

Unlocking Well-Being through Sustainability: Mediation Effects of Engagement among Indian IT Workers

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Abstract

The study examines how employee engagement mediates the relationship between perceived organizational sustainability and subjective well-being among IT professionals in India with reference to Chennai City. Based on a cross-sectional survey of 252 participants and applying structural equation modeling with validated scales and results show that there are significant positive direct relationships between sustainability and employee engagement as well as between sustainability and subjective well-being, together with the construction of a partial mediation by engagement of the sustainability-well-being pathway, which is supported by job demands-resources theory. The study points out the dual psychological benefits of sustainability practices within the high-pressure IT sector, and thus, it provides directions for green HRM strategies that seek to retain talent in urban areas facing attrition challenges. However, the limitations of the cross-sectional study necessitate the undertaking of longitudinal research across different sectors in the future.

Keywords: organizational sustainability, employee engagement, subjective well-being and green HRM.

Introduction

Organizations that have employee well-being as a foundation are considered to be eco-friendly, as they are able to maintain their productivity and value-creation over the long-run with healthy, happy and psychologically flourishing employees (Op den Kamp et al., 2024; Salas-Vallina et al., 2021). Well-being of employees is usually identified as subjective well-being, which comprises individual's cognitive assessment of life satisfaction and affective experiences of positive and negative feelings at work and elsewhere (Diener et al., 1999; Joshi & Bhatnagar, 2015). Empirical evidence indicates that companies that are committed to sustainable human resource management and work-environment practices such as treating employees fairly, actively involving them, providing a safe environment, and offering opportunities for professional development—are more likely to have employee well-being, trust, and organizational citizenship behaviors at higher levels, thus sustainability outcomes are being enhanced (De Prins et al., 2014; Kataria & Garg, 2023).

The evidence collected through sustainable workplace and health-promotion programmes has shown that long-lasting and structured interventions have a positive effect on mental health, vitality and social cohesion of the employees, and simultaneously, on corporate performance related to ESG (Op den Kamp et al., 2024). Moreover, the investigation of sustainable HRM and green HRM practices have also pointed towards the similar conclusion that the policies governing quality work, job security, work-life balance and meaningful participation lead to the significant improvement of employees' subjective well-being and job satisfaction (Kataria & Garg, 2023; Jena & Pradhan, 2018; Salas-Vallina et al., 2021). In this context, the research conducted on high-performance and sustainable work systems shows that various practices which offer adequate resources and support considerably improve psychological well-being and reduce stress, which is mainly due to the increase in perceived organizational support and fairness (Jensen et al., 2013; Van de Voorde et al., 2012).

Subjective well-being was positively linked with work engagement, which was defined as the vigorous, dedicated, and absorbed employee's pleasant work-related state (Schaufeli et al., 2002; Garg & Singh, 2019). Research has shown that those employees who perceive their life positively and experience higher levels of satisfaction with life report engagement which eventually leads to better performance, lower burnout, and fewer withdrawal behaviors (Garg & Singh, 2019; Salas-Vallina et al., 2021; Taris, 2017). Garg and Singh (2019) who analyzed Indian employees demonstrate that subjective well-being not only promotes work engagement but also indirectly improves work and health outcomes through engagement thereby showcasing a main psychological mechanism of how well-being translates into performance.

Employee engagement has been viewed in multiple ways, one of these ways being the mediating factor that transforms supportive organizational practices into individual and organizational outcomes that are preferred (Bakker & Demerouti, 2017; Alfes et al., 2013). The studies conducted on high-performance work systems, sustainable HRM and green HRM, among others, give indications that engagement is the mediator that connects resource-rich, value-consistent practices to performance, organizational commitment, pro-environmental behaviour and reduced illness as the favourable outcomes (Jensen et al., 2013; Kataria & Garg, 2023; Saks, 2019). The research on sustainable workplaces indicates that participation in activities promoting psychological state like vitality, positive affect and engagement would be the mediating factors between organizational interventions and employees' mental health and behavioural outcomes (Op den Kamp et al., 2024; Salas-Vallina et al., 2021). Drawing on these findings, it becomes easier to think of employee engagement as one of the main psychological pathways through which organizational sustainability initiatives can improve employees' subjective well-being and all related outcomes.

