



# Workplace Sustainability and Employee Well-being: The Role of Green Practices in the Manufacturing Sector

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## ABSTRACT

This paper examines the impact of workplace sustainability on employee well-being within the manufacturing sector, with a particular focus on the role of green practices. As organizations increasingly adopt environmentally responsible strategies, understanding their influence on employees has become essential. The research explores how practices such as energy efficiency, waste reduction, and environmentally friendly workplace policies affect employees' psychological and physical well-being. Using a quantitative approach, data were collected from employees working in manufacturing firms. The findings indicate that green practices significantly enhance employee well-being by improving workplace conditions, reducing stress, and fostering a sense of organizational purpose. The study contributes to the literature by linking environmental sustainability with human-centered outcomes and provides practical recommendations for organizations seeking to achieve both ecological and social sustainability.

## الاستدامة في مكان العمل ورفاهية الموظفين: دور الممارسات الصديقة للبيئة في قطاع التصنيع

### الملخص

تناول هذا البحث أثر الاستدامة في مكان العمل على رفاهية الموظفين في قطاع التصنيع، مع التركيز بشكل خاص على دور الممارسات الصديقة للبيئة. ومع تزايد تبني المؤسسات لاستراتيجيات مسؤولة بيئيًا، أصبح فهم تأثيرها على الموظفين أمرًا بالغ الأهمية. يستكشف البحث كيف تؤثر ممارسات مثل كفاءة الطاقة، والحد من النفايات، وسياسات مكان العمل الصديقة للبيئة على الصحة النفسية والجسدية للموظفين. وباستخدام منهج كمي، جمعت البيانات من موظفين يعملون في شركات تصنيع. تشير النتائج إلى أن الممارسات الصديقة للبيئة تُحسن بشكل ملحوظ رفاهية الموظفين من خلال تحسين ظروف العمل، والحد من التوتر، وتعزيز الشعور بالهدف التنظيمي. تُسهّم هذه الدراسة في الأدبيات من خلال ربط الاستدامة البيئية

## الكلمات الداله:

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بالتائج التي تركز على الإنسان، وتقدم توصيات عملية للمؤسسات التي تسعى إلى تحقيق الاستدامة البيئية والاجتماعية على حد سواء.

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*JEL Classification: M14, I31, L60, Q50.*

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## **1. Introduction**

In recent years, sustainability has become a strategic priority for organizations worldwide, particularly in industries with significant environmental impact such as the manufacturing sector. Manufacturing activities are often associated with high levels of emissions, resource consumption, and environmental degradation, which has led organizations to adopt environmentally responsible practices aimed at reducing their ecological footprint while maintaining operational efficiency (Jackson et al., 2023). Over time, the concept of workplace sustainability has evolved beyond environmental concerns to include social and human dimensions, particularly employee well-being. Employee well-being is a multidimensional construct that encompasses physical, psychological, and emotional health, and it plays a critical role in enhancing job satisfaction, productivity, and long-term organizational performance (Hobfoll, 2022). Recent studies suggest that organizations implementing green practices (such as energy efficiency, waste reduction, and environmentally friendly policies) can create healthier and safer work environments, which positively influence employees' overall well-being (Dumont et al., 2017). Green practices in the workplace refer to a set of policies and initiatives designed to balance economic performance with environmental responsibility. These include reducing energy consumption, minimizing waste, and adopting clean technologies. Importantly, such practices also contribute to improving organizational health, which reflects an organization's ability to function effectively while maintaining a supportive and sustainable work environment (Kelloway & Day, 2015). As a result, workplace sustainability is increasingly viewed as a holistic approach that integrates environmental, organizational, and human outcomes.

Despite the growing interest in sustainability, much of the existing literature has primarily focused on environmental performance and financial outcomes, with relatively limited attention given to employee-centered outcomes such as well-being and organizational health; particularly within the manufacturing sector. This is a significant gap, as manufacturing environments often involve physically demanding tasks and exposure to occupational hazards that can negatively affect employee health and well-being. Therefore, the research problem lies in the limited understanding of how workplace sustainability practices, particularly green practices, influence employee well-being and organizational health in manufacturing settings. There is a need for empirical evidence that clarifies whether these practices generate meaningful benefits for employees in addition to environmental improvements. Motivated by this gap, the present study aims to investigate the role of workplace sustainability in enhancing employee well-being and organizational health within the manufacturing sector. By doing so, it seeks to contribute to the existing literature by bridging the gap between environmental sustainability and human resource outcomes, and to provide practical insights for organizations striving to achieve both ecological responsibility and employee well-being.

## **2. Literature Review (2020–2024)**

The literature highlights that workplace sustainability has evolved into a multidimensional concept that integrates environmental, social, and organizational aspects. In the manufacturing sector, sustainability practices are primarily driven by the need to reduce environmental impact through energy efficiency, waste reduction, and cleaner production technologies. AlKetbi (2024)