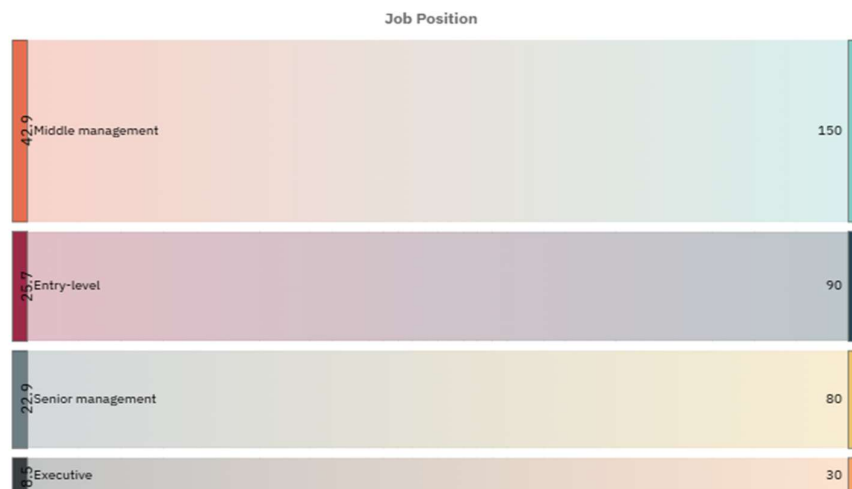
is represented by those aged 40-49 years, whereas the smallest number of respondents is represented by those aged 50 years and above (40 individuals). In general, the age distribution indicates a steady combination of early-career, middle and senior professionals, which indicates the applicability and externalisability of the results of the study.

Figure 3
Educational Qualification



The respondents are highly educated and would be suitable in the study concerning highly complex organizational and technological concepts. A majority of respondents with a master's degree (145 respondents, 41.4%), which is a large percentage, shows that there is a good postgraduate representation. These are followed by bachelor's degree graduates, 120 (34.3%) respondents, who are a significant category of professional workforce. The number of respondents is 55 MPhil or MS holders (15.7%), as there are advanced academic and research-oriented backgrounds of the respondents and 20 PhD holders (5.7%), as they are the experts and scholars. There were also 10 respondents who had other qualifications (2.9%). On balance, this allocation implies that most of the respondents have higher education qualifications, which increases the validity, analytical substance, and applicability of the findings of the study.

Figure 4
Job Position

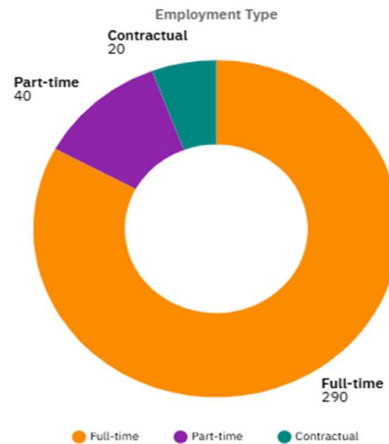


The sample demographics of the respondents by job position show that the sample is occupied by mostly professionals who have managerial roles to perform. The biggest group is the middle management that



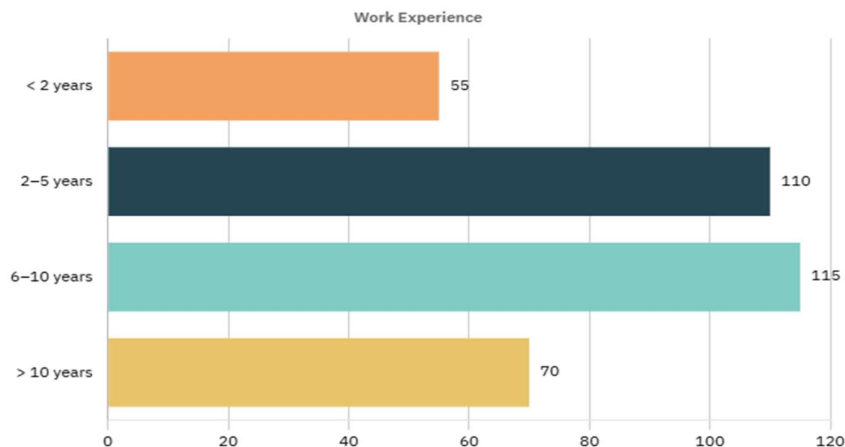
has 150 respondents (42.9%), which is represented by the people who are directly engaged in the operational decision-making and strategy implementation processes. The next in line are the entry-level professionals who are 90 respondents (25.7%) and reflect the views of young professionals. The top management respondents are 80 persons (22.9%), offering the experience of senior managers who are engaged in the high-level planning of the organization, whereas the respondents of the executive level constitute 30 persons (8.5%), who can contribute the top-level organizational perspectives. On the whole, the distribution of the job positions proves the balanced attitude to operational, managerial, and strategic positions, which additionally supports the applicability and completeness of the research findings.