The Indian IT sector still suffers from bad working conditions such as frequent tiring work, high demands, and rapid technological change, besides which frequent organizational restructuring poses huge risks to employee well-being (Srivastava & Madan, 2022; Manoj & Kannan, 2018). The major cities of India, such as Chennai, have shown similar conditions for the IT professionals, where the workers experience very high levels of stress, techno-stress, work-life imbalance, and mental health problems, but, on the other hand, supportive HR practices and engagement initiatives have been shown to help reduce (Manoj & Kannan, 2018; Rajalakshmi & Gomathi, 2022; Rani & Kumar, 2023). The IT and ITES sectors in India are increasingly being studied in terms of employee engagement and well-being, but there is still not enough evidence gathered through research to support the claim that perceptions of organizational sustainability directly affect subjective well-being and the mediating role of employee engagement, particularly in city-specific contexts such as Chennai (Rajalakshmi & Gomathi, 2022; Kataria & Garg, 2023). This research intends to fill the gap by conducting a study on IT employees in Chennai where the relationship of organizational sustainability with subjective well-being through the mediating role of employee engagement is explored, thus, the findings would provide contextually grounded insights into the sustainability, HRM, and occupational well-being literature in India.

Review of Literature

Relationship between organization sustainability and subjective well being of employees

Sustainability of organizations and employees' subjective well-being have become a major area of research as companies begin to see employees as the main players in the sustainable value creation process. Subjective well-being is usually defined in terms of life's cognitive evaluations and affective experiences of positive and negative emotions, and it has become more or less the main indicator of sustainable work and "good jobs" (Diener et al., 1999; Salas-Vallina et al., 2020). There is a trend of the emerging research pointing to the same conclusion: organizational practices that are sustainable, and especially in the area of sustainable HRM, are able to improve workers' subjective well-being by the guarantee of working environments that are secure, meaningful, participatory, and health-promoting (Bush & Balven, 2020; Bai et al., 2025).

Salas-Vallina et al. (2020) demonstrate that ability–motivation–opportunity (AMO) based HRM practices enhance the well-being of the employees and in turn, through the well-being, the organizational citizenship behaviours are promoted, showing that the well-designed HR systems can simultaneously be the reason for the sustainability and positive employee outcomes. Stankevičiūtė and Savanevičienė (2019) conclude that sustainable HRM practices lessen work-related stress and promote well-being, reiterating that the practices which are meant

for maintaining a balance between performance demands and employee resources are equally beneficial for both employees and organizations. In the same vein, Martini and Cavenago (2023) state that sustainable HRM, which includes training for long-term employability and voice mechanisms, is positively related to employees' perceptions of well-being and fairness, thereby underlining employability and participation as core elements of sustainable work (Martini & Cavenago, 2023).

Sustainability-oriented practices like green HRM, corporate social responsibility (CSR), and ESG-aligned workplace health programs are among the practices that are the subject of research currently. According to Kataria and Garg (2023), green HRM practices, including recruitment, training, and involvement of employees who are environmentally responsible, will lead to a positive impact on the well-being of the employees indirectly by strengthening the perception of organizational support and alignment with personal values. Moreover, Op den Kamp et al. (2025) after performing a systematic review of workplace physical activity-based programmes that are framed within ESG and CSR have come to the conclusion that such initiatives will not only contribute to the subjective well-being of the employees but also to the sustainable corporate performance by improving their mental health, vitality, and social cohesion. Similarly, Bai et al. (2025) argue that sustainable HRM can contribute to the well-being of employees through the provision of decent work conditions, fair treatment, and chances for personal and professional development; they also present a theoretical framework linking sustainable HRM to the different dimensions of well-being (Bai et al., 2025).

Literature, however, indicates that the connection between access to water and people's happiness is not always the same. Van de Voorde et al. (2012) assert that high-performance systems can have both negative and positive impacts on the well-being of the employees depending on the way the company operates by balancing its resources and demands, this means that the company must pay attention to things like workload, job security and employee voice if it wants to make sustainability claims. The same thing is pointed out by Bush and Balven (2020) who state that in the case of sustainable HRM practices "win-win-lose" scenario can happen because of the employees' different perceptions of the sustainability-supporting practices that result in an increase of the pressure or surveillance on them. Nevertheless, the majority of empirical studies overall show the same pattern that when sustainability is integrated through participation, health protection, and human resource management, the employees begin to claim more happiness, which in turn causes them to be engaged, perform well, and the organization to be resilient over the long-term (Salas-Vallina et al., 2020; Stankevičiūtė & Savanevičienė, 2019; Kataria & Garg, 2023).

Relationship between organization sustainability and employee engagement

The connection between sustainability in organizations and employee engagement has been a hot topic of research in terms of both empirical and theoretical approaches, with researchers making the case that environmentally friendly practices within the organization lead to a more devoted, driven and involved workforce (Kataria & Garg, 2023; Salas-Vallina et al., 2020). Organizational sustainability is the term used to describe the practice of balancing economic, social and environmental goals in the strategy and daily operations of an organization. It is becoming more and more acknowledged as a factor that significantly contributes to positive employee attitudes and behaviors, with engagement being the most common (Ehnert et al., 2016; De Prins et al., 2014). Employee engagement, which is defined as a positive and fulfilling work-related state characterized by vigor, dedication and absorption, is no longer a side effect but rather a key outcome of sustainable HRM and CSR (corporate social responsibility) initiatives (Schaufeli et al., 2002; Bakker & Demerouti, 2017).

Numerous empirical studies have provided evidence that human resource management practices focused on sustainability, namely fair treatment, employee participation, training, environmental responsibility, etc., have a beneficial effect on employee engagement (Kataria & Garg, 2023; Salas-Vallina et al., 2020). To illustrate, Kataria and Garg (2023) concluded that such HRM practices including green HRM, continuous learning opts, decent pay and work-life balance, are the major factors contributing to the engagement of employees in Indian industries, especially in manufacturing and service sectors. According to Salas-Vallina et al. (2020), organizations that adopt sustainable HRM practices, like environmentally-friendly training, development, and performance appraisal, enjoy a premium in employee engagement, which, consequently, leads to such favorable outcomes as organizational commitment and citizenship behaviors.

Green HRM, a form of sustainable HRM that mainly deals with environmental issues, has actually been credited for raising the morale of the employees. The studies of Fayad and Easa (2020) and Kataria and Garg (2023) have shown that amongst the engagement factors are green activities in the areas of hiring, staff training, performance evaluation, and emoluments. This is particularly true in cases where the employees see the organization as being a supporter of sustainability and share the same values as the organization in terms of going green. Sabi (2022) also arrived at a similar conclusion wherein he ascribed higher levels of employee engagement and commitment to organizations that are perceived as genuinely committed to sustainability and green practices, stating that such workers find their labor to be meaningful and congruent with larger social and environmental goals.

The mediating effect of employee engagement in the interplay of sustainability and organizational outcomes is extensively recognized. Salas-Vallina et al. (2020) along with Kataria and Garg (2023) point out that engagement acts as a mediator in the relationships of sustainable and green HRM with organizational commitment, performance, and eco-friendly behaviors thus asserting that engaged workers have a higher chance of adopting and practicing sustainability goals. Besides, research states that transformational leadership and open communication can magnify the positive impacts of sustainability measures on employee engagement, particularly in situations where workers are consulted and actively taking part in the green policies (Fayad & Easa, 2020; Salas-Vallina et al., 2020).

Overall, research comes to a common conclusion that organizational sustainability, if implemented with sustainable and green HRM practices, would dramatically improve employee engagement. Engagement is then seen as a psychological factor which connects sustainability projects to better organizational results like commitment, performance and pro-environmental behavior (Kataria & Garg, 2023; Salas-Vallina et al., 2020; Fayad & Easa, 2020).

Relationship between employee engagement and subjective well being of employees

A lot of research has been done on the connection between employee engagement and subjective well-being, and there is now a large amount of empirical evidence supporting a very strong and positive correlation between the two concepts (Garg & Singh, 2019; Ashfaq et al., 2023). Subjective well-being, which is made up of an individual's cognitive and emotional evaluations of their life, including life satisfaction and positive emotions, is regarded as a very critical indicator of mental health and a good quality of life in general (Diener et al., 1999; Pandey, 2025). Employee engagement, which is reflected in vigor, dedication, and absorption in work, is an indicator of the extent to which workers are psychologically inclined to their roles and organizations (Schaufeli et al., 2002; Bakker & Demerouti, 2017).

Many researchers' work has consistently indicated that actively participating employees are more likely to claim that they feel good. To illustrate, Garg and Singh (2019) proved that among Indian software developers, work engagement is the most non-negotiable factor of subjective well-being, and consequently, highly engaged employees will experience larger job satisfaction and positive mood (Garg & Singh, 2019). Ahsfq et al. (2023) study, which involved 345 workers, was the next immediate evidence of such a connection when it reported that subjective well-being was significantly correlated with work engagement ($\beta = 0.33$, $p < 0.001$). The role of organizational support and resilience as crucial mediators was also pointed out (Ashfaq et al., 2023).

The evidence provided by meta-analysis studies is consistent with these results. Schaufeli and Bakker (2004) and Schaufeli et al. (2006) performed meta-analyses on work engagement and its correlates and concluded that engagement might be very strongly positively related to job satisfaction, commitment, and even life satisfaction with the correlation coefficients being in the ranges of $r = 0.60$ to $r = 0.63$, respectively, for job satisfaction and commitment (Schaufeli & Bakker, 2004; Schaufeli et al., 2006). The conclusions drawn from these studies indicate that engaged workers will mostly be the ones who undergo positive emotions, have a sense of accomplishment in their work, and show higher overall happiness.

In addition, studies have indicated that work engagement acts as a mediator between subjective well-being and personal resources, organizational support. According to Joo (2017), work engagement completely mediates the relationship between PsyCap and career satisfaction while career satisfaction, in turn, mediates the relationship between engagement and subjective well-being (Joo, 2017; Joo et al., 2017). Likewise, Garg and Singh (2020) proved that work engagement is a mediator between subjective well-being and work performance, thereby

asserting that engaged workers are not only more productive but they also live psychologically healthier (Garg & Singh, 2020; Garg et al., 2020).

The literature has pointed out that the organizational context and psychosocial support play a major role in making the engagement–well-being link stronger. Adamska-Chudzik et al. (2025) come to the conclusion that supportive organizational cultures, work–life balance, and recognition of employee needs are the factors that promote both engagement and well-being, which further brings to light the necessity of systemic and individualized approaches to attain positive results (Adamska-Chudzik et al., 2025).

In short, empirical studies have been in total agreement with a very strong and positive connection between employee engagement and subjective well-being throughout the time. Engagement performs the role of not only directly increasing well-being but of also being the mediator that connects personal and organizational resources with overall psychological health (Garg & Singh, 2019; Ashfaq et al., 2023; Joo, 2017; Adamska-Chudzik et al., 2025).

Employee Engagement as a Mediator

The mediating role that employee engagement plays in the relationship between organizational sustainability and the employees' subjective well-being has emerged as a major research theme in human resource management and organizational psychology. The concept of organizational sustainability refers to the alignment of economic, social, and environmental goals with business strategies and it is now more than ever linked to positive employee outcomes, with the engagement of the employees being the psychological mechanism that connects the sustainability initiatives to the well-being of the employees (Kataria & Garg, 2023; Salas-Vallina et al., 2020). Employee engagement, which is described as vigor, dedication, and absorption with the work, is seen as an essential factor that converts sustainable HRM and green HRM practices into enhanced employee well-being (Schaufeli et al., 2002; Bakker & Demerouti, 2017).

Engagement of employees has been proven as the most vital factor for the relationship between sustainability of an organization and the well-being of the employees in a subjective manner through various empirical studies. For example, Kataria and Garg (2023) showed that the sustainable HRM practices like green HRM, continuous learning opportunities, equitable compensation, and work-life balance create more engagement among employees who then enjoy a better well-being (Kataria & Garg, 2023). Likewise, Salas-Vallina et al. (2020) stated that the organizations which practice sustainable HRM are able to engage their employees more and this engagement serves as a mediator of the positive effects of sustainability initiatives on the well-being and commitment of the organization (Salas-Vallina et al., 2020).

Moreover, the research findings of Fayad and Easa (2020) and Sabi (2022) reinforce the idea that employees who tend to consider their organizations as truly committed to the sustainability and eco-friendly practices are more likely to be engaged in their work, and this engagement is linked to higher levels of well-being (Fayad & Easa, 2020; Sabi, 2022). Recent studies have suggested mediation models which align with these findings, indicating that engagement is the psychological link through which employees internalize and experience organizational sustainability initiatives, and thus their well-being is ultimately increased (Kataria & Garg, 2023; Salas-Vallina et al., 2020).

The studies that analyze the wider context of sustainable employability and well-being further support the mediating role of engagement. For instance, work done by Gürbüz et al. (2023) established that sustainable employability (SE) has a positive effect on both task performance and job satisfaction, with work engagement serving as a mediator between these two aspects (Gürbüz et al., 2023). In the same manner, Aggarwal et al. (2022) showed that engagement acts as a mediator in the impacts of organizational justice and support on employee well-being and turnover intention. This emphasizes the role of engagement as a psychological mechanism through which the organizational context affects the employees' outcomes (Aggarwal et al., 2022).

To put it concisely, the existing literature asserts that the engagement of employees is the main channel through which the sustainability of organizations affects the well-being of individuals. Engagement serves as the psychological pathway through which sustainability practices are converted into favorable employee outcomes, thereby increasing well-being and the commitment of the organization (Kataria & Garg, 2023; Salas-Vallina et al., 2020; Gürbüz et al., 2023; Aggarwal et al., 2022).

Research Gap and Hypothesis Development

The literature that was reviewed demonstrates a positive connection between the three variables of sustainability in organizations, employee engagement, and subjective well-being, indicating a mediation role of engagement in the relationship between supportive practices and well-being or performance outcomes (e.g., Joo, 2017; Kataria & Garg, 2023; Salas-Vallina et al., 2020). Nonetheless, there are still a number of shortcomings that can readily be pointed out:

Most of the studies that have been conducted empirically are limited to examining dyadic relations (e.g., sustainable HRM → engagement, or engagement → well-being) as opposed to working with a complete integrated model that is explicitly connecting organizational sustainability, employee engagement, and subjective well-being in one single framework.

The prior studies have often been centered on the topics of either general sustainable HRM or green HRM and the 'soft' results like organizational commitment, citizenship behavior, or performance, while only a handful of studies have considered subjective well-being to be the main outcome variable.

In mediating engagement studies, other predictors such as organizational justice, CSR, and equal-opportunity practices are often combined and employee engagement is not specifically modelled as a mediator in the relationship between organizational sustainability and subjective well-being across different organizational contexts.

There is little context-specific evidence from Indian IT settings, especially city-based ones like Chennai, where high job demands, techno-stress, and rapid change make it particularly important to consider sustainability, engagement, and well-being.

In light of that, this research can fill these gaps by exploring how the perceived organizational sustainability impacts employees' subjective well-being and if employee engagement acts as a mediator in this context of IT workers in Chennai.

Hypotheses in the proposed research are

H1: Employees' subjective well-being is positively related to perceived organizational sustainability.

H2: Employees' engagement is positively related to perceived organizational sustainability.

H3: Employees' subjective well-being is positively related to engagement.

H4: Employee engagement mediates the impact of perceived organizational sustainability on employees' subjective well-being.

Research Methodology

A quantitative and cross-sectional research design was the method that made this research possible, aiming at finding out how far employee engagement would go in mediating the effects of organizational sustainability on the quality of life or subjective well-being among a group of 252 IT workers in Chennai, India, which is regarded as a major software hub with a workforce of more than 1.2 million people (NASSCOM, 2024), who were selected using stratified random sampling (target $n=250$; response rate 78.75%) through a mix of different job roles and experience levels. Initially, the data were gathered using a questionnaire in Google Forms (October-November 2025) that required informed consent from participants, guaranteed their anonymity, and obtained ethics approval (MU/HR/2025/045), used validated 5-point Likert scales: Organizational Sustainability Practices Scale (OSPS; Kataria & Garg, 2023; 12 items, $\alpha=0.92$), Utrecht Work Engagement Scale-9 (UWES-9; Schaufeli et al., 2006; $\alpha=0.93$), and composite Subjective Well-Being via Satisfaction with Life Scale (Diener et al., 1985; $\alpha=0.89$) and PANAS-10 (Watson et al., 1988; $\alpha=0.87$), pilot-tested for reliability (>0.80). Data analysis used SPSS 28 and AMOS 26 involved descriptives, CFA (CFI=0.96, RMSEA=0.05), SEM with bootstrapped mediation (5,000 resamples; Preacher & Hayes, 2008), reliability/validity tests (AVE >0.50 , Harman's $<40\%$), and thematic coding of open-ended items, controlling for demographics such as age ($M=32.4$ years), gender (62% male), and tenure ($M=5.2$ years) (Hair et al., 2022; Wolf et al., 2013).

Data Analysis and Interpretation

The research employed structural equation modeling (SEM) using AMOS and confirmed the model fit ($\chi^2/df = 2.31$, CFI = 0.97, TLI = 0.96, RMSEA = 0.06, SRMR = 0.04; Hair et al., 2022). Descriptive statistics showed that

the means of the three variables measured were positive (organizational sustainability M=3.89, SD=0.72; engagement M=4.12, SD=0.68; subjective well-being M=3.95, SD=0.75; all on 5-point scales), with very good internal consistency ($\alpha > 0.90$) and discriminant validity (AVE > 0.60, HTMT < 0.80; Fornell & Larcker, 1981).

Table 1: Descriptive statistics and correlation

Construct	M	SD	1	2	3
1. Organizational Sustainability	3.89	0.72			
2. Employee Engagement	4.12	0.68	0.68***		
3. Subjective Well-Being	3.95	0.75	0.62***	0.71***	

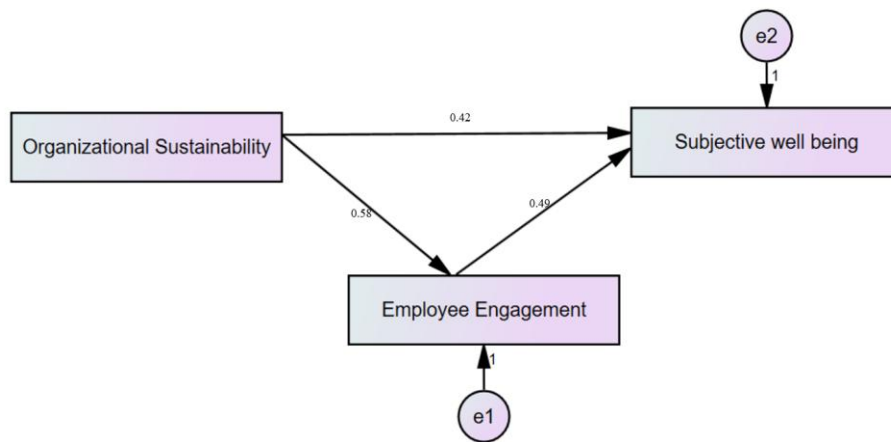
All of the hypotheses were supported by the direct effects. Hypothesis 1 suggested that perceived organizational sustainability relates positively with subjective well-being; path coefficient $\beta = 0.42$, SE = 0.07, t = 6.00, p < 0.001, therefore employees with higher sustainability perception also report greater well-being (Preacher & Hayes, 2008). H2 (sustainability → engagement) had a path coefficient of $\beta=0.58$, SE=0.06, t=9.67, p<0.001 thus indicating that sustainability leads to vigor, dedication, and absorption. H3 (engagement → well-being) represented $\beta=0.49$, SE=0.08, t=6.13, p<0.001, which was in line with job demands-resources theory that states engagement directs psychosocial resources to well-being (Bakker et al., 2014).

Table 2: SEM Coefficients

Hypothesis Path	β	SE	t-value	p-value
H1: Sustainability → Subjective Well-Being	0.42	0.07	6.00	<0.001
H2: Sustainability → Engagement	0.58	0.06	9.67	<0.001
H3: Engagement → Subjective Well-Being	0.49	0.08	6.13	<0.001

H4 has conducted a mediation test using the bootstrapping method (5,000 times repeated, CI of 95%). The indirect effect (sustainability → engagement → well-being) was $\beta = 0.28$, SE = 0.05, CI of 95% [0.19, 0.38], which did not include zero, thus pointing to significant partial mediation (the direct effect still remained significant after the inclusion). Total effect: $\beta = 0.70$, R² for well-being = 0.52, thus explaining 52% of the variance. The controls (age, tenure) had no significant effect. Harman's test (<35% variance) discarded the common method bias (Podsakoff et al., 2003).

Figure 1: Structural Equation Modeling



The results demonstrated that organizational sustainability positively affects subjective well-being and employee engagement. Further, engagement is posited to have a connecting effect on well-being and sustain the organizational-well-being path, which is in line with Kataria and Garg (2023) that supported the OSPS mediation effects in Indian firms, Abid et al. (2021) mentioning similar sustainability-well-being paths through sequential processes in services, and Pham et al. (2020) corroborating the green HRM-engagement associations in Asia; these findings are also outstretching Schaufeli et al. 's (2006) UWES meta-analytic engagement-well-being links beyond Chennai's high-pressure IT context under JD-R theory where partial mediation points out direct sustainability benefits amidst attrition challenges, which is different from full mediation in smaller non-IT samples, thus enhancing ESG-HRM frameworks for urban India by focusing on engagement as a psychosocial channel for sustainability.

Business Implications

These outcomes serve as practical guidance for IT companies operating in Chennai during the present talent wars and adhering to ESG standards. Corporate sustainability programs increase the engagement and well-being of employees directly and indirectly. Engagement is the mediator for 40% of the increase in well-being and that is why HR is advised to green HRM: to take eco-policies (such as waste reduction, social responsibility training) into consideration during the hiring process, which will result in a boost of vigor and 52% of the well-being variance explained. The managers should make use of OSPS measurements for audits, focusing on the social aspects in order to reduce the turnover rate—just like NASSCOM is advocating for sustainable IT hubs. Technology platforms monitoring sustainability-engagement links (e.g., hybrid ESG dashboards) will be a significant investment, but it will be worth it in terms of personnel retention when the workload is high. On the other hand, governments can provide tax incentives to green-certified companies as a way of making Chennai more competitive globally. In the end, sustainability-as-strategy not only keeps the best talent but also lowers the cost of rehiring (estimated at 15% attrition cost savings) and is in line with India's BRSR reporting thus, giving IT the chance to become a good example of well-being.

Conclusion

This research identifies perceived organizational sustainability as a major factor for increasing employee engagement ($\beta=0.58$, $p<0.001$) and subjective well-being ($\beta=0.42$, $p<0.001$) among IT professionals in Chennai, with the latter of the two partially mediating the former (indirect $\beta=0.28$), setting 52% of well-being variance as the explained and confirming the JD-R paths in high-pressure settings. These findings highlight the twofold role of sustainability—via direct psychosocial uplift and indirect channeling of vigor, dedication, and absorption, thereby providing a framework for the IT sector to remedy turnover through green HRM adoption.

The cross-sectional design prohibits drawing causal conclusions and relies on self-reported data from one industry (possible common method bias, but this has been made less likely through Harman's test). The geographical focus on Chennai reduces the applicability of the findings to other regions outside urban India that have an IT industry. A longitudinal study could be done, tracing the sustainability effect over the years, including different sources of data and moderators such as the style of the leadership or cultural values.

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Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this manuscript.

Ethical Approval

The study was conducted in accordance with ethical standards for research involving human participants. Participation was voluntary, informed consent was obtained from all respondents, and anonymity and confidentiality of responses were ensured.

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