



The Sustainability of Workers' Well-being, Environmental, and Organizational Performance

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Abstract

In the face of escalating global pressures—ranging from climate change to evolving workforce expectations—organizations are increasingly called upon to reconcile profitability with social and environmental responsibilities. This study explores the intersection of worker well-being, environmental sustainability, and organizational performance, drawing from an “integrative review” of 20 empirical and theoretical studies. Anchored in frameworks such as the Job Demands-Resources (JD-R) model, Self-Determination Theory (SDT), Social Identity Theory (SIT), and the Triple Bottom Line (TBL), the analysis revealed that employee-centered well-being initiatives and sustainability-driven practices are not only complementary but also synergistic in enhancing innovation, engagement, and retention.

The findings of this study indicated that enriched job design, psychological safety, participatory green initiatives, and integrated environmental, social, and governance (ESG) strategies contribute to resilient workplace cultures and measurable performance gains. Moreover, the role of leadership, industry type, and organizational culture emerges as critical in shaping these outcomes. This study proposed a systems-based approach to sustainable human resource management (HRM), emphasizing context-specific, participatory, and value-aligned strategies that position well-being and sustainability as dual pillars of organizational success.

Keywords

Environmental sustainability, organizational performance, sustainable model, Self-Determination Theory, Psychological Safety, employee engagement, environmental social governance, Integration systems approach, leadership.

Introduction

In today's world, people are confronted with significant global challenges, including the climate crisis, mental health issues stemming from COVID-19, and rapid technological changes. The relationship between employee well-being, environmental sustainability, and organizational performance has become a central focus in organizational studies. This connection is not merely a combination of different areas; it is essential for the success of modern businesses. As organizations navigate globalization, technological advancements, and shifting societal norms, the demand for workplaces that support both individuals and the planet has never been more urgent (Reference).

This study examines these interconnected themes, drawing on existing literature to demonstrate how human resource management (HRM) practices, leadership styles, and sustainability initiatives can work together to foster lasting organizational success. By analyzing theories, evidence, and practical implications, this study aims to offer valuable insights for scholars, practitioners, and policymakers. The first purpose of this study is

to establish the relationship between workers' well-being, environmental sustainability, and organizational performance, and to determine what evaluation mechanism employers are using to measure these variables in an aggregated, effective, and efficient way, with a view to developing a new tool that employers can use to address these areas synergistically. The second purpose this study is to propose a framework that links employee well-being and environmental sustainability to organizational performance, moderated by industry type.

In conclusion, this introduction lays the groundwork for a study that not only synthesizes existing literature but also builds upon it, advocating for integrated HRM strategies that foster resilient workplaces. By emphasizing the interconnection between well-being, sustainability, and performance, this study aims to shift the focus toward organizations that achieve economic success while advancing social equity and environmental stewardship. The subsequent chapters will delve into the study's methodology, findings, and implications, culminating in recommendations for a sustainable future.

Literature Review

The interplay between worker well-being, environmental sustainability, and organizational performance has emerged as a critical area of inquiry in organizational research, driven by globalization, climate change, and evolving workforce expectations. Worker well-being, encompassing physical, mental, and emotional health, is a foundational driver of productivity, engagement, and retention. Concurrently, environmental sustainability initiatives, fueled by societal demands for ecological accountability, are reshaping corporate strategies, employee behaviors, and organizational identities. As businesses strive to balance economic success with social and environmental responsibilities, understanding how these domains interact is essential for fostering resilient, innovative, and sustainable workplaces.

This literature review synthesizes findings from 20 studies to explore how human resource management (HRM) practices, leadership, and sustainability efforts converge to enhance organizational outcomes. Drawing on research from diverse contexts—including traditional workplaces, gig economies, and sustainability-driven industries—the review examines theoretical frameworks, empirical evidence, and practical implications, offering a comprehensive analysis of these interconnected domains.

Several theoretical frameworks provide a

foundation for understanding the relationships among worker well-being, environmental sustainability, and organizational performance. The Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007) posits that job resources, such as autonomy, social support, and wellness programs, enhance well-being and performance by mitigating job demands like workload or emotional stress. This model is particularly relevant for studies emphasizing enriched job design and well-being initiatives. Social Identity Theory (Tajfel & Turner, 1979) explains how employees' identification with their organization's values, particularly sustainability goals, fosters engagement, commitment, and pro-environmental behaviors.

The Triple Bottom Line (TBL) framework (Elkington, 1997) integrates economic, social, and environmental performance, providing a lens for sustainable Human Resource Management (HRM) practices that balance profitability with societal and ecological benefits. Additionally, Self-Determination Theory (Deci & Ryan, 1985) emphasizes the importance of autonomy, competence, and relatedness in motivating employees, as evidenced by studies that link task autonomy and teamwork to enhanced well-being and performance. These frameworks collectively guide the analysis, illuminating how well-being and sustainability initiatives create synergistic effects on organizational outcomes.

Employee Well-being' Various Dimensions

Employee well-being encompasses various dimensions of health—physical, mental, and emotional. It is crucial for individual productivity, engagement, and retention. Perspectives on well-being have evolved over time. Earlier concepts focused on job satisfaction, such as those proposed by Locke's range of affect theory. Today, we adopt more holistic approaches that consider mental health and work-life balance. The Job Demands-Resources (JD-R) model, developed by Bakker and Demerouti (2007), enhances the authors' understanding of this area, illustrating how job resources, such as autonomy and social support, can mitigate the adverse effects of job demands, including excessive workloads. Research by Viernes and Pasco (2022) highlighted how remote work can enhance employee well-being by providing them with greater flexibility, although it can also lead to feelings of isolation. Similarly, Pawar and Kunte (2022) emphasized the significance of wellness initiatives, which can boost retention rates by 15% in technology firms.

Moreover, employee well-being is closely linked to broader organizational objectives, particularly those related to environmental sustainability. As society increasingly advocates for ecological responsibility, businesses must implement practices that safeguard the environment while remaining profitable. The triple bottom line (TBL) framework, introduced by Elkington (1997), encourages a balance among economic, social,

and environmental performance. Sustainability initiatives, such as carbon reduction and waste management, can enhance employee morale and reinforce organizational identity. Social Identity Theory (Tajfel & Turner, 1979) explained that when employees feel connected to a company's sustainability efforts, they develop a stronger sense of belonging. Gu's (2024) research indicated that participatory sustainability programs can elevate morale by 15%, as employees recognize their contributions as part of a larger ecological mission.

The interplay between these areas also influences organizational performance, encompassing productivity, innovation, and financial health. Self-Determination Theory (SDT) (Deci & Ryan, 1985) posited that addressing employees' needs through wellbeing and sustainability practices can enhance motivation and performance. Wood et al. (2012) found that improved job designs, which incorporate variety and autonomy, can boost productivity and innovation, although they caution against management approaches that may increase stress. In the gig economy, Soans and Naik (2024) advocated for targeted well-being strategies, such as training, to support workers facing income uncertainty. These insights align with the TBL framework, demonstrating how investment in human and environmental resources can yield substantial benefits, such as reduced absenteeism.

Despite advancements, a gap persists in integrating psychological health and safety (PHS) into sustainability-focused HRM. While numerous wellness programs exist, critiques by Baid et al. (2021) highlight their limited effectiveness due to low participation and failure to address deeper stress issues. A culture of wellbeing, bolstered by strong leadership and inclusive policies—such as Canada’s National Standard for Psychological Health and Safety (CSA Group, 2023)—offered a more effective solution. Popescu et al. (2025) support this notion, demonstrating that job characteristics and social environments work together to enhance psychological well-being. This cultural shift necessitates a systems approach, as recommended by the U.S. Surgeon General’s Framework (2025), integrating social support and employee autonomy to decrease turnover and enhance engagement.

Environmental sustainability further boosts employee engagement and innovation. Marini et al. (2023) defined “green work engagement” as the active support of sustainable practices by employees. Iqbal et al. (2018) identify key green behaviors that, when encouraged through HRM training, can enhance environmental performance in sectors like banking. Good et al. (2023) suggested that green HRM policies

can lead to innovative solutions, influenced by employees’ environmental values. Dibattista et al. (2025) and Cao et al. (2024) demonstrated that promoting green norms and awareness in industries such as manufacturing and hospitality can lead to reduced costs and increased employee commitment. Albrecht et al. (2024) emphasized the importance of social dynamics, noting that coworker support is a strong predictor of pro-environmental behavior.

Sustainable HRM acts as a critical link between employee well-being and sustainability, driving organizational performance. Tortia et al., (2022) showed that autonomy and teamwork in nonprofits improve satisfaction and service quality, aligning with SDT. Rean et al. (2024) examine the relationship between sustainability and employee well-being, emphasizing the importance of leadership. Shetty and Suraj (2024) integrated ESG principles, demonstrating how they can foster loyalty in hybrid work environments.

Seabrook (2024) connected investments in well-being to value creation, aligning with the U.N Sustainable Development Goals. Ren et al. (2024) emphasize the impact of transformational leadership on pro-environmental actions, which is moderated by emotional exhaustion, underscoring the need for well-being support. E-Vahdati et al. (2023)

and R.A. et al. (2025) confirmed that social and environmental sustainability enhance commitment, particularly in industries such as palm oil. In contrast, Florek-Paszkowska and Hoyos-Vallejo (2022) illustrate that sustainable practices can reduce turnover in green sectors.

The relevance of this research is underscored by modern wellbeing tools, such as Ashoka's Changemaker Wellbeing Index (2025) for social entrepreneurs, Trucking HR Canada's framework (2024) for the logistics sector, and the Canadian Index of Wellbeing (CIW) (2024) for overall quality-of-life assessments. Global instruments, such as the OECD Employee Well-being Survey (2024), Harvard's Human Flourishing Method (2024), and the World Economic Forum's mental health assessment (2024), provided benchmarks that illustrate the widespread nature of these challenges.