Figure 5
Employment Type



The distribution of employment types indicates that most of the respondents are in full-time employment with 290 participants (82.9%) being involved in full-time employment, which shows that the sample is mainly made up of professionals with constant and active engagement in organizations. The number of part time employees is 40 (11.4%), the flexibility or supplementary work arrangement and the number of contractual employees is 20 (5.7%). This distribution implies that the majority of the participants have had a long standing experience in exposure of organizational practices and policies, thus making their responses reliable and relevant in studying the problems of organization and strategic issues that were studied.

Figure 6
Work Experience

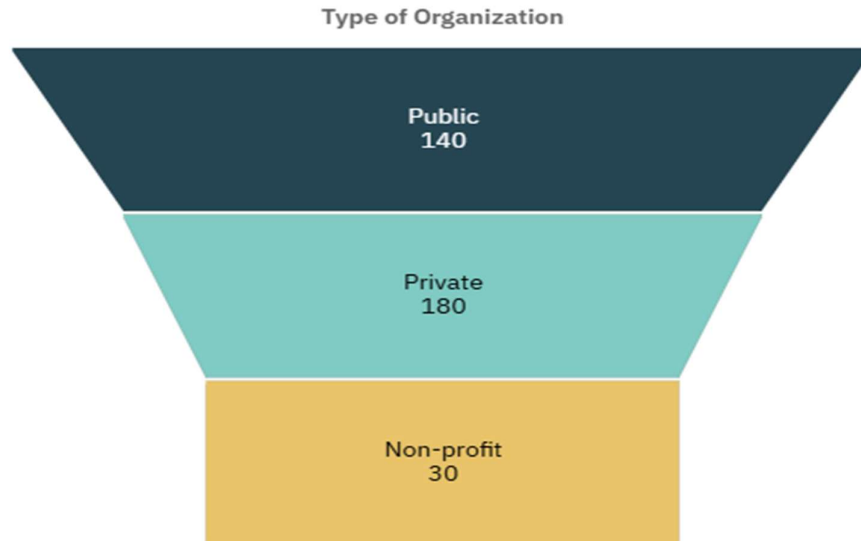


The work experience profile of respondents is an indication of a balanced sample of early career and experienced professionals. The highest number of respondents are in the 6-10 years bracket with 115 participants (32.9%) representing high level of professional maturity, and practical exposure. This is immediately succeeded by respondents who have 2-5 years of experience with 110 respondents (31.4%), who represent an on-the-job developing professional with an increasing organizational awareness. The respondents



who have over 10 years experience are 70 (20.0%), which brings in experience views, and 55 (15.7%) years experience, makes up the respondents. On the whole, this distribution indicates that a variety of experience levels are represented in the sample, which helps to have a thorough picture of perceptions at in-vitro stages of career.

Figure 7
Type of Organization



The sample size by the nature of organization reveals that there was a wide institutional representation. The most significant share is the 51% of the respondents who are private sector organizations (180). The third in turn is the public sector with 140 respondents (40.0%) that provides the opinions of government and state-owned institutions. Non-profit organizations are the representatives of 30 respondents (8.6%), providing the experience of mission-driven organizations. On the whole, this distribution guarantees a even representation of the organizational types, which contributes to the strength and the generalization aspect of the study results.

