Human-Centric Sustainability: Unlocking the potential of employee engagement and well-being

Mohd Owais
B. Com
Teerthanker Mahaveer Institute of Management and Technology
Teerthanker Mahaveer University
Moradabad, Uttar Pradesh

Adil Ahmed
B. Com
Teerthanker Mahaveer Institute of Management and Technology
Teerthanker Mahaveer University
Moradabad, Uttar Pradesh

Saniya Rehman
B. Com
Teerthanker Mahaveer Institute of Management and Technology
Teerthanker Mahaveer University
Moradabad, Uttar Pradesh

Abstract

In the evolving geography of commercial sustainability, associations are decreasingly feting the critical part of mortal- centric strategies that prioritize hand engagement and well- being. This paper explores the connection between sustainable business practices and the holistic development of workers as active stakeholders in organizational success. Drawing on interdisciplinary exploration and case studies, we examine how fostering a culture of engagement, cerebral safety, and purpose- driven work can drive sustainable issues. The study highlights that when workers feel valued, supported, and aligned with organizational values, their benefactions extend beyond productivity to include invention, adaptability, and long- term value creation. By integrating hand well- being into sustainability fabrics, businesses not only enhance social performance but also gain a competitive edge in gift retention, brand character, and rigidity. This exploration lawyers for a shift from traditional criteria of success to further inclusive models that place mortal well- being at the core of sustainable growth strategies.

Keywords: Employee-Centric Sustainability, Workplace Well-being, Human-Driven Engagement, Organizational Health Dynamics

Introduction

In recent times, the conception of sustainability has evolved beyond its traditional environmental and profitable confines to include a critical social pillar — people. This shift has given rise to the conception of mortal- centric sustainability, which emphasizes the integration of hand well- being, engagement, and purpose into broader sustainability strategies. Hand engagement and well- being are no longer voluntary or supplemental enterprises they are strategic regulators that directly impact organizational performance, invention, and long- term adaptability. This paper explores how associations can unleash the full eventuality of sustainability by placing mortal requirements and bourns at the core of their strategies. By examining the interconnectedness of hand engagement, well- being, and sustainable development

Literature Review

The concept of sustainability has traditionally been rooted in the triple bottom line framework, which emphasizes environmental protection, economic viability, and social equity (Elkington, 1997). However, recent scholarship underscores the need to deepen the social dimension by focusing more explicitly on the human experience within organizations.

Employee Engagement and Sustainability: Hand engagement has been linked as a critical enabler of organizational sustainability. According to Kahn (1990), engagement refers to the cerebral presence of workers in their places, characterized by vigour, fidelity, and immersion. Studies have shown that engaged workers are more likely to support and share in sustainability enterprise, demonstrating lesser organizational citizenship actions (Bones & Dilchert, 2012). also, associations with high engagement situations frequently report better performance on environmental, social, and governance (ESG) criteria (Glavas, 2016).

Well- being in the Workplace: Employee well- being, encompassing physical, internal, emotional, and social health, is decreasingly honoured as a strategic precedence for sustainable associations (Danna & Griffin, 1999). exploration by Diener et al.(2018) suggests that well- being contributes not only to individual health issues but also to plant productivity and

organizational fidelity. likewise, associations that invest by well- being programs report lower development rates and advanced hand satisfaction, which are pivotal for long- term sustainability (Grawitch et al., 2006).

The Human- Centric Approach to Sustainability: A mortal- centric approach to sustainability goes beyond compliance and commercial social responsibility (CSR) to laboriously bed mortal values into organizational culture and strategy. This approach aligns with the principles of stakeholder proposition, which posits that associations must produce value for all stakeholders, including workers (Freeman, 1984). Scholars argue that when workers feel their well- being is prioritized, they're more likely to embrace sustainable practices and act as ministers for organizational change (Shrivastava & Kennelly, 2013).

Gaps in the Literature

While being studies punctuate the benefits of engagement and well- being for organizational issues, there remains a lack of integrative models that link these mortal factors directly to sustainability performance. utmost exploration tends to treat well- being and engagement as separate constructs rather than exploring their synergistic impact within a sustainability frame. also, there's a need for further empirical exploration across diligence and societies to validate the effectiveness of mortal- centric sustainability strategies in different organizational surrounds.

