

**Investigating the Interplay between Sustainable Supply Chain Management and Work -
Life Balance: A Study of Banks in Pakistan**

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ABSTRACT

Sustainable Supply Chain Management (SSCM) has become one of the critical strategies in an organization whereby environmental, social, and operational responsibility have been incorporated in the supply chain processes. Although the importance of SSCM to enhance the efficiency and sustainability performance of an organization is not new, the role it has on the welfare of workers especially work-life balance continues to present an area of concern in research. This paper focuses on sustainable supply chain management and work-life balance in relation to bank employees in Pakistan. The quantitative research design was taken and data was gathered on 300 employees working in different commercial banks using a structured questionnaire. The relationship between the variables was studied using statistical methods such as descriptive analysis, correlation analysis and regression analysis. The results indicated that sustainable supply chain management positively influenced greatly the work-life balance of employees. The findings showed that good sustainable supply chain practices enhance the efficiency of operations, ease unnecessary workloads strains, as well as provide organized and supportive working conditions. The correlation analysis revealed the presence of a strong positive correlation between sustainable supply chain management and work-life balance whereas the regression analysis indicated that sustainable supply chain management is an important predictor of employee work-life balance. These results indicate that sustainability conscious organizational behaviors do not only emerge in the operational performance but also in the wellbeing of the employees. The paper finds that sustainable supply chain management is a critical component of enhancing employee work-life balance through enhancing the work processes in an organization and minimizing the work stress. The results are useful to the bank management and policymakers to incorporate sustainability in the organization strategies to improve the welfare of the employees and organizational performance. The strategic approach of developing efficient, responsible and people-oriented organizations, sustainable supply chain management may be used.

Keywords: Sustainable Supply Chain Management, Work-Life Balance, Banking Sector, Employee Well-Being, Organizational Sustainability, Employee Performance, Pakistan

INTRODUCTION

In the recent past sustainability has become a core strategic consideration to organizations worldwide, not only based on the environmental and operational practices but on human resource management and employee welfare, as well (Faeni et al.,2025). Supply chain management traditionally did not pay much attention to quality, cost minimization, and product and service delivery on time. Nevertheless, current institutions, especially in the banking industry, are starting to appreciate the fact that sustainability goes beyond operational efficiency to social responsibility to the employees and other stakeholders. Given the fact that banks are key drivers of economic growth, the adoption of sustainable supply chain practices has far reaching impacts on the performance of organizations besides the performance of employees, especially the work-life balance. Work-life balance is the capacity of employees to balance work life with other facets of life including personal life and family life. It is a decisive element that affects the satisfaction level of employees, the output, their psychological state, and the general performance of a company. Working in banking industry and employees are likely to experience high workloads, tight deadlines, and performance demands, which may affect their work-life balance (Mubango et al., 2025) Long working hours, job pressure, and performance demands may result in stress, burnout, and low job satisfaction. Consequently, companies are paying more attention to green management strategies that are helpful to maintain the welfare of their staff and to achieve a healthy balance between the work and personal life. The sustainable supply chain management is in a position of aiding the work-life balance through ethical conduct, decreasing surplus handling, enhancing efficiency in operations, and providing favorable organizational environments.

With the influx of advanced technology, regulatory reforms, and heightened competition, the banking industry of Pakistan is undergoing a tremendous transformation in order to enhance the performance of their operations and to increase the satisfaction of its stakeholders (Ashraf et al.,2025). The sustainable supply chain management in the banks entails responsible procurement, efficient use of the resources, environmentally friendly operations, and responsible management practices. These practices are known to contribute to environmental sustainability in addition to affecting the organizational culture and experiences of its employees. In addition, the organizations that practice sustainability will have a greater chance of providing conducive workplace environments that are based on the concern of employees, fairness and work-life balance. Moreover, a sustainability-oriented business is more likely to focus on social responsibility, i.e. ensuring employees are working under conducive conditions, are happy and have a balanced work-life. The operational efficiency, fewer work pressures that are unnecessary, and better coordination of organizations can be achieved by sustainable supply chain practices, which in turn helps employees have more time to monitor their professional duties and responsibilities (Nazir et al., 2024). This will help in lower levels of stress, better job satisfaction and better work life balance. The result of having a healthy work-life balance is that employees are more productive, motivated and committed to their organization and this increases the overall performance of their organization.

Further, sustainable supply chain management fosters organizational transparency, ethical leadership, and people-centred practices (Saranya et al.,2025) Ethical leadership and responsible management have a positive impact, making employees feel appreciated and esteemed. The above environments promote flexible working hours, balanced workload, and supports to employees, which have led to a better work-life balance. The banking sector is the most particular sector in the context of Pakistan, with the risk of excessive competition, technological change, and growing customer expectations which burden the employees, thereby making the work-life balance a serious issue. Sustainable supply chain management is a strategic approach as it enhances efficiency in operations and enhances responsible organizational practices. By identifying a balance between the operations of the supply chain and sustainability, the banks are able to design working environments that present the welfare of the employees without reducing efficiency in the supply chain.

This paper intends to examine the relationship between sustainable supply chain management and work-life balance in Pakistani banking industry. This relationship is significant to understand as organizations need to enhance the sustainability of their operations and wellbeing of the employees. This work offers information that can be of significance to all the stakeholders of the company in terms of understandings on how sustainable practices determine employee experiences and organizational performances. This study will add to the accumulated knowledge on sustainability and human resource management by analyzing the connection between work-life balance and sustainable supply chain management. It also offers practical advice to banking institutions who would want to adopt sustainable practices that improve employee welfare and performance of an organization.

LITERATURE REVIEW

Sustainable Supply Chain Management and Organizational Sustainability

The implementation of sustainable supply chain management means that the organizational activities are efficient, ethical, and environmental-friendly (Junaid et al.,2022). Sustainable supply chain management goes beyond the conventional supply chain practices as it is focused on long term sustainability and social responsibility. Sustainable supply chain management has helped organizations to be sustainable; it helps them reduce the effects of waste on the environment, enhance efficiency of operations, and improve their organizational reputation. (Ezekwu, E. 2025). Operational inefficiencies are minimized through efficient supply chain processes, and this enhances the performance of the organization. Transparency and accountability is also one other sustainable practice that enhances credibility and trust of the organization to its stakeholders. Companies that implement sustainable supply chain policies are committed to managing ethically and responsibly and this increases their image of being reputable and competitive.

Moreover, sustainable supply chain management helps the organizations to be stable and successful in the long run. Sustainable practices minimise environmental and social risks that may lead to the cessation of doing businesses. (Das et al., 2022) Companies that practice sustainability are in a better position to respond to emerging market trends and legal demands. Innovation is also favored by sustainable supply chain management that compels organizations to come up with efficient and environmentally friendly processes.

Moreover, sustainable supply chain management helps in fostering good organizational culture (Hong et al., 2022) Sustainability practices in an organization provide a work environment that highlights responsibility, fairness, and ethical conduct. This enhances organizational commitment and satisfaction of employees. Sustainable supply chain management is thus an important factor in improving performance of the organization as well as the welfare of the employees.

Sustainability Supply Chain Management and Employees

There are high implications of sustainable supply chain management in employee wellbeing. Sustainable organizations tend to establish positive and ethical workplaces more often because they encourage balanced workload, effective operations, and sustainable management, which minimize stress levels among employees and enhance their well-being (Ahsan et al., 2024). Workers in sustainable organizations have a higher job satisfaction level and mental health. Effective supply chain management decreases operational inefficiencies and work load stressors. Upon the efficiency of organizational processes, the staff will be able to work more efficiently without being subjected to undue pressure. The supply chain management is also sustainable and it fosters ethical leadership which will create favourable working environments. The aspect of ethical leadership promotes fairness, respect, and support to employees, which improves the well-being of employees.

In addition, sustainable firms value the health and safety of the employees. They have policies that are concerned with the welfare of the employees and the creation of good working conditions. (Montgomery et al., 2024) Sustainable supply chain management also encourages transparency and communication that enhances the trust and involvement of employees. Well-being among employees leads to job satisfaction and in turn organizational prosperity. Employees who have trust towards their organization have high chances of achieving well-being. Productive, motivated and committed employees enjoy well-being. The sustainable supply chain management therefore helps in the well-being of the employees and the performance of the organization.

Organization Performance and Work-Life Balance

Work-life balance can be defined as the capacity of the workers to balance between their work tasks and personal duties. (Badaruddin et al., 2024) It is a significant variable that can impact employee satisfaction, performance and well-being. Workers that have a balanced work life are more happy and motivated contributing to the performance of the organization. Work-life balance lessens stress, burnout, and turnover intentions. Organizations have a significant role to play in ensuring work- life balance through supportive policies and practices. Flexible work arrangements, equal distribution of the workload and enabling leadership also work in favor of work-life balance (Qi, L., Yee, C et al., 2024). Companies which embrace work-life balance would have good work environments that increase employee satisfaction and performance.

Employee commitment and engagement also depends on the work-life balance. (Chandel et al., 2023) Workers who have a sense of balance in work and personal life are more dedicated to their company. This enhances performance in the organization and minimizes turnover among employees. Work-life balance is hence valuable to both the employees and the organizations in the banking sector that has high job demands. Banks that ensure work-life balance establish conducive working conditions which increase employee welfare and efficiency.

METHODOLOGY

The research design that is used in this study is a quantitative research design, to investigate the correlation between sustainable supply chain management and the work-life balance among employees of the banks in Pakistan. Quantitative approach is suitable as it enables one to objectively observe how the variables