Table 2
Organizational Sustainability Efforts

Item	Statement (Summary)	Mean	SD
My organization actively promotes environmentally sustainable practices.	Promotion of environmental sustainability	3.94	0.88
Sustainability goals are clearly communicated to employees.	Clear communication of sustainability goals	3.86	0.91
Management demonstrates strong commitment to sustainability initiatives.	Management commitment to sustainability	4.01	0.84
The organization invests in energy efficiency and resource conservation.	Investment in energy efficiency	3.78	0.93
Sustainable practices are integrated into daily organizational operations.	Integration into daily operations	3.89	0.87
Employees are encouraged to participate in sustainability-related activities.	Employee involvement in sustainability	3.82	0.90
The organization follows ethical and socially responsible business practices.	Ethical and socially responsible practices	4.05	0.81
Sustainability initiatives are aligned with the organization's long-term strategy.	Alignment with long-term strategy	3.92	0.86
The organization regularly evaluates the impact of its sustainability efforts.	Evaluation of sustainability impact	3.74	0.95
Sustainability is considered a core organizational value.	Sustainability as a core value	4.07	0.79
Overall Mean		3.91	0.87



Table 2 displays the descriptive statistics of Organizational Sustainability Efforts which show that respondents have an overall positive perception about their organizations sustainability efforts. The total mean of 3.91 and a standard deviation of 0.87 is an indication that the sustainability practices are either moderately or strongly entrenched in the organizational structures. The largest means is observed to be 4.07 with the SD of 0.79 for sustainability is considered a core organizational value, closely followed by ethical and socially responsible business practices ($M = 4.05, SD = 0.81$) and management commitment to sustainability initiatives ($M = 4.01, SD = 0.84$). These findings suggest that the respondents view sustainability as something that is strategically cherished and endorsed on the leadership level. There is also high agreement ($M = 3.94, SD = 0.88$) on items associated with environmental sustainability promotion and alignment of sustainability initiatives with long-term strategy ($M = 3.92, SD = 0.86$), implying the incorporation of sustainability in organizational vision and planning. Comparatively smaller mean scores, on the one hand, are said to be in the evaluation of the impact of sustainability ($M = 3.74, SD = 0.95$) and investing in energy efficiency and resource conservation ($M = 3.78, SD = 0.93$) which means that there can be space to improve monitoring and resource allocation. Altogether, the results indicate that although the concept of sustainability is well-known and supported in the organizational agenda, systematic assessment processes and real investments could use additional reinforcement to increase functionality and influence.

Table 3
Workforce Well-Being

Item	Statement (Summary)	Mean	SD
Sustainability initiatives positively influence my job satisfaction.	Job satisfaction improvement	3.88	0.89
I feel healthier working in an environmentally responsible organization.	Healthier work environment	3.92	0.86
The organization promotes a good work-life balance.	Work-life balance support	3.75	0.94
Sustainability efforts reduce workplace stress.	Reduction of workplace stress	3.69	0.96
I feel motivated when my organization engages in sustainable practices.	Motivation from sustainability	3.90	0.88
The organization supports employees' mental and physical well-being.	Mental and physical well-being support	3.84	0.91
A sustainable work environment enhances my overall morale.	Enhanced morale	3.93	0.85
I feel valued as an employee due to the organization's sustainability focus.	Feeling valued	3.87	0.90
Sustainability practices foster a positive workplace culture.	Positive workplace culture	3.95	0.83
I am proud to work for an organization committed to sustainability.	Pride in organization	4.02	0.80
Overall Mean		3.88	0.88

The descriptive statistics of the variable of Workforce Well-Being are shown in Table 3, which displays overall positive perceptions of the effect of organizational sustainability efforts on the working experience of employees. The overall mean of 3.88 and a standard deviation of 0.88 signify moderate to high level of agreement with the idea that the sustainability efforts have a positive impact on employee well being. The greatest mean score is recorded on pride in working in a sustainability-committed organization ($M = 4.02, SD = 0.80$) which indicates that sustainability programs have a greater impact of giving employees organizational identification and pride. This is succeeded by good workplace culture ($M = 3.95, SD = 0.83$) and a better morale ($M = 3.93, SD = 0.85$) and indicates that sustainable practice-oriented practices create a conducive and encouraging work environment.