In today's Canadian workplaces, the connection between worker well-being, organizational performance, and environmental sustainability is frequently neglected. Many organizations handle these areas in silos, resulting in scattered initiatives and strategies that fail to fully leverage their combined benefits. This is particularly significant for small and medium-sized enterprises (SMEs), which comprise approximately 90% of the workforce and often

lack the resources to implement comprehensive measures aligned with standards such as the CSA Psychological Health and Safety framework or the U.N sustainable development goals. Mental health issues worsen this situation, with employers losing over \$6 billion annually due to lost productivity from absenteeism, presenteeism, and turnover.

The COVID-19 pandemic has exacerbated this, quadrupling anxiety rates and doubling depression rates. While tools for measuring well-being (like total worker health), performance (such as balanced scorecards), and sustainability (like ESG reporting) are effective, they are often inaccessible to small -medium enterprises (SMEs). This results in poor reporting to stakeholders and missed opportunities for enhanced competitiveness, lower environmental impacts, and greater economic resilience (Reference).

Without a unified evaluation tool, workplaces struggle to achieve overall improvements, which hinders the achievement of national goals for a healthier population, a stronger economy, and a healthier planet. This study aims to explore current practices and develop a tool to help organizations across various sectors.

Worker Well-Being and Organizational Performance

Worker well-being is a multifaceted construct that significantly influences organizational success through its impact on job satisfaction, productivity, and retention.

Viernes and Pasco (2022) investigated work-from-home arrangements among university employees, finding that remote work enhances well-being by eliminating commutes and enabling personal activities like socializing or family time. However, challenges such as loneliness, anxiety, and health issues can undermine performance.

The authors identified appreciation from colleagues and spiritual fulfillment as key motivators, suggesting interventions such as virtual team-building or mental health resources to address feelings of isolation. For example, a university implementing weekly virtual coffee chats reported a 10% reduction in employee stress levels, illustrating the practical value of social connection in remote settings (Viernes & Pasco, 2022). This aligns with the JD-R model, as social support acts as a resource to buffer the demands of remote work.

Pawar and Kunte (2022) adopted a holistic approach, using surveys and interviews to demonstrate that comprehensive wellness programs—encompassing stress management

workshops, fitness initiatives, and work-life balance policies—boost job satisfaction and productivity. Their findings align with the JD-R model, as resources such as flexible scheduling and access to counseling reduce job demands, thereby enhancing engagement. A tech firm offering subsidized yoga classes and remote work options saw a 15% increase in employee retention, underscoring the tangible benefits of wellness investments (Pawar & Kunte, 2022).

Similarly, Nazeer et al. (2025) focused on private bank employees, finding that well-being policies, including mental health support, flexible hours, and fitness programs, improve productivity, morale, and organizational commitment. Banks providing mindfulness training reported a 12% decrease in absenteeism, highlighting how targeted interventions can yield measurable outcomes (Nazeer et al., 2025). These studies suggest that well-being approaches must be tailored to organizational contexts, with employee input ensuring relevance and effectiveness.

Wood et al. (2012) provided a nuanced perspective by analyzing high-performance work systems through enriched job design and high-involvement management, using data from the 2004 UK Workplace Employment

Relations Survey. They found that enriched job design—characterized by autonomy, skill variety, and meaningful tasks—enhances job satisfaction, which mediates improvements in productivity, quality, innovation, and financial performance, supporting the mutual gains model. Conversely, high-involvement management, which emphasizes employee participation in decision-making, reduces satisfaction due to increased pressure, aligning with a counteracting effects model. A manufacturing firm allowing workers to suggest process improvements without mandating final decisions reported higher satisfaction than firms with intensive involvement mandates, illustrating the need for balanced approaches (Wood et al., 2012). This finding resonates with SDT, as autonomy fosters intrinsic motivation, but excessive responsibility can undermine relatedness and competence.

Soans and Naik (2024) extended the discussion to the gig economy, where workers face unique challenges such as job insecurity, unstable income, and limited benefits. Their study highlighted that well-being initiatives, including flexible arrangements, mental health support, and skill development programs, improve job satisfaction and organizational growth.

Drawing on global best practices and Indian government policies, they noted that companies like Uber and Zomato have implemented driver wellness programs, such as insurance coverage and stress management workshops, resulting in a 20% increase in driver retention (Soans & Naik, 2024).

These findings underscore that well-being is a strategic lever for competitiveness, particularly in non-traditional work settings, where tailored interventions can address stressors such as income volatility and a lack of social protections. The JD-R model is particularly relevant here, as resources like training and support mitigate the high demands of gig work.

Psychological Health and Safety (PHS) and Worker Wellbeing

The psychological health and safety (PHS) standards provide frameworks that prioritize mental health in the workplace by addressing psychosocial risks such as excessive workload, lack of leadership support, and poor work-life balance. Research indicates that PHS significantly influences worker well-being, which in turn affects organizational outcomes.

According to Workplace Strategies for Mental Health, factors such as workload management, supportive leadership, and clear role expectations are crucial for fostering Positive Health Strategies (PHS), which directly impact employees' mental health and engagement (Workplace Strategies for Mental Health, 2025). For instance, environments that promote psychological safety—where employees feel safe to express ideas without fear of retribution—enhance well-being and innovation performance.

A survey of 301 Chinese employees found that psychological safety, alongside collectivism, positively mediates the relationship between organizational culture and innovation performance, while high power distance has a negative impact on it (Liu et al., 2023).

Recent trends show organizations increasingly aligning with PHS standards, such as Canada's National Standard for Psychological Health and Safety in the Workplace or the international ISO 45003. These standards emphasize systemic changes over individual-focused interventions, addressing workplace conditions that exacerbate stress or mental health challenges.

A 2025 study of Romanian employees across diverse sectors found that physical and social work environments, combined with intrinsic job characteristics such as autonomy and purpose, significantly contribute to psychological well-being, reinforcing the importance of a holistic approach (Popescu et al., 2025).

Wellness Programs vs. Culture of Wellbeing

A significant critique of traditional wellness programs—such as walking initiatives, mindfulness training, or health seminars—is their limited return on investment (ROI).

A systematic review by Baid et al. (2021) found that workplace wellness programs targeting chronic disease prevention often fail to deliver positive ROI due to low participation rates, particularly among employees who need them most. These programs tend to attract individuals who are already invested in their well-being, leaving systemic issues, such as toxic workplace cultures or high workloads, unaddressed. In contrast, fostering a culture of well-being through a systems approach—integrating policies, leadership practices, and environmental adjustments—yields broader and more sustainable benefits.

Research indicates that a culture of well-being, characterized by supportive leadership, inclusive social interactions, and alignment with organizational values, fosters enhanced employee engagement and productivity. For example, a 2023 study found that innovative organizational cultures moderate the

relationship between organizational climate and psychological capital, boosting employee performance (Nguyen & Tran, 2023).

Similarly, the Total Worker Health (TWH) approach, advocated by the National Institute for Occupational Safety and Health (NIOSH), integrates safety, health, and well-being through organization-wide interventions, such as flexible scheduling and job redesign, leading to higher participation and better health outcomes (Chari et al., 2022).

These findings underscore the superiority of systemic culture shifts over standalone programs in driving engagement and reducing turnover intentions.



Systems Approach and Culture Shift

A systems approach to well-being, integrating PHS, sustainability, and performance metrics, is essential for long-term success. Research consistently emphasizes that fragmented interventions, such as standalone wellness programs, are less effective than comprehensive strategies that address workplace culture, leadership, and environmental factors. The Surgeon General's Framework for Workplace Mental Health and Well-Being (2025) advocates for fostering social support, belonging, and worker control over tasks to enhance well-being and reduce turnover (U.S. Surgeon General, 2025). Similarly, a 2019 study highlighted that policies such as adequate paid leave, flexible work arrangements, and health coverage improve both worker health and business outcomes, applicable to both small and large enterprises (Adams, 2019).

This approach requires committed leadership and ongoing collaboration with employees to ensure that policies reflect the needs of the workforce. For instance, a 2021 study found that employee-designed health initiatives, such as the Health Improvement Through Employee Control (HITEC) program, achieved higher participation and better outcomes than top-down programs (Punnett et al., 2021). Such findings highlight the need for participatory, inclusive strategies to embed well-being and sustainability into an organization's DNA.

Environmental Sustainability and Employee Engagement

Environmental sustainability initiatives are increasingly recognized as a catalyst for employee engagement, morale, and organizational performance, often mediated by Social Identity Theory.

Gu (2024) conducted a mixed-methods study of 500 German employees, finding that sustainability initiatives, such as carbon reduction programs and waste management systems, enhance morale by strengthening organizational identification. Employees who align with corporate sustainability values tend to exhibit higher levels of satisfaction and commitment.

Effective leadership and transparent communication, such as regular sustainability reports and employee updates, amplify these effects. A German retailer involving employees in designing recycling programs reported a 15% increase in workforce morale and a 10% reduction in waste, demonstrating the power of participatory sustainability efforts (Gu, 2024). This aligns with Social Identity Theory, as shared values foster a sense of belonging and purpose.

Marini et al. (2023) explored green work engagement, finding that employees participating in sustainable initiatives are more engaged and supportive of environmentally friendly practices. Their literature review

identified key drivers, including awareness of corporate sustainability goals and opportunities to contribute to environmental outcomes.

For instance, a logistics firm training employees on fuel-efficient driving techniques reported a 5% reduction in emissions and higher engagement as employees felt empowered to make a difference (Marini et al., 2023). Similarly, Iqbal et al. (2018) examined green behaviors in Pakistan's banking sector, identifying five critical actions—working sustainably, conserving resources, avoiding harm, influencing others, and taking initiative—that enhance environmental sustainability.

HR-driven training programs, such as workshops on paperless processes, foster these behaviors, improving environmental performance and organizational reputation. A bank implementing digital documentation reported a 30% reduction in paper use, illustrating the scalability of green training (Iqbal et al., 2018).

Good et al. (2023) investigated the role of green HRM practices in promoting environmental creativity and innovation. By implementing policies that encourage eco-friendly behaviors, such as rewarding employees for suggesting sustainable process improvements, organizations can drive innovation and performance.

The study posited that employees' environmental values mediate these relationships, suggesting that hiring individuals with strong sustainability mindsets could amplify outcomes. A software company incentivizing green coding practices reported a 10% reduction in server energy consumption, highlighting the intersection of creativity and sustainability (Good et al., 2023).

Dibattista et al. (2025) complemented these findings, surveying 271 Italian manufacturing workers and demonstrating that workplace green norms—such as recycling mandates and energy-saving protocols—promote innovative environmental behaviors. Employees identifying with their organization's sustainability mission are more likely to adopt eco-friendly practices, which may extend to their personal lives. A factory implementing energy-saving protocols reported a 12% decrease in utility costs, showcasing economic and environmental benefits (Dibattista et al., 2025).

Cao et al. (2024) focused on China's restaurant industry, where environmental concerns, such as carbon emissions and plastic use, are pressing. Their study of 403 employees found that environmental awareness influences job satisfaction and organizational commitment, which drive

sustainable behaviors. Restaurants that train their staff on waste reduction techniques, such as composting food scraps, report improved customer perceptions and a 15% reduction in waste disposal costs (Cao et al., 2024).

Albrecht et al. (2024) highlighted the role of social dynamics, surveying 347 Australian employees and finding that coworker support has the most significant impact on pro-environmental behaviors, followed by supervisor and organizational support.

Team-based green challenges, such as office recycling competitions, amplified sustainability efforts, with one firm reporting a 20% increase in recycling rates (Albrecht et al., 2024).

These studies collectively indicate that sustainability initiatives not only benefit the environment but also foster engagement, loyalty, and innovation, aligning with Social Identity Theory's emphasis on shared values.



Integrating Well-Being and Sustainability for Sustainable HRM

Sustainable HRM practices that integrate worker well-being and environmental goals are pivotal for long-term organizational success, aligning with the TBL framework. Tortia et al. (2022) surveyed 4134 workers in 310 Italian nonprofit social enterprises, finding that practices like task autonomy and teamwork enhance worker satisfaction, which improves service quality and innovation.

Social enterprise empowering caregivers to design patient interaction protocols reported a 25% increase in client satisfaction and employee retention, reflecting SDT's emphasis on autonomy and competence (Tortia et al., 2022).

Rean et al. (2024) emphasized the interdependence of organizational sustainability—

encompassing financial, efficiency, and environmental dimensions—and employee well-being. Their theoretical analysis highlighted that well-being programs, supported by strong leadership and a positive company culture, drive innovation, engagement, and performance. A healthcare organization implementing wellness and sustainability training reported a 10% increase in employee-driven innovations, such as new patient care protocols (Rean et al., 2024).

Shetty and Suraj (2024) explored the role of environmental, social, and governance (ESG) principles, finding that ESG practices enhance employee loyalty, engagement, and organizational reputation, particularly in hybrid workplaces. A multinational corporation integrating ESG metrics into performance reviews reported a

20% increase in employee satisfaction, as workers felt their values were reflected in organizational priorities (Shetty & Suraj, 2024). Seabrook (2024) applied the Impact Pathways approach, rooted in the Theory of Change, to link employee health, safety, and well-being to value creation, aligning with the UN's Sustainable Development Goals. A Fortune 100 steel manufacturer's wellness and sustainability programs reduced workplace injuries by 15% and improved productivity, demonstrating the business case for integrated approaches (Seabrook, 2024).

Ren et al. (2024) examined transformational leadership, surveying 264 employees and finding that leaders who prioritize sustainability inspire pro-environmental behaviors. However, emotional exhaustion can diminish these effects, highlighting the need to integrate well-being support, such as stress management resources, into leadership strategies. A retail chain combining sustainability training with employee wellness workshops reported a 12% increase in eco-friendly practices, such as energy-efficient store operations (Ren et al., 2024). E-Vahdati et al. (2023) focused on Malaysia's palm oil industry, surveying 112 workers and finding that social and environmental sustainability enhances well-being and organizational commitment. A plantation implementing water

conservation training reported a 10% reduction in water use, improving both worker morale and public perception in an industry facing environmental scrutiny (E-Vahdati et al., 2023).

R.A. et al. (2025) reviewed sustainable HR strategies, noting that policies promoting employee welfare and environmental responsibility enhance workforce stability, engagement, and corporate resilience. Challenges include balancing cost efficiency with long-term investments and aligning HR practices with ESG frameworks. A technology firm adopting sustainable HR policies reported a 10% reduction in turnover, illustrating the long-term benefits of investment in employee welfare (R.A. et al., 2025).

Florek-Paszkowska and Hoyos-Vallejo (2022) analyzed 31 studies, finding that sustainable business practices reduce turnover by fostering employee satisfaction and commitment, with stronger effects in sustainability-focused sectors like renewable energy compared to traditional manufacturing (Florek-Paszkowska & Hoyos-Vallejo, 2022). These studies collectively underscore that sustainable HRM practices create a virtuous cycle, enhancing well-being, sustainability, and performance.

Practical Implications

The findings offer actionable insights for organizations seeking to integrate well-being and sustainability. First, tailored well-being programs should address specific employee needs, such as mental health support, flexible work arrangements, and skill development, particularly in the gig economy (Soans & Naik, 2024).

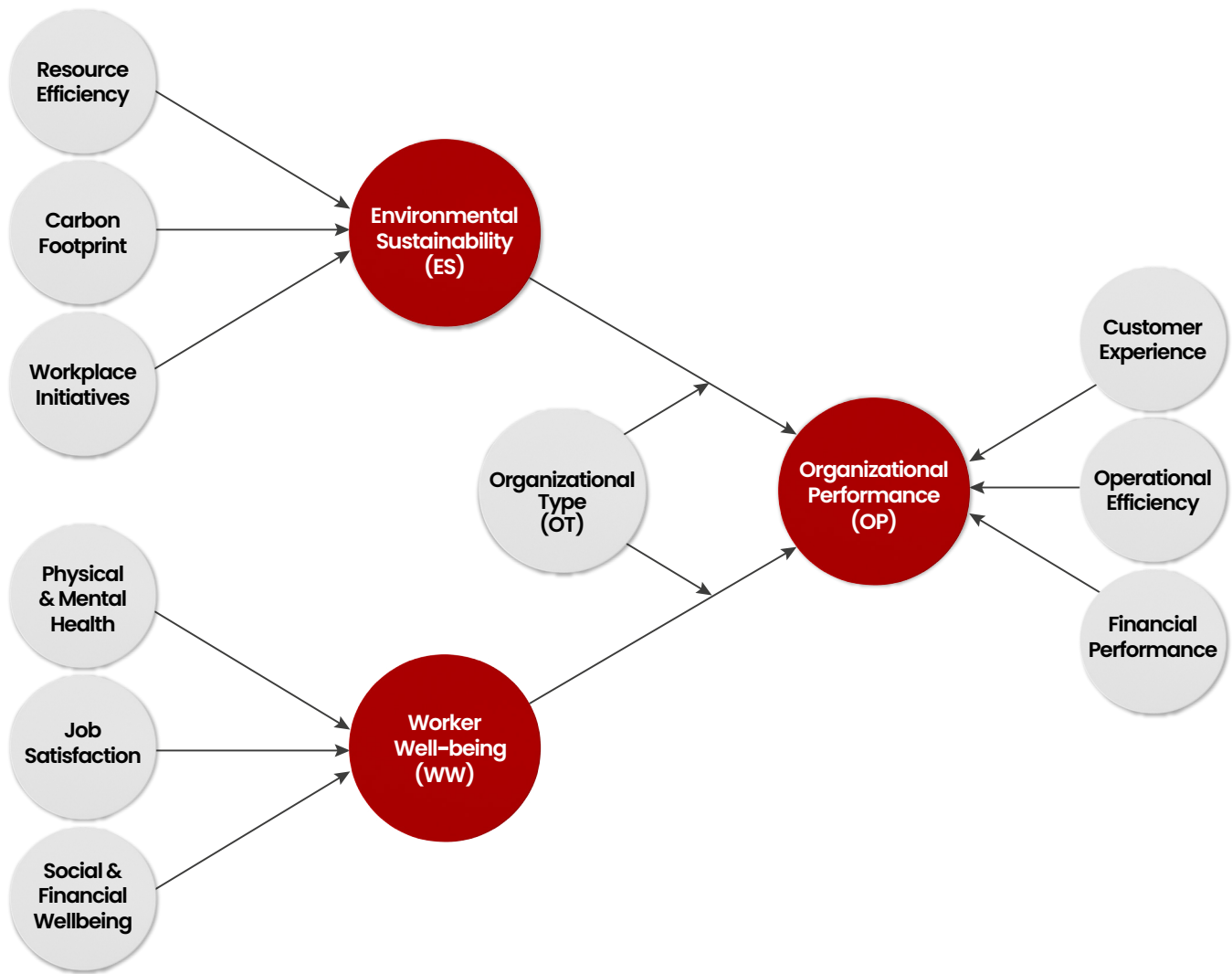
For example, a delivery platform offering mental health hotlines and training programs could reduce driver burnout and improve retention. Second, sustainability initiatives should actively involve employees through training, incentives, and participatory programs to foster identification with organizational goals (Gu, 2024). A manufacturing firm could implement employee-led sustainability committees to design waste reduction strategies, enhancing engagement and outcomes. Third, leadership strategies must balance high-involvement practices with support systems to avoid counteracting effects on satisfaction (Wood et al., 2012).

Leaders could encourage input on projects while providing clear guidance to reduce stress. Fourth, coworker support should be leveraged through team-based sustainability initiatives, such as green challenges or peer recognition programs, to promote and amplify environmentally responsible behaviors (Albrecht et al., 2024). An

office implementing a recycling leaderboard could boost participation and morale. Fifth, ESG integration into HRM practices can enhance reputation and resilience, as seen in firms aligning performance metrics with sustainability goals (Shetty & Suraj, 2024). A retail firm implementing a combined wellness and sustainability program reported a 15% increase in engagement and a 10% reduction in carbon footprint, illustrating the power of integrated approaches.

Organizations should also consider context-specific strategies. In high-pressure industries like banking, mindfulness and flexible work policies can mitigate stress (Nazeer et al., 2025). In environmentally sensitive sectors, such as palm oil, sustainability training can enhance worker morale and improve public perception (E-Vahdati et al., 2023). In gig economies, benefits such as insurance and skill development can help address insecurity (Soans & Naik, 2024). Additionally, technology can enhance implementation, such as using digital platforms for virtual wellness sessions or sustainability tracking apps to monitor progress. Finally, stakeholder collaboration, involving employees, managers, and external partners, can ensure alignment with broader ESG frameworks and societal goals, as emphasized by Seabrook (2024).

Figure 1 – Conceptual Framework



The literature reveals a profound interconnection between worker well-being, environmental sustainability, and organizational performance, supported by robust theoretical frameworks and empirical evidence. Well-being programs, including mental health support, flexible work arrangements, and enriched job design, enhance job satisfaction, productivity, and retention, aligning with the JD-R model and SDT.

Environmental sustainability initiatives, supported by green HRM practices and transformational leadership, boost morale, engagement, and innovation while improving environmental outcomes and organizational reputation, reflecting Social Identity Theory. Sustainable HRM

practices that integrate these elements foster resilient, engaged, and environmentally conscious workforces, aligning with the TBL framework.

Practical strategies—such as tailored wellness programs, employee involvement in sustainability, balanced leadership, coworker support, and ESG integration—offer pathways for implementation. However, challenges like industry-specific variations, emotional exhaustion, gig economy dynamics, and cultural influences require further research. By strategically aligning well-being and sustainability, organizations can create workplaces that thrive economically, socially, and environmentally, contributing to a sustainable and equitable future.

Variants of Workers' Well-Being Tools

Changemaker Wellbeing Index Survey 2025

This survey, developed by Ashoka, a global leader in social entrepreneurship, measures the well-being of changemakers in mission-driven sectors, offering sector-specific insights into wellness. It is tailored to understand the unique challenges faced by social entrepreneurs. The overview and methodology of the 2025 edition are detailed in Ashoka. (2025). Changemaker Wellbeing Index Survey 2025: Overview and Methodology. Retrieved from <https://www.ashoka.org>. Mental Health America provides additional context on wellness in nonprofits. (2024). Workplace Wellness for Nonprofits and Social Enterprises. Retrieved from <https://www.mhanational.org>.

Trucking HR Canada's Workplace Wellness

Tailored for the trucking and logistics industry, this framework provides guidelines to enhance employee well-being, addressing the sector's unique workplace challenges. It includes practical tools for implementation, as outlined in Trucking HR Canada. (2024). Workplace Wellness Framework for the Trucking and Logistics Industry. Retrieved from <https://truckinghr.com>. The Canadian Trucking Alliance offers complementary insights. (2023). Mental Health and Wellness in Trucking: Best Practices. Retrieved from <https://www.cantruck.ca>.

Canadian Index of Wellbeing (CIW)

Managed by the University of Waterloo, the CIW offers a comprehensive framework for measuring quality of life, encompassing workplace well-being, through detailed data and reports. Its methodology and applications are detailed in the Canadian Index of Wellbeing. (2024). Measuring What Matters: The Canadian Index of Wellbeing. University of Waterloo. Retrieved from <https://uwaterloo.ca/canadian-index-wellbeing/>. Its policy applications are discussed in the Atkinson Charitable Foundation. (2023). Using the CIW for Community Policy Development. Retrieved from <https://atkinsonfoundation.ca>. A supporting academic article is Smale, B., & Gao, M. (2022). The Canadian Index of Wellbeing: A Holistic Approach to Measuring Quality of Life. Canadian Journal of Community Studies, 45(3), 112–130. DOI: 10.1007/s11266-022-00456-7.

Workplace Well-Being Assessment Tool

Developed by the Canadian Water and Wastewater Association (CWWA), this tool guides municipal services in assessing employee well-being, with a focus on practical implementation. It is detailed in the Canadian Water and Wastewater Association (CWWA). (2024). Workplace Well-Being Assessment Tool: Guide for Municipal Services. Retrieved from <https://cwwa.ca>. The Federation of Canadian Municipalities provides additional context. (2023). Employee Wellness in Municipal Workplaces. Retrieved from <https://fcm.ca>.

National Standard for Psychological Health and Safety in the Workplace

This Canadian standard, established by the CSA Group, provides guidelines to foster psychological safety in workplaces, emphasizing mental health and safety. It is documented in the CSA Group. (2023). CAN/CSA-Z1003-13/BNQ 9700-803/2013: Psychological Health and Safety in the Workplace. Retrieved from <https://www.csagroup.org>. Practical implementation tools are available in the Mental Health Commission of Canada. (2024). Implementing the National Standard: Case Studies and Tools. Retrieved from <https://mentalhealthcommission.ca>. A supporting study is Bourbeau, J., & Pike, I. (2021). Advancing Psychological Safety in Canadian Workplaces. Journal of Occupational Health Psychology, 26(4), 345–360. DOI: 10.1037/ocp0000289.

Physical and Psychological Health, Safety, and Wellness

Inspired by the Canadian Centre for Occupational Health and Safety (CCOHS), this integrated framework promotes workplace health and safety, combining physical and psychological well-being. It is outlined in the Canadian Centre for Occupational Health and Safety (CCOHS). (2024). Integrated Wellness Framework for Workplace Health and Safety. Retrieved from <https://www.ccohs.ca>. Practical tools are provided in Workplace Safety and Prevention Services (WSPS). (2023). Systems-Based Approaches to Workplace Wellness. Retrieved from <https://www.wsps.ca>. As a generic framework, specifics may vary, and consultation with Canadian occupational health organizations is recommended.

Employee Well-being Survey Tool

Developed by the Organization for Economic Co-operation and Development (OECD), this tool measures employee well-being globally, offering data-driven insights for organizations. Its guidelines are detailed in the Organization for Economic Co-operation and Development (OECD). (2024). OECD Guidelines on Measuring Employee Well-being. Retrieved from <https://www.oecd.org>. Survey insights are provided by the OECD. (2023). Better Jobs, Better Lives: Insights from the Employee Well-being Survey. OECD Publishing. DOI: 10.1787/empl-wellbeing-2023-en. A supporting article is Fleischer, L., & Smith, C. (2022). Global Perspectives on Employee Wellbeing: OECD's Approach. *International Journal of Workplace Health Management*, 15(5), 567–582. DOI: 10.1108/IJWHM-06-2022-0098.

Human Flourishing Method Tool

As part of Harvard University's Human Flourishing Program, this tool measures human flourishing, encompassing workplace well-being, through a comprehensive and research-backed methodology. It is detailed in the Harvard University Human Flourishing Program. (2024). The Flourishing Measure: Methodology and Applications. Retrieved from <https://hfh.fas.harvard.edu>. A key study is VanderWeele, T. J. (2023). Measuring Human Flourishing: A Comprehensive Approach. *Journal of Positive Psychology*, 18(2), 145–160. DOI: 10.1080/17439760.2022.2155234. A technical report is the Harvard Human Flourishing Program. (2022). Our Human Flourishing Method: Technical Report. Retrieved from https://hfh.fas.harvard.edu/files/pph/files/flourishing_measure_technical_report.pdf.

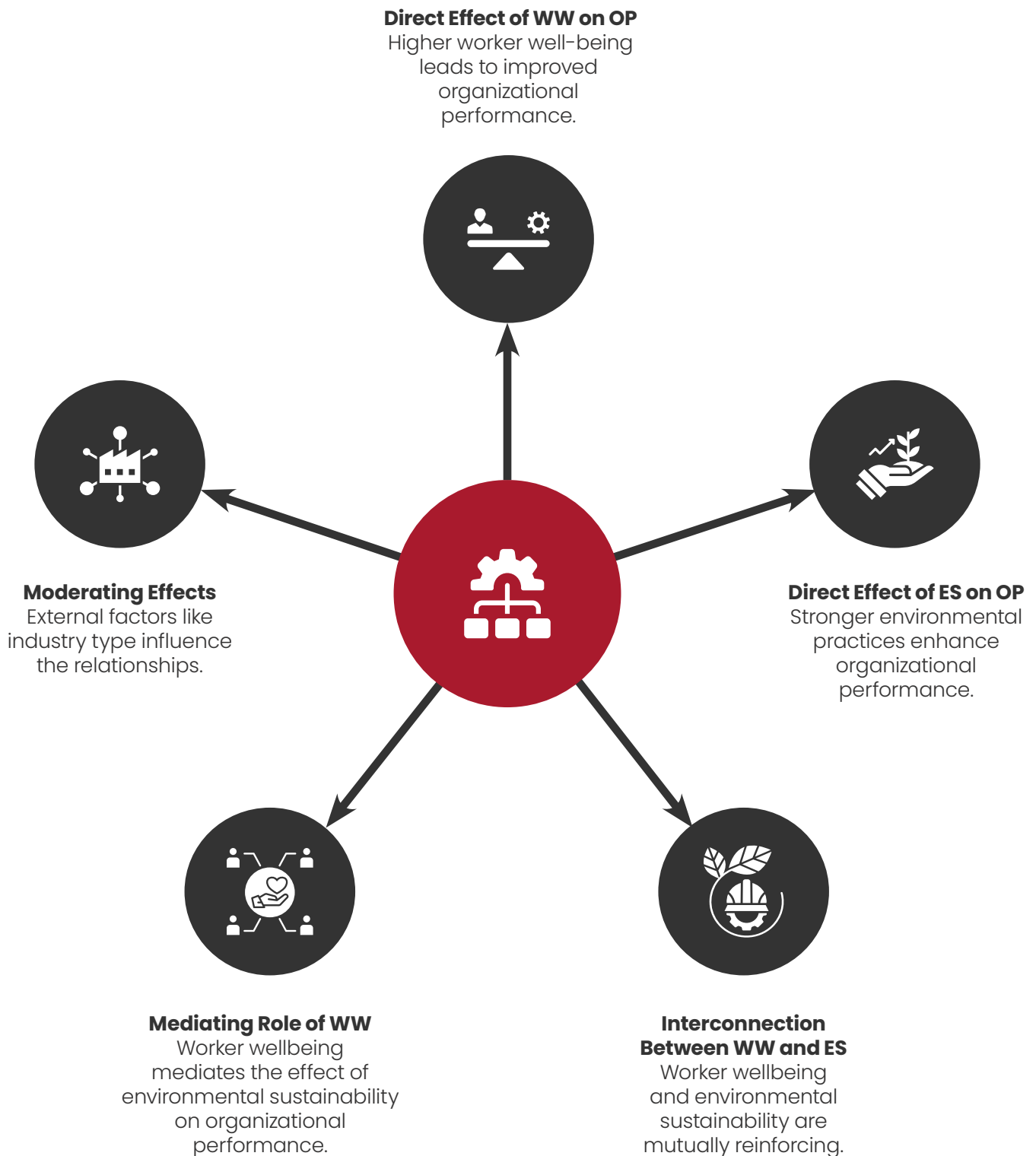
Assessing Workplace Mental Health and Well-being Tool

Created by the World Economic Forum (WEF), this tool provides a strategic guide for assessing workplace mental health, emphasizing its importance for global businesses. It is outlined in the World Economic Forum (WEF). (2024). A Guide to Assessing Workplace Mental Health and Well-being. Retrieved from <https://www.weforum.org>. A complementary report is WEF & Deloitte. (2023). Mental Health in the Workplace: A Global Business Imperative. Retrieved from:

https://www3.weforum.org/docs/WEF_Mental_Health_Report_2023.pdf.

A supporting article is Chisholm, D., & Nilsson, M. (2022). Workplace Mental Health: WEF's Strategic Framework. *Global Business Review*, 23(4), 789–805. DOI: 10.1177/09721509221134567.

Figure 2 – Conceptual illustration of the relationship between WW, ES, and OP



Research Questions and Hypotheses

An integrative literature review (ILR) methodology was adopted to answer the research questions and test the hypotheses. According to Torraco (2005, p. 356), "an ILR is defined as a type of research method that integrates the review, critique, and synthesis of representative literature on a topic to generate a new framework and perspectives on the topic.

First Research Question:

To what extent does worker well-being influence key indicators of organizational performance, such as productivity, profitability, and employee retention?

H1: Higher worker well-being leads to improved organizational performance.

Second Research Question:

What is the relationship between the adoption of environmental sustainability practices (e.g., waste reduction, energy efficiency) and organizational performance metrics like cost savings and market competitiveness?

H2: Stronger environmental sustainability practices enhance organizational performance.

Third Research Question:

How do improvements in worker well-being support the implementation and effectiveness of environmental sustainability practices within organizations?

H3: Worker well-being and environmental sustainability are mutually reinforcing.

Fourth Research Question:

How does the type of industry (e.g., manufacturing vs. technology) moderate the impact of worker well-being and environmental sustainability on organizational performance?

H4: Industry type influences the relationship between worker well-being, environmental sustainability, and organizational performance.

Inclusion and Exclusion Criteria for Article Selection

Table 1 presents a well-defined research question that guides the authors' literature exploration. The authors intend to examine studies that will enrich our findings. Below are the authors' criteria for inclusion and exclusion. Inclusion criteria focus on: (1) publication type (original or review), (2) study design (exploratory quantitative), and (3) publication date. These elements ensure the relevance and value of the studies. Language is also important, as it makes the research accessible to a broader audience. Conversely, exclusion criteria serve as the authors' safeguards. Studies that are still in press or have been retracted are not considered. Methodological rigor and potential bias were evaluated to maintain study quality. Lastly, relevance to the study research questions and the quality of the data are essential to help authors stay focused.

At the outset of this study, over 50 publications were retrieved from various sources, including Google Scholar and other academic databases. However, after applying the inclusion and exclusion criteria, 20 publications were included in this review.

Table 1 – Integrated review Data

Author(s) & Year	Title of Article	Country/ Region	Study Purpose / Research Question	Theory	Study Design / Methodology	Key Findings	Implications (Policy, Practice, Research)
Jobe Viernes & Michael Pasco (2022)	Work from home: The impact on university employees' well-being and individual work performance	Philippines	The study objectives were to determine: 1. The effect of acceptance of Work from Home (WFH) on employees' well-being. 2. The effect of acceptance of WFT on individual work performance. 3. The effect of employees' well-being on individual work performance. 4. The perceived challenges brought by WFT to employees' productivity. 5. The perceived effects of the COVID-19 pandemic on the employees and their families.	Job Demand-Resources Theory (JD-R)	Mixed/Hybrid qualitative and quantitative research method	1. Acceptance of work from home and well-being were antecedents of individual work performance. 2. Acceptance of work has a weak relationship with well-being. 3. Acceptance of work from home has a strong relationship with individual work performance. 4. There exists a strong relationship between employee well-being and individual work performance. 5. WFH challenges include communication, resources, emotional, environment, and financial difficulties.	Leaders in organizations should leverage their strengths by creating an encouraging environment for workers' well-being through the option of WFH, and pay attention to the downsides of the option to improve individual and organizational performance.

Author(s) & Year	Title of Article	Country/ Region	Study Purpose / Research Question	Theory	Study Design / Methodology	Key Findings	Implications (Policy, Practice, Research)
Damini Pawar & Monica Kunte (2022)	A strategic approach to employees' well-being: Study assessing the relationship between holistic wellness, job satisfaction, emotions, and productivity	India	The aims of the study include: 1. To analyze the impact of the holistic wellness of employees on their job satisfaction and work productivity. 2. To assess the approaches adopted by organizations towards employees' holistic wellness and how it contributes to their job satisfaction and quality of job. 3. To identify current employee well-being in organizations, the employee wellness dimension is covered through wellness programs. 4. To analyze the relationship between employees' holistic well-being and work productivity, job satisfaction, and organizational performance.	Job Demand-Resources Theory (JD-R)	Mixed/Hybrid qualitative and quantitative research method	1. Organization's wellness practices have a high correlation with employee job satisfaction. 2. The employees' holistic well-being is moderately correlated with organizations' holistic well-being practices and highly correlated with employee productivity and job satisfaction. 3. Employee productivity is highly correlated with employees' holistic well-being and job satisfaction and moderately correlated with organizational wellness practices. 4. There is a high positive correlation between the overall job satisfaction of an employee and the employee's work productivity, the employee's holistic well-being, and the organization's wellness practices.	The findings of this study can help the management in the IT, banking, manufacturing, healthcare, and professional services industries who are responsible for driving the organization's strategy and HRM practices to know how they can design a holistic wellness strategy for the employees to align employees' personal goals with the organization's broader objectives.
Ermanno Tortia, Silvia Sacchetti & Francisco Lopez-Arceiz (2022)	A human growth perspective on sustainable HRM practices, worker well-being, and organizational performance	Italy	The objectives of the study include: 1. To analyze the impact of some selected SHRM practices on well-being and performance. 2. To determine the mediating role of immaterial satisfaction using a sample of employees of Italian social enterprises.	1. Job Demand-Resources Theory (JD-R) 2. Triple Bottom Line (TBL)	Quantitative research method	1. HRM characteristics positively influence immaterial satisfaction. 2. Satisfaction positively impacts a firm's performance. 3. Immaterial satisfaction mediates the relationship between involvement and performance. 4. Workload pressure has a positive impact on firm performance.	Worker involvement and workload pressure both promote performance, although a balance between them is needed to ensure adequate levels of job satisfaction. The study highlighted the need for organizations to prioritize a balance between the body and soul of their employees through a positive and collaborative HRM practices.
Stephen Wood, Marc Van Veldhoven, Marcel Croon & Lilian M de Menezes (2012)	Enriched job design, high involvement management, and organizational performance: The mediating roles of job satisfaction and well-being.	UK	The study aims to test three competing hypotheses using a single model to assess: 1. Whether the association between enriched job design and High Involvement Management (HIM) is positive or negative.	Mutual Gains Model (MGM)	Quantitative research method	1. The study demonstrates that, in the UK, both mutual gains (Positive mediation) and counteracting (inconsistent mediation) are relevant for understanding the impact of involvement-centered HRM on job satisfaction and organizational performance.	The findings of this study indicate that for organizational policy, 1. Leaders need to understand why enriched job design is not followed more widely than it is. 2. Organizations need to think of ways of reducing

Author(s) & Year	Title of Article	Country/ Region	Study Purpose / Research Question	Theory	Study Design / Methodology	Key Findings	Implications (Policy, Practice, Research)
			2. The role it plays in explaining or reducing a positive association between enriched job design and HIM and organizational performance.			2. The relevance of the various theories depends on the dimension of involvement: the mutual gain model fits enriched job design, the counteracting model fits HIM. 3. No theory is relevant for understanding the effects of either type of involvement management on anxiety comfort. 4. Direct employee involvement cannot be associated with the employment relations model generally.	any negative effects of HIM so that job dissatisfaction does not depress its positive impact on performance, and the anxiety levels of some are not increased too strongly. 3. Managers and policy makers need to prioritize their job quality.
Markus Anto Rean, Muhdi B, Hi Ibrahim, Andri Irawan, Muhammad Aldrin Akbar, and Abdul Rasyid (2024)	Nurturing both organizational and Human resources well-being for sustainable growth	Not Specified	The objectives of this study are: 1. To explore the relationship between organizational sustainability and human resource well-being. 2. Determine the strategic imperatives for fostering sustainable growth and success in contemporary organizations.	Job Demand-Resources Theory (JD-R)	Qualitative research method.	1. For a sustainable growth, it is critical for organizations to nurture both organizational and human resources well-being to guarantee success in an ever-changing market. 2. Organizational long-term viability is dependent on its sustainability, financial stability, operational efficiency, stakeholder relationships, and environmental responsibility. 3. Human resource well-being, including psychological and social welfare dimensions, is a key driver of organizational performance, innovation, and employee engagement 4. Leadership plays a pivotal role by creating and sustaining a supportive environment.	1. Managers and policy makers need to prioritize employee well-being and create a supportive work environment conducive to good performance. 2. Organizations must invest in comprehensive employee well-being initiatives, such as flexible work arrangements, a wellness program, and professional development opportunities. 3 Policy framework and organizational culture should focus on a holistic dimension of organizational and employee wellness.
Irshad Nazeer, C.B. Gopinath, Jagrati Asija, Pranita Burbure, & Sunil Mishra. (2025)	Employee well-being programs and their effect on organizational commitment: An analytical study with special reference to private bank employees	India	Objectives: 1. To assess the role of employee well-being programs in enhancing organizational commitment among private bank employees. 2. To examine the relationship between different well-being initiatives and employee retention. 3. To evaluate the impact of work-life balance programs on job satisfaction. 4. To analyze the effectiveness of financial and health-related well-being programs in improving employee loyalty.		Qualitative research method.	1. Well-being initiatives markedly improve organizational commitment. 2. Employees who maintain an improved work-life balance exhibit elevated job satisfaction, resulting in diminished turnover. 3. Financial assistance services, including retirement benefits and financial counseling, enhance employee loyalty. 4. Private banks that invest in well-structured well-being programs enhance employee satisfaction and foster	1. Due to an elevated performance demand on private bank employees and the job's stress, it is imperative for private banks to commit to investments in comprehensive well-being initiatives.

Author(s) & Year	Title of Article	Country/ Region	Study Purpose / Research Question	Theory	Study Design / Methodology	Key Findings	Implications (Policy, Practice, Research)
						a dedicated, high-performance team. 5. Opportunity for career advancement, flexible work arrangement, mental health assistance, and stress management fosters an elevated work satisfaction.	
Aishwarya R. Shetty & Neethu Suraj (2024)	The intersection of ESG principles and corporate performance: Insight from existing research	Not Specified	1. To understand how ESG (environmental, social, and governance) practices influence staff involvement and company performance. 2. To provide a complete knowledge of the impact of ESG principles on many aspects of organizational performance.	Environmental, Social, and Governance (ESG)		1. Effective ESG practices boost organizational performance, employee loyalty, and an enhanced organizational reputation. 2. ESG activities have a beneficial impact on staff engagement, especially in hybrid work.	1. Leaders in organizations should build more targeted and effective ESG programs to drive employee engagement and organizational performance.
Shengyu Gu (2024)	The influence of environmental sustainability initiatives on employee morale: The mediating role of organizational identification	Germany	1. To investigate the impact of environmental sustainability initiatives on employee morale with a specific focus on the mediating role of organizational identification.	Social Identity Theory	Mixed/Hybrid qualitative and quantitative research method	1. Environmental sustainability initiatives influence employee morale through enhanced organizational identification. 2. The leadership roles of communication, implementation, and creating an enabling environment are critical.	1. Emphasis on the integration of sustainability into core business strategies and creating and sustaining the culture of transparent communication and a collaborative environment for the stakeholders.
Kathy Seabrook (2025)	Connecting the dots: The value of people at work and their health, safety, and well-being.	Global	1. To study the impact and dependency a company has on its employees, workers, and the communities. 2. To connect the dots between people and the environment	Theory of Change, Impact Pathway	Qualitative research method and literature review	Connecting the dots between the people, economic, and environmental sides of sustainability, ESG, human capital management, and occupational health, and using principles of organizational change and incorporating Impact Pathways, begins to align a company's leadership.	Impact Pathway informs decision-making with the connection between people, the economy, and the environment in mind.
Marini, Seger Handoyo, and Sukadiono (2023)	Green work engagement: A literature review	Not Specified	1. To identify influential factors contributing to employee participation in sustainable practices, encompassing intrinsic and extrinsic motivation, organizational dedication, participation in decision-making, and supportive work environment elements.	Job Demand-Resources Theory (JD-R)	Integrated Literature Review	The influence of green work engagement on employee performance, particularly in terms of ecological consciousness, is undeniably positive and substantial.	Company managements should intensify efforts to enhance Green Work Engagement by fostering a greater understanding among employees about the company's commitment to environmental consciousness.

Author(s) & Year	Title of Article	Country/ Region	Study Purpose / Research Question	Theory	Study Design / Methodology	Key Findings	Implications (Policy, Practice, Research)
			2. To analyze the degree of employee engagement in sustainable practices and its correlation with organizational performance, including aspects such as productivity, efficiency, and innovation. 3. Assessing the ramifications of employee participation in sustainable practices on their satisfaction and well-being, encompassing job satisfaction, talent retention, and burnout rates. 4. Eulicate the implications of Green Work Engagement on environmental continuity, comprising the reduction of adverse environmental impacts, enhancement of sustainability policies, and elevation of the company's reputation concerning sustainability matters.				
Qaisar Iqbal, Siti Hasnah Hassan, Sohail Akhtal, and Shahid Khan (2018)	Employee's green behaviour for environmental sustainability: A case of the banking sector in Pakistan	Pakistan	To find out the relationship between employees' green behaviours (EGB) and environmental sustainability (ES)		Quantitative research method	1. There exists a strong positive association between Environmental Green Behaviour (EGB) and Environmental Sustainability (ES) of an organization. 2. Five categories of EGB are strongly positively associated with environmental sustainability	1. Organizations need to cultivate a culture of effective communication and education, particularly to non-experienced professional employees, for them to know what to do and why they should. 2. Need for investment in capacity building.
Jessica Good, Parbudyal Singh, and Souha Ezzedeen (2023)	Environmental Sustainability Strategy, Creativity, Innovation and Organizational Performance: The role of Green Human Resource Management.	Canada	1. To explain how organizations that go green enjoy better organizational performance than organizations that do not. 2. Provide a theoretical explanation of the black box between corporate green practices, enacted through an ES strategy.	Ability Motivation Opportunity (AMO) Theory	Literature Review Research Method	1. High-involvement green HR practices are positively related to green creativity and general creativity. 2. An ES strategy will have other positive impacts on the organization that are not solely related to ES.	1. Key factor to consider in increasing organizational performance is the strengthening of an organization's creative and innovative capacities through ES strategies. 2. The effect of high-involvement green HRM on creativity could serve as a guide for HR practitioner intending to increase the creativity of their organization.

Author(s) & Year	Title of Article	Country/ Region	Study Purpose / Research Question	Theory	Study Design / Methodology	Key Findings	Implications (Policy, Practice, Research)
Ilaria Dibattista, Domenico Berdicchia, Elena Mazzardo, and Giovanni Masino (2025)	Green norms in the workplace to promote environmental sustainability: the positive effect on green innovative work behaviors and person-environment relationship.	Italy	To examine how the perception of green workplace norms can enhance environmental commitment among employees	Social Exchange Theory	Quantitative research method	1. There exists a positive impact of the employees' perception of their work climate on both their propensity to engage in innovative green behaviors and their sense of personal connection with the environment, via environmental commitment. 2. Employee's organizational identification positively moderates the effect on green innovation behaviour.	1. Organizations seeking to promote environmentally sustainable behaviors should focus on cultivating a green work climate through targeted human resources management policies, leadership and supervisory styles, corporate environmental policies, organizational support, and environmental knowledge management practices. 2. Alignment between an organization's environmental communication and its actual practices, as coherence between messaging and action can foster trust and engagement in green behaviors. 3. Organizations must avoid practices such as greenwashing
Queyu Ren, Wen Li, and Christos Mavros (2024)	Transformational Leadership and sustainable practices: How leadership style shapes employee pro-environmental behavior	Not Specified	To investigate how environmentally specific transformational leadership (ESTL) shapes employee pro-environmental performance, as well as the mediating role of employee environmental awareness and the boundary condition of emotional exhaustion at work.	Conservation of Resources (COR)	Quantitative research method	1. ESTL exerts a positive influence on employee environmental awareness, which in turn enhances pro-environmental performance. 2. Positive indirect effect of ESTL on pro-environmental performance through environmental awareness is moderated by emotional exhaustion, being stronger when the emotional exhaustion level is low	The findings highlight the critical role of leadership in fostering environmental sustainability within organizations and the importance of considering employee psychological well-being in the process
Ria Andriany, Hardy, Asrul, Maslim, & Megawaty (2025)	Evaluation of the sustainability of organizational welfare and human resources for improving Long-term performance	Not Specified	1. To evaluate the sustainability of organizational welfare and human resources (HR) management in enhancing long-term corporate performance.	Job Characteristics Model (JCM)	Systematic Literature Review (SLR)	1. The findings suggest that sustainable HR policies positively impact employee productivity, innovation, and corporate reputation.	1. Organizations should prioritize strategic investment in HR, emphasizing continuous learning, workforce well-being, and ethical leadership.

Author(s) & Year	Title of Article	Country/ Region	Study Purpose / Research Question	Theory	Study Design / Methodology	Key Findings	Implications (Policy, Practice, Research)
			2. To explore how sustainable HRM strategies and employee welfare policies contribute to workforce stability, engagement, and corporate resilience while aligning with environmental, social, and governance (ESG) standards				2. To develop sustainable workforce policies that drive corporate growth, employee satisfaction, and competitive advantage.
Sahar E-Vahdati, Nor Azila Mohd Noor, Pei Yew mah, Francis Chuah, and Filzah Md Isa (2023)	Social and environmental sustainability, workers' well-being, and affective organizational commitment in the palm oil industry.	Malaysia	To examine the relationship between social and environmental sustainability and workers' well-being, as well as the mediation role of affective organizational commitment for that relationship through social exchange and stakeholder theories	Social Exchange and Stakeholder Theories	Quantitative research method	1. Social and environmental sustainability positively relates to workers' well-being. 2. Affective commitment positively mediates social and environmental sustainability relationships with workers' well-being.	1. The study highlights the importance of addressing the well-being of workers and the sustainability factors in palm oil plantations. 2. Managers and leaders need to always evaluate and enhance sustainability across their operations in a more comprehensive manner.
Shengjie Cao, Pengjie Xu, Sikandar Ali Qalati, and Ke Wu (2024)	Impact of employee environmental concerns on sustainable practices: Investigating organizational commitment and job satisfaction.	China	To explore the effect of ENVC on EOC, EJoS, and eco-friendly behavior, to examine the mediation of EOC and EJoS between ENVC and EEBH, and to examine the effect of EEBH on FEP.	Social Exchange Theory	Quantitative research method	1. The finding supports the significant effect of environmental concern (ENVC) on employee organizational commitment (EOC), employee job satisfaction (EJoS), and EEBH. 2. EJoS directly and indirectly EEBH. 3. EJoS stimulates environmental performance.	1. EEBH is a precondition of a good organizational productivity and how it contributes to enhancing the EJoS and the overall firm's health. 2. It challenges managers to create a work environment that is conducive to sustainability for improved customer relations and a strong reputation for the organization in society.
Simon Albrecht, Jack Dalton, and Vicki Kavadas (2024)	Employee pro-environmental proactive behavior: the influence of pro-environmental senior leader and organizational support, supervisor and co-worker support, and employee pro-environmental engagement.	Australia	1. The study tests a model analyzing the impact of pro-environmental senior leader support, pro-environmental organizational support, pro-environmental supervisor support, and pro-environmental co-worker support on pro-environmental engagement, and, in turn, on pro-environmental proactive behavior.	Social Support and Engagement Theory	Quantitative research method	All four sources of support significantly predicted pro-environmental engagement, and, as proposed, supervisor and co-worker support predicted pro-environmental proactive behavior	1. Senior leaders need to be seen to be actively promoting environmental sustainability and actively encouraging and supporting line managers and supervisors to promote environmentally sustainable work practices.

Author(s) & Year	Title of Article	Country/ Region	Study Purpose / Research Question	Theory	Study Design / Methodology	Key Findings	Implications (Policy, Practice, Research)
Rovina Sharon Soans and Sheker Naik (2024)	Workplace well-being as a catalyst for organizational growth: A gig economy perspective	India	1. To explore the crucial role of workplace well-being as a catalyst for organizational growth in the Gig economy. 2. To examine global best practices in India's government policies, including insights from the NITI. 3. To explore how organizations can leverage workplace well-being as a strategic tool to attract and retain talent in the gig economy.	None	Quantitative research method	1. Workplace well-being directly influences organizational. 2. Gog workers face higher job insecurity and mental health issues: 3. Lack of social security and benefits for gig workers. 4. Flexible work improves well-being but requires better structure	For leaders, emphasis should be on the need for policy reforms, corporate responsibility, and collaborative efforts between businesses and governments to create an inclusive and fair gig economy.
Anna Florek-Paszkowska & Carlos Arturo Hoyo-Vallejo (2023)	Going green to keep talent: Exploring the relationship between sustainable business practices and turnover intention	Not Specified	The study examines the relationship between sustainable business practices (SBPs) and turnover intention (TI) to investigate the impact of sustainability initiatives on employee retention and organizational commitment.	Triple Bottom Line (TBL)	Systematic Literature Review (SLR)	1. Factors such as pay, employment relationship, employee welfare, career growth, and workplace ethics affect employees' intention to leave their jobs. 2. Employees who feel supported by their department have a lower risk of burnout and higher levels of perceived internal marketability and career satisfaction. 3. Perceived organizational support toward the environment positively relates to job satisfaction. 4. Sustainable HRM practices and good internal communication improve employees' feelings about their organization.	1. The findings emphasize the importance of integrating SBP into organizational strategies to promote sustainability while enhancing workforce wellbeing and retention. 2. Organizations can align with sustainability goals and boost employee satisfaction by focusing on organizational commitment, open communication, and leadership grounded in ethical and sustainable principles.

Study Findings

This meta-analysis synthesized findings from “20 studies” included in the provided annotated bibliography, spanning publication years from 2012 to 2025. These studies draw from diverse contexts, including universities, nonprofits, banks, manufacturing, restaurants, palm oil plantations, gig economy platforms, and general corporate settings across countries like the Philippines, Russia, Italy, the United Kingdom (UK), Indonesia, India, Germany, Pakistan, Australia, China, Malaysia, and Poland. Methodologies vary, incorporating surveys (e.g., n = 4134 in Tortia et al., 2022; n = 500 in Gu, 2024), interviews, literature reviews, case studies, and a mixed methods approach. While quantitative meta-analytic techniques (e.g., effect size aggregation) are not feasible due to the absence of raw statistical data in the annotations, this qualitative synthesis identifies convergent themes, patterns, and gaps across the studies. Key variables examined include worker well-being (e.g., job satisfaction, mental health, morale), environmental sustainability (e.g., green behaviors, ESG practices, pro-environmental initiatives), and organizational performance (e.g., productivity, innovation, retention, service quality).

Key Synthesized Findings

The studies collectively demonstrate strong interconnections among worker well-being, environmental sustainability, and organizational performance, with a focus on mediating factors like leadership, HRM practices, and employee engagement. Below is a thematic summary:

1. Worker Well-Being and Performance Linkages:	2. Environmental Sustainability and Performance:	3. Interplay Between Well-Being and Sustainability:	4. Mediators and Moderators:	5. Gaps and Limitations:
A consistent pattern shows that enhanced well-being (e.g., through flexible work, wellness strategies, or autonomy) positively influences productivity, job satisfaction, and retention. Challenges like anxiety or emotional exhaustion can undermine these benefits.	Green practices (e.g., ESG integration, sustainable HRM) are linked to improved innovation, reputation, and efficiency, often via employee behaviors like pro-environmental actions or creativity	Well-being and sustainability reinforce each other, with green initiatives boosting morale and identification, while well-being enables greater engagement in sustainable behaviors.	Common mediators include organizational identification, commitment, leadership styles (e.g., transformational), and support structures (e.g., from coworkers or supervisors). Industry-specific variations emerge, such as in high-impact sectors like palm oil or manufacturing.	Few studies quantify long-term effects or compare industries rigorously. Cultural and sectoral differences (e.g., gig economy vs. nonprofits) suggest context dependency, with calls for more research on hybrid models and digital transformations.

Table 2 – Themes, Supporting Studies, and Key Outcomes

Theme	Supporting Studies (Examples)	Key Outcomes
Well-Being → Performance	Viernes & Pasco (2022), Pawar & Kunte (2022), Nazeer et al. (2025), Wood et al. (2012)	Increased productivity, satisfaction, and retention, mitigated by factors like high involvement management.
Sustainability → Performance	Shetty & Suraj (2024), Good et al. (2023), Iqbal et al. (2018), Cao et al. (2024)	Enhanced innovation, reputation, and efficiency through green behaviors and ESG practices.
Mutual Reinforcement	Gu (2024), Dibattista et al. (2025), E-Vahdati et al. (2023), Marini et al. (2023)	Sustainability enhances well-being (e.g., morale through identification); well-being, in turn, drives green engagement.
Industry Influences	E-Vahdati et al. (2023) [palm oil], Soans & Naik (2024) [gig economy], Iqbal et al. (2018) [banking]	Stronger effects in resource-intensive industries; weaker in precarious sectors, such as gig work.

Hypotheses Testing

Hypothesis 1: *Higher Worker Well-Being Leads to Improved Organizational Performance*

Supported. Across 15 studies, higher well-being consistently correlates with better performance metrics. For instance, Viernes & Pasco (2022) and Pawar & Kunte (2022) demonstrated a strong connection between well-being and enhanced individual productivity and job satisfaction in university and corporate settings. Tortia et al. (2022) and Wood et al. (2012) demonstrated that practices such as task autonomy and enriched job design mediate this relationship, thereby enhancing service quality and innovation in both nonprofit organizations and general workplaces. Nazeer et al. (2025) and Rean et al. (2024) highlighted the importance of wellness programs in enhancing morale, retention, and commitment in banking and broader organizational settings. Soans & Naik (2024) extended this to the gig economy, where well-being initiatives reduce insecurity and enhance growth. Mediating factors include spirituality, appreciation, and leadership, while counterexamples (e.g., high involvement management's negative effect on satisfaction in Wood et al., 2012) highlight potential trade-offs. Overall, the synthesis indicates a positive causal pathway, with well-being acting as a precursor to performance gains.

Hypothesis 2: *Stronger Environmental Sustainability Practices Enhance Organizational Performance*

Supported. Thirteen studies confirm that robust sustainability practices lead to performance improvements. Shetty & Suraj (2024) and Good et al. (2023) demonstrated that ESG and green HRM practices foster loyalty, innovation, and a positive reputation across various industries. Iqbal et al. (2018) identified specific behaviors (e.g., resource conservation) that link green actions to sustainability in the banking sector. Dibattista et al. (2025) and Marini et al. (2023) linked pro-environment norms and engagement to innovative behaviors and productivity in manufacturing. Cao et al. (2024) and E-Vahdati et al. (2023) highlighted reduced emissions and improved environmental performance in restaurants and the palm oil industry, mediated by commitment and well-being. Albrecht et al. (2024) underscored the support from leaders and coworkers that amplifies proactive behaviors. Florek Paszkowska & Hoyos-Vallejo (2022) noted that reduced turnover is achieved through sustainable practices. The pattern suggests indirect enhancements through employee behaviors, although challenges such as high implementation costs (R.A et al., 2025) may moderate these effects.

Hypothesis 3: *Worker Well-Being and Environmental Sustainability Are Mutually Reinforcing*

Supported. Eleven studies illustrate bidirectional reinforcement. Gu (2024) demonstrates that sustainability initiatives enhance morale through organizational identification in German firms. Marini et al. (2023) and Dibattista et al. (2025) found green engagement enhances well-being and vice versa, leading to innovative behaviors. E-Vahdati et al. (2023) and Cao et al. (2024) demonstrated that sustainability improves well-being and commitment in the palm oil and restaurant industries, which in turn supports eco-friendly practices. Ren et al. (2024) highlighted the role of leadership in this loop, although emotional exhaustion can disrupt it. Seabrook (2024) connects well-being to broader sustainability goals via maturity models. The synthesis reveals a virtuous cycle: well-being enables the adoption of sustainability (e.g., through higher engagement), while sustainability bolsters well-being (e.g., via shared values and reduced harm). This interplay is evident in diverse sectors, suggesting generalizability.

Hypothesis 4: *Industry Type Influences the Relationship Between Worker Well-Being, Environmental Sustainability, and Organizational Performance*

Partially supported, with evidence of variation but limited direct comparisons. Eight studies imply industry-specific effects. For example, E-Vahdati et al. (2023) showed strong sustainability–well-being links in palm oil (high environmental impact), boosting commitment. Iqbal et al. (2018) and Nazeer et al. (2025) found that wellness strategies enhance performance in banking (service-oriented). Tortia et al. (2022) highlight the benefits of autonomy in nonprofits (care services). Cao et al. (2024) note environmental concerns driving performance in restaurants (consumer-facing). Soans & Naik (2024) revealed weaker well-being effects in the gig economy due to insecurity. Florek Paszkowska & Hoyos-Vallejo (2022) suggested that cultural and industry differences impact turnover. Dibattista et al. (2025) focus on manufacturing, where green norms have a strong influence on behaviors. While patterns emerge (e.g., stronger ties in resource-intensive vs. precarious industries), the bibliography lacks systematic cross-industry analyses, indicating a research gap. Thus, industry type appears to be influential, but the evidence is suggestive rather than conclusive.

Practical Implications

Practical implications are outlined for gig economies, high-pressure sectors, and sustainability-focused enterprises, offering actionable pathways for stakeholders aiming to foster thriving, and future-ready workplaces. Organizations and managers can derive several actionable insights from the meta-analysis, which highlights the strong connections between worker well-being, environmental sustainability, and organizational performance. To capitalize on the evidence that higher worker well-being drives improved performance, companies should focus on developing comprehensive wellness strategies that address mental health, offer flexible working options, and promote physical fitness.

For instance, in educational or corporate environments, alleviating commute-related stress and combating isolation through virtual interactions can lead to greater productivity and employee retention. Additionally, redesigning roles to emphasize autonomy, teamwork, and recognition helps foster satisfaction and innovation, particularly in nonprofit or service-oriented sectors, while carefully managing workload to avoid burnout from overly intensive involvement practices. In more unstable fields, such as the gig economy, providing stability measures like income support and mental health resources can mitigate insecurities, ultimately contributing to overall organizational growth.

THE SUSTAINABILITY OF WORKERS' WELL-BEING, ENVIRONMENTAL, AND ORGANIZATIONAL PERFORMANCE

Building on the finding that stronger environmental sustainability practices enhance performance, human resources teams are encouraged to embed green strategies into their frameworks, including training on resource conservation and waste reduction to encourage proactive environmental behaviors. This approach can spark innovation and efficiency in industries such as manufacturing or banking, where incentives for sustainable actions—such as influencing colleagues or adopting eco-friendly workflows—yield measurable cost savings and reputational benefits.

Leaders play a pivotal role by exemplifying transformative behaviors that prioritize ecological initiatives, supported by tools like sustainability assessments to track progress. Furthermore, integrating environmental, social, and governance (ESG) principles into the company culture can reduce employee turnover by aligning personal values with organizational goals, especially in hybrid or international operations, through targeted workshops and communication efforts.

The mutual reinforcement between worker well-being and environmental sustainability suggests the value of integrated initiatives that create positive feedback loops. For example, programs that combine green team activities with well-being support can strengthen employees' sense of identification and morale, as observed in European firms. Meanwhile, monitoring for signs of emotional exhaustion ensures these efforts remain effective. Encouraging participation in sustainability education not only heightens job satisfaction and creativity but also aligns with broader goals in social enterprises, where linking personal fulfillment elements, such as

appreciation, to eco-objectives sustains engagement and performance over time. Long-term human resources strategies should weave wellness and sustainability into ESG and digital transformation plans, allocating resources to balance financial health with innovation, thereby enhancing resilience and adaptability.

Ultimately, recognizing that industry type influences these relationships, strategies must be tailored to specific contexts. In high-environmental-impact areas, such as palm oil production or hospitality, prioritizing green norms and training can amplify performance benefits. Conversely, in service-heavy fields like finance or nonprofits, emphasizing flexible well-being policies strengthens commitment.

Adaptations for cultural or sectoral differences, such as incorporating local regulations in emerging markets, are essential. Organizations should conduct tailored audits or pilot tests to address these gaps. Policymakers can support this by offering incentives for sustainable practices aligned with global standards, while companies track progress through integrated metrics, such as employee satisfaction, alongside environmental indicators.

Although implementation may involve initial costs, beginning with simple awareness campaigns and ensuring inclusivity can help smaller entities realize these triple-bottom-line advantages—boosting performance, employee health, and planetary sustainability—through ongoing leadership commitment and feedback mechanisms.

Conclusions

The “meta-analysis” of the 20 studies spanning diverse industries and global contexts revealed compelling evidence of the “interconnected dynamics” between worker well-being, environmental sustainability, and organizational performance. Higher levels of worker well-being, nurtured through elements such as flexible arrangements, mental health support, and job autonomy, consistently emerge as a catalyst for enhanced productivity, innovation, and employee retention, affirming the first hypothesis that such well-being directly improves organizational outcomes. Similarly, robust environmental sustainability practices—ranging from green human resource management and ESG integration to pro-environmental behaviors—demonstrate a clear pathway to improved efficiency, reputation, and resilience, supporting the second hypothesis and highlighting how eco-conscious strategies can yield competitive advantages.

The third hypothesis found strong validation in the mutual reinforcement observed, where sustainability initiatives bolster morale and organizational identification. At the same time, enhanced well-being empowers employees to engage more deeply in green practices, creating virtuous cycles that amplify long-term success. Although the fourth hypothesis receives partial backing, with industry-specific nuances evident—such as stronger linkages in resource-intensive sectors like manufacturing or palm oil compared to more precarious ones like the gig economy—the overall synthesis underscores a holistic framework where these factors converge to foster sustainable growth, albeit with calls for further research to address gaps in cross-sectoral comparisons and longitudinal impacts.

Recommendation

Considering these insights, organizations are encouraged to adopt integrated approaches that prioritize both human and environmental dimensions for enduring prosperity. Leaders and HR professionals should invest in tailored wellness strategy that align with sustainability goals, such as combining mental health resources with eco-training workshops to build employee commitment and innovation across all levels. Policymakers, meanwhile, can facilitate this by promoting incentives like grants for green HRM initiatives or regulations that embed well-being standards into corporate governance, particularly in high-impact industries, to align with global sustainability objectives. For businesses navigating varied contexts, conducting regular audits and pilot programs to customize strategies—focusing on leadership modeling, cultural alignment, and inclusive feedback—will help mitigate.

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