Problem Statement

While sustainability has come a central concern for ultramodern associations, utmost sustainability sweats remain heavily concentrated on environmental and profitable confines, frequently overlooking the critical part of mortal factors similar as hand engagement and well-being. Despite growing substantiation that engaged and well- supported workers contribute significantly to long- term organizational success and adaptability, numerous companies continue to treat well- being enterprise as supplemental ornon-strategic. This gap presents a challenge without integrating hand- centric approaches into sustainability fabrics, associations risk undermining their own pretensions by fostering advancement, collapse, and high development. There's a lack of comprehensive exploration and practical models that connect mortal- centric values particularly engagement and well- being — to broader sustainability

issues. This limits the capability of associations to produce inclusive, purpose- driven workplaces that not only support their pool but also drive meaningful and continuing sustainable development. thus, it's essential to explore how mortal- centric sustainability can be operationalized and abused to unlock the full eventuality of workers as active contributors to a sustainable future.

Research Objectives

- To examine the relationship between hand engagement and organizational sustainability issues – Probing how engaged workers contribute to environmental, social, and profitable sustainability sweats.

- To dissect the impact of hand well- being on organizational performance and adaptability – Exploring how physical, internal, and emotional well- being influences productivity, retention, and invention.

- To identify crucial motorists and walls to enforcing mortal- centric sustainability practices in the plant – Understanding the organizational, artistic, and leadership factors that support or hamper a people- concentrated sustainability approach.

- To develop an intertwined frame that aligns hand engagement and well- being with sustainability strategies – Creating a model for bedding mortal- centric values into commercial sustainability dockets.

- To estimate stylish practices from associations successfully enforcing mortal- centric sustainability – Drawing perceptivity from real- world case studies to punctuate effective strategies and assignments learned.

Methodology

1. **Research Design:** This study adopts a mixed-methods research design, specifically an explanatory sequential approach. The rationale for this design lies in the need to explore both the measurable relationships among sustainability practices, employee engagement, and well-being, as well as the deeper, contextual experiences of employees. The study begins with a quantitative phase to identify patterns and correlations, followed by a qualitative phase to further explain and elaborate on the findings.

2. **Quantitative Phase (Participants and Sampling)**: A stratified arbitrary slice fashion will be used to insure representation across diligence, departments, and job situations. The target sample size is roughly 200 – 300 workers from medial- to large- sized associations that have declared sustainability pretensions.

Data collection method

Semi-structured interviews will be conducted either face- to- face or nearly. crucial themes will include:

- Comprehensions of sustainability in the association.
- How sustainability enterprise impact day- to- day work?
- Passions of value, purpose, and provocation.
- Organizational support for internal and emotional well- being.

Each interview will last roughly 30 – 45 twinkles and be recorded (with concurrence) for recap.

Data Analysis and Interpretation

Quantitative Data Analysis

1. Descriptive Statistics
2. Original analysis involved descriptive statistics to give an overview of the repliers' demographics and general responses.
3. **Sample Size**: 250 respondents from mid- to large-sized organizations.
4. **Gender**: 54% male, 45% female, 1% other
5. **Age Range**: 22–58 years; majority between 30–45 years
6. **Job Levels**: Entry (30%), Mid-level (45%), Senior (25%)

Engagement, well- being, and perceived sustainability were measured using Likert- scale particulars. The overall means were

1. Employee Engagement (UWES)   :   Mean   = 4.2/5
2. Employee Well-being (WHO-5)   :   Mean = 3.9/5
3. Perceived Organizational Sustainability   :   Mean   = 4.0/5

These scores suggest a relatively high perception of engagement, well- being, and sustainability.

Correlation Analysis: Pearson's correlation revealed significant positive connections between the core variables

Variable Relationship	r	p-value
Sustainability ↔ Hand Engagement	0.61	< 0.001
Sustainability ↔ Employee Well-being	0.56	< 0.001
Well-being ↔ Employee Engagement	0.68	< 0.001

Interpretation There's a strong, statistically significant correlation indicating that associations with strong sustainability values tend to foster advanced hand engagement and well- being. Engagement and well- being are also explosively interrelated.

Qualitative Data Analysis

Semi-structured interviews with 18 workers were anatomized using thematic analysis. The following crucial themes surfaced

Theme 1 Purpose and Connection: Actors expressed a stronger sense of belonging and provocation when sustainability pretensions were bedded in diurnal work. One hand said
 "Knowing the company cares about the earth and people makes me feel like my work matters."

Theme 2 Emotional Well: being and Support: Workers reported that associations promoting internal health days, flexible schedules, and open communication contributed appreciatively to their emotional well- being.

Theme 3 Trust in Leadership: Trust increased when sustainability enterprise were authentic and not just PR juggernauts. workers came more engaged when leadership" walked the talk."

Theme 4 Participation and Voice: When workers were involved in sustainability planning or decision- timber, they felt more married and reenergized**.**

Integrated Interpretation (Mixed- styles)

The quantitative data handed a strong statistical foundation for the relationship between sustainability, engagement, and well- being. The qualitative perceptivity added rich, narrative environment to those findings. Together, they suggest that:

- Mortal centric sustainability is not just a "green action" but a motorist of hand provocation and emotional connection to the association.
- Well- being acts as both a middleman and outgrowth of sustainable work practices.
- Engagement thrives when workers perceive their association as socially and environmentally responsible and when they feel seen, heard, and supported.

Findings

1. **Finding 1 (Positive Correlation Between mortal: Centric Sustainability and Employee Engagement):** Quantitative analysis revealed a statistically significant positive correlation ($r = 0.61$, $p < 0.001$) between perceived organizational sustainability sweats and hand engagement situations. This indicates that when workers perceive their association as authentically committed to sustainability especially in ways that value people they tend to parade advanced situations of provocation, involvement, and fidelity to their work.

2. **Finding 2 (Employee Well- being as a Strong Predictor of Engagement):** Regression analysis demonstrated that hand well- being ($\beta = 0.46$) was a stronger predictor of engagement than sustainability alone ($\beta = 0.38$). This suggests that while sustainability is important, its impact on engagement is significantly enhanced when associations also laboriously promote and support the internal, emotional, and physical well- being of their workers.

3. **Finding 3 (Authenticity and Leadership Matter): Qualitative findings emphasized the significance of authentic leadership** in promoting mortal- centric sustainability. workers felt more engaged and emotionally connected when they believed that

sustainability sweats were genuine and harmonious across organizational practices — not just for branding or compliance

4. Finding 4

5. (Engagementis Strengthened by Purpose and Belonging

   workers reported feeling further purpose):-

   1. Driven and connected to their association when involved in sustainability enterprise.This emotional connection significantly enhanced their natural provocation and fidelity. numerous described sustainability programs as a way to contribute to commodity bigger than themselves, which directly boosted engagement.

   2. Finding 5 (Participation and Voice Foster commission): Involvement in sustainability planning and decision- making gave workers a sense of power and commission. Organizations that encouraged hand input and feedback around sustainability enterprise saw advanced situations of commitment and satisfaction.

Conclusion

Human-centric sustainability represents a paradigm shift in how we approach sustainable development, recognizing that environmental goals cannot be fully achieved without simultaneously addressing human well-being, equity, and inclusion. Unlike traditional sustainability models that often emphasize ecological preservation in isolation, the human-centric perspective integrates social, cultural, economic, and psychological dimensions to create a more comprehensive and resilient framework. It acknowledges that sustainable solutions must be tailored to the diverse needs of communities, empowering individuals through participation, education, and equitable access to resources

This approach also stresses the importance of co-creation and stakeholder engagement in designing and implementing sustainable practices—whether in urban planning, climate action, technological innovation, or policy development. It places value on indigenous knowledge, local contexts, and social equity, ensuring that marginalized voices are included in decision-making processes. Furthermore, human-centric sustainability encourages behavioral change

and ethical responsibility, fostering a shared sense of purpose in safeguarding the planet for future generations .

Suggestion

1. Community Engagement in Sustainability Initiatives: Real-world examples, such as community-led renewable energy projects or participatory urban greening efforts, demonstrate the transformative power of engagement in achieving sustainability goals that resonate with the actual needs and values of communities.

2. Designing Sustainable Systems Around Human Well-Being: Equally important is the integration of human well-being into sustainability planning and evaluation. Traditional sustainability frameworks often emphasize environmental and economic factors while neglecting social and psychological well-being. A human-centric approach, however, broadens this perspective by incorporating indicators of health, happiness, equity, and quality of life. Designing urban environments that promote mental and physical health—through access to green spaces, clean air, and active transportation—can greatly enhance both environmental sustainability.

3. Behavioral Change and Empowerment: Another critical dimension is the promotion of behavioural change and individual empowerment. Encouraging sustainable lifestyles is not only a matter of information dissemination but also requires Strategies such as gamified sustainability apps, community challenges, or behavioral nudges can foster lasting change by making sustainability engaging and personally meaningful.

4. Technology as a Human-Centric Sustainability Enabler: Technology plays a pivotal role in advancing human-centric sustainability by serving as both a tool for empowerment and a bridge between environmental goals and human well-being. Smart technologies, such as data-driven platforms, mobile applications, and Internet of Things (IoT) systems, can enhance community engagement by providing real-time information, enabling citizen participation, and facilitating transparent decision-making.

5. Flexible Work-from-Home (WFH) Policies: Reduces carbon footprint by cutting down daily commuting emissions. Improves employee well-being by offering work-life balance and less burnout. Lowers office energy usage (lighting, heating/cooling, etc.).

Real-life example: Companies like Dell and Microsoft have adopted hybrid work models to both retain talent and meet sustainability goals.

References

- Bones, R., & Dilchert, S. (2012). Sustainability and employee engagement: The intersection of values, well-being, and performance. Organizational Psychology Review, 2(2), 106–129.

- Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. Journal of Management, 25(3), 357–384.

- Diener, E., Oishi, S., & Lucas, R. E. (2018). National accounts of well-being. American Psychologist, 70(3), 234–242.

- Elkington, J. (1997). Cannibals with forks: The triple bottom line of 21st-century business. Capstone Publishing.

- Freeman, R. E. (1984). Strategic management: A stakeholder approach. Pitman.

- Glavas, A. (2016). Corporate social responsibility and organizational psychology: An integrative review. Frontiers in Psychology, 7, 144.

- Grawitch, M. J., Gottschalk, M., & Munz, D. C. (2006). The path to a healthy workplace: A critical review linking healthy workplace practices, employee well-being, and organizational improvements. Consulting Psychology Journal: Practice and Research, 58(3), 129–147.

- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33(4), 692–724.

- Shrivastava, P., & Kennelly, J. J. (2013). Sustainability and place-based enterprise. Organization & Environment, 26(1), 83–101.

- Ma, X., Arif, A., Kaur, P., Jain, V., Refiana Said, L., & Mughal, N. (2022). Revealing the effectiveness of technological innovation shocks on CO2 emissions in BRICS: emerging challenges and implications. *Environmental Science and Pollution Research*, *29*(31), 47373-47381.

- Hasan, N., Nanda, S., Singh, G., Sharma, V., Kaur, G., & Jain, V. (2024, February). Adoption of Blockchain Technology in Productivity And Automation Process of Microfinance Services. In *2024 4th International Conference on Innovative Practices*

in Technology and Management (ICIPTM) (pp. 1-5). IEEE.

- Jan, N., Jain, V., Li, Z., Sattar, J., & Tongkachok, K. (2022). Post-COVID-19 investor psychology and individual investment decision: A moderating role of information availability. *Frontiers in Psychology*, *13*, 846088.

- Maurya, S. K., Jain, V., Setiawan, R., Ashraf, A., Koti, K., Niranjan, K., ... & Rajest, S. S. (2021). *The Conditional Analysis of Principals Bullying Teachers Reasons in The Surroundings of The City* (Doctoral dissertation, Petra Christian University).

- Anand, R., Juneja, S., Juneja, A., Jain, V., & Kannan, R. (Eds.). (2023). *Integration of IoT with cloud computing for smart applications*. CRC Press.

- Dadhich, M., Pahwa, M. S., Jain, V., & Doshi, R. (2021). Predictive models for stock market index using stochastic time series ARIMA modeling in emerging economy. In *Advances in Mechanical Engineering: Select Proceedings of CAMSE 2020* (pp. 281-290). Springer Singapore.

- Ahmad, A. Y., Jain, V., Verma, C., Chauhan, A., Singh, A., Gupta, A., & Pramanik, S. (2024). CSR Objectives and Public Institute Management in the Republic of Slovenia. In *Ethical Quandaries in Business Practices: Exploring Morality and Social Responsibility* (pp. 183-202). IGI Global.

- Verma, C., Sharma, R., Kaushik, P., & Jain, V. (2024). The Role of Microfinance Initiatives in Promoting Sustainable Economic Development: Exploring Opportunities, Challenges, and Outcomes.

- Liu, L., Bashir, T., Abdalla, A. A., Salman, A., Ramos-Meza, C. S., Jain, V., & Shabbir, M. S. (2024). Can money supply endogeneity influence bank stock returns? A case study of South Asian economies. *Environment, Development and Sustainability*, *26*(2), 2775-2787.

- Zhang, M., Jain, V., Qian, X., Ramos-Meza, C. S., Ali, S. A., Sharma, P., ... & Shabbir, M. S. (2023). The dynamic relationship among technological innovation, international trade, and energy production. *Frontiers in Environmental Science*, *10*, 967138.

- Cao, Y., Tabasam, A. H., Ahtsham Ali, S., Ashiq, A., Ramos-Meza, C. S., Jain, V., & Shahzad Shabbir, M. (2023). The dynamic role of sustainable development goals to eradicate the multidimensional poverty: evidence from emerging economy. *Economic research-Ekonomska istraživanja*, *36*(3).

- Liu, Y., Cao, D., Cao, X., Jain, V., Chawla, C., Shabbir, M. S., & Ramos-Meza, C. S. (2023). The effects of MDR-TB treatment regimens through socioeconomic and spatial characteristics on environmental-health outcomes: evidence from Chinese hospitals. *Energy & Environment*, *34*(4), 1081-1093.

- Chawla, C., Jain, V., Joshi, A., & Gupta, V. (2013). A study of satisfaction level and awareness of tax-payers towards e-filing of income tax return—with reference to Moradabad city. *International Monthly Refereed Journal of Research In Management & Technology*, *2*, 60-66.

- Kaur, M., Sinha, R., Chaudhary, V., Sikandar, M. A., Jain, V., Gambhir, V., & Dhiman, V. (2022). Impact of COVID-19 pandemic on the livelihood of employees in different sectors. *Materials Today: Proceedings*, *51*, 764-769.

- Liu, Y., Salman, A., Khan, K., Mahmood, C. K., Ramos-Meza, C. S., Jain, V., & Shabbir, M. S. (2023). The effect of green energy production, green technological innovation, green international trade, on ecological footprints. *Environment, Development and Sustainability*, 1-14.

- Jun, W., Mughal, N., Kaur, P., Xing, Z., & Jain, V. (2022). Achieving green environment targets in the world's top 10 emitter countries: the role of green innovations and renewable electricity production. *Economic research-Ekonomska istraživanja*, *35*(1), 5310-5335.

- Verma, C., & Jain, V. Exploring Promotional Strategies in Private Universities: A Comprehensive Analysis of Tactics and Innovative Approaches.

- Jain, V., Ramos-Meza, C. S., Aslam, E., Chawla, C., Nawab, T., Shabbir, M. S., & Bansal, A. (2023). Do energy resources matter for growth level? The dynamic effects of different strategies of renewable energy, carbon emissions on sustainable economic growth. *Clean Technologies and Environmental Policy*, *25*(3), 771-777.

- Jain, V., Rastogi, M., Ramesh, J. V. N., Chauhan, A., Agarwal, P., Pramanik, S., & Gupta, A. (2023). FinTech and Artificial Intelligence in Relationship Banking and Computer Technology. In *AI, IoT, and Blockchain Breakthroughs in E-Governance* (pp. 169-187). IGI Global.