Items related to healthier work environments ($M = 3.92, SD = 0.86$), motivation from sustainability practices ($M = 3.90, SD = 0.88$), and job satisfaction improvement ($M = 3.88, SD = 0.89$) further indicate that



employees perceive tangible personal benefits from sustainability-focused organizational behavior. In contrast, relatively lower mean scores are reported for reduction of workplace stress ($M = 3.69$, $SD = 0.96$) and work-life balance support ($M = 3.75$, $SD = 0.94$), suggesting that while sustainability contributes positively to well-being, its direct impact on stress management and work-life balance may be less pronounced or unevenly experienced across employees.

On the whole, the results prove that sustainability efforts are significant in increasing the well-being of the workforce, specifically, their morale, pride, motivation, and organizational culture. Nevertheless, the findings also highlight the possibilities of the improvement, particularly, the use of sustainability practices to more efficiently contribute to the process of stress reduction and work-life balance in the workplace.

Table 4
Organizational Success

Item	Statement (Summary)	Mean	SD
Sustainability efforts improve overall organizational performance.	Improved organizational performance	3.97	0.85
Sustainable practices enhance the organization's public image.	Enhanced public image	4.05	0.81
Sustainability initiatives contribute to increased employee productivity.	Increased productivity	3.90	0.87
The organization's sustainability efforts strengthen stakeholder trust.	Strengthened stakeholder trust	4.01	0.83
Sustainable practices lead to long-term financial benefits.	Long-term financial benefits	3.89	0.88
The organization gains a competitive advantage through sustainability.	Competitive advantage	3.96	0.86
Sustainability efforts help attract and retain talented employees.	Talent attraction and retention	4.03	0.82
Organizational sustainability improves customer satisfaction.	Customer satisfaction	3.91	0.89
Sustainability initiatives support innovation within the organization.	Support for innovation	3.87	0.90
The organization's success is positively influenced by its sustainability strategy.	Success driven by sustainability strategy	4.06	0.80
Overall Mean		3.97	0.85

Table 4 shows the descriptive statistics of the Organizational Success and there was a high level of consensus among the respondents of the positive rise of the sustainability efforts in organizational outcomes. The total average of 3.97 and the standard deviation of 0.85 indicates a steady positive view that sustainability can help in the success of an organization. The success of the organization in terms of its sustainability strategy is rated with the highest mean value ($M = 4.06$, $SD = 0.80$), which supports the strategic value of the sustainability approach in terms of its potential to lead to success in the long-term. Likewise, the close agreement is also displayed in enhanced public image ($M = 4.05$, $SD = 0.81$) and talent attraction and retention ($M = 4.03$, $SD = 0.82$) as the factors that promote sustainability as one of the important factors in reputation management and human capital development.

The products associated with enhanced stakeholder trust ($M = 4.01$, $SD = 0.83$) and enhanced organizational performance ($M = 3.97$, $SD = 0.85$) are also indicative that sustainability efforts have a positive impact on internal performance and relationships with external parties. The respondents also concur that sustainability plays a role in competitive advantage ($M = 3.96$, $SD = 0.86$) and customer satisfaction ($M = 3.91$, $SD = 0.89$) and propose that sustainable practices can be used to improve market positioning and customer perceptions. Smaller, yet favorable, mean scores are also reported concerning support of innovation ($M = 3.87$, $SD = 0.90$) and long-term financial benefits ($M = 3.89$, $SD = 0.88$) suggesting that whereas the strategic value of sustainability is comprehensively accepted, its financial and innovation-related results can be viewed as more gradual or long-term.

Overall, the results indicate that the organizational sustainability initiatives are closely linked to the performance, reputation, trust among the stakeholders, and strategic success. The attitudes of people reflecting



the consistently high means back up the idea that sustainability is not a social responsibility project but a fundamental source of organizational achievements and competitive power.

Table 5
Sustainability–Well-Being–Success Relationship

Item	Statement (Summary)	Mean	SD
Sustainability efforts directly enhance employee well-being.	Sustainability enhances well-being	4.01	0.82
Employee well-being contributes to organizational success.	Well-being drives success	4.05	0.80
Sustainability initiatives create a more engaged workforce.	Sustainability increases engagement	3.98	0.85
Improved employee well-being leads to better organizational outcomes.	Well-being improves outcomes	4.07	0.79
Sustainability practices strengthen employees' commitment to the organization.	Commitment strengthened	3.96	0.86
Workforce well-being mediates the relationship between sustainability and success.	Mediating role of well-being	3.88	0.90
Sustainability initiatives positively influence organizational culture.	Positive organizational culture	4.02	0.83
Employees perform better in organizations with strong sustainability policies.	Better performance under sustainability	3.94	0.88
Sustainability-driven well-being improves organizational resilience.	Organizational resilience	3.99	0.84
Investing in sustainability is essential for sustainable organizational success.	Sustainability essential for success	4.10	0.78
Overall Mean		4.00	0.84

Table 5 illustrates the descriptive statistics of the Sustainability well-being-success Relationship where there is a high degree of agreement between respondents on the aspects of interrelationship between these constructs. The overall score of 4.00 and a standard deviation of 0.84 suggest that there is a high degree of agreement that sustainability initiatives are critical in improving employee well-being and consequently leading to success in the organization. The greatest mode of value is recorded under the missive in sustainability is critical to sustainable organizational success ($M = 4.10$, $SD = 0.78$), which serves as a key factor in understanding that respondents hold a strong belief in sustainability as an ingredient of the long-term organizational success. Equally, better organizational results through organizational well-being of employees ($M = 4.07$, $SD = 0.79$) and organizational success due to organizational well-being of the workforce ($M = 4.05$, $SD = 0.80$) affirm the perceived relationship between organizational well-being and performance results of the workforce.

The products that concern the positive organizational culture ($M = 4.02$, $SD = 0.83$) and sustainability initiatives that directly contribute to employee well-being ($M = 4.01$, $SD = 0.82$) also indicate that sustainability efforts contribute to the creation of a positive and value-driven work environment. The respondents also confirm that sustainability enhances workforce engagement ($M = 3.98$, $SD = 0.85$), employee commitment ($M = 3.96$, $SD = 0.86$), and performance ($M = 3.94$, $SD = 0.88$). The mean score on the mediating role of workforce well-being ($M = 3.88$, $SD = 0.90$) is slightly lower, but still, it represents positive agreement, and it is possible to note that the respondents value the importance of well-being as the important mechanism that helps to maintain sustainability efforts related to organizational success.

All in all, the results indicate that there is a perceived strong correlation between sustainability practices, employee well-being and organizational success. The high mean values are always consistent, which confirms the perception that sustainability-oriented well-being serves as a strategic channel that allows organizations to improve resilience, engagement, and long-term performance.

5. Discussion

The results of this paper lend solid empirical evidence towards the fact that organizational sustainability endeavor is a major contributor to the well-being of the workforce and organizational prosperity.



The scores of high reliabilities of all the constructs show that the sustainability efforts, workforce well-being, organizational success, and their interlinkages were uniformly measured, and it was possible to interpret the results meaningfully. These results support the current understanding of sustainability as a multidimensional approach that is not only limited to environmental responsibility but also includes social and human aspects of organizational performance (Singh et al., 2019; Rean et al., 2024).

The descriptive findings connected with the organizational sustainability initiatives depict that the interviewees tend to regard the concept of sustainability as an institutionalized organizational value, especially as regards to the ethical practices, commitment of their leaders, and congruent with the long-term strategy. This confirms the previous studies that propose sustainability become more than a figurehead effort in the event that it is implemented within organizational values and governance frameworks (Tortia et al., 2022; Ahsan and Khawaja, 2024). Mean scores on evaluation mechanisms and investment in energy efficiency are on the lower side, however, which implies that intent and commitment are apparent, but systematic monitoring and resources allocation could use additional reinforcement.

Results concerning the well-being of the workforce show that sustainability programs have a positive impact on the morale, pride, motivation, and workplace culture of employees. Employees noted more recognition with those organizations that are socially responsible in verifying their own commitment to sustainability, which goes in line with previous research on the psychological and emotional advantages of work in socially responsible organizations (Kim and Kim, 2021; Haque, 2021). However, the stress reduction and work-life balance scores are quite low, which suggests that sustainability in itself can be a sufficient answer to every aspect of well-being. This implies that additional human resource measures are required that specifically aim at workload management and employee recovery.

The findings on the success of the organization support again the fact that the sustainability endeavors are closely linked to enhanced performance, trust of the stakeholders, image in the eyes of the people, and retention of talent. These results are aligned with the available literature that establishes sustainability as a competitive advantage source and long-term value creation (Cooper et al., 2019; Lu et al., 2023). The fact that sustainability strategies have positive impact on organizational success was strongly agreed by the respondents, and this fact is a reference to the strategic implication of sustainability in the modern organizational setting.

Above all, the results concerning the sustainability-well-being-success linkage give the support of the integrative character of these constructs. Large means in this dimension show that the employees view workforce well-being as an important mechanism by which the sustainability practices are converted into organizational success. This facilitates theoretical views according to which employee well-being is considered as a strategic resource, not a fringe benefit (Ahmed et al., 2020; Wood and Ogbonnaya, 2018). Though mediating role of well-being is a slightly less agreed factor, it is still positively endorsed, which is an indicator of increasing awareness of the well-being-employee relationship.

In general, the discussion suggests that organizations that embrace the concept of sustainability have a higher chance of encouraging healthier, more engaged, and committed workforce, which ultimately increases the success of the organization. This is because these results confirm the significance of implementing a people-based sustainability model that integrates ethical, environmental, and human resource goals in a bid to achieve sustainable organizational performance.

6. Conclusion & Recommendations

This paper concludes that organizational sustainability initiatives are critical towards promoting the well-being of the workforce and overall organizational prosperity. The results show that sustainability is no longer viewed as an environmental or compliance-related practice, but as a tactical organizational strategy that determines the attitudes of the employees, workplace culture, and performance. The sustainability efforts are usually perceived by the employees as substantial input to ethical behaviours, commitment by leaders and organizational long-term orientation. These initiatives have a positive impact on the well-being of the workforce as morale, motivation, pride and engagement are improved, which further boost the performance of an organization, trust of the stakeholders and positioning of the organization in the competitive market. This perceived close connection between sustainability, employee well-being, and organizational success



proves the role of human-focused sustainability practices in ensuring a sustainable organizational performance profile.

Simultaneously, according to the outcomes, sustainability initiatives do not necessarily cover all aspects of employee well-being. Special attention should be given to such areas as work-life balance, stress reduction, and systematic assessment of the sustainability impact. This implies that sustainability contributes to developing an enabling organizational environment, but its implementation goes hand in hand with the success of the integration between sustainability and human resource policies and operation practices. When companies are pursuing symbolic forms of sustainability, their efforts can be decreased to internal value of the process. Sustainability, therefore, needs to be incorporated not just in strategic statements, but even in the day-to-day operations, performance management systems and employee support mechanisms.

On the basis of these conclusions, some useful recommendations can be provided. Organisations ought to embrace a comprehensive sustainability approach that clearly connects the environment and social programmes with the employee welfare goals. The commitment of the leadership plays a vital role because the observable support of the top management increases the trust of employees and increase sustainability as one of the fundamental organizational values. Companies must engage in institutionalized assessment systems to evaluate the successfulness of sustainability programs and their consequences to workers on a regular basis. Employee engagement and ownership can be further increased by strengthening employee involvement in sustainability related activities.

Also, companies are advised to supplement sustainability with specific well-being initiatives, including flexible work schedules, stress management protocols, and mental health care to counteract the variables where sustainability has less effect. Human resource departments are supposed to be involved in the alignment of sustainability goals with talent management, performance appraisal and organizational culture initiatives. To be successful in the long run, organizations must consider sustainability-based well-being as strategic investment and not as a cost because it contributes to resilience, productivity, and employee commitment.

To sum up, sustainability, workforce well-being, and organizational success have a strong interconnection. Companies that embrace the holistic and people-based view toward sustainability have higher chances of developing motivated and resilient workforces and attain long-lasting success amid an ever competitive and socially-conscience environment.

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Contribution of Authors

All the authors participated in the ideation, development, and final approval of the manuscript, making significant contributions to the work reported.

Conflict of Interest Statement

The authors declare no conflicts of interest.

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Informed Consent

Informed consent was obtained from all individual participants included in the study.

Ethical Approval

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.

Data Availability

The datasets generated during and analysed during the current study are available from the corresponding author on reasonable request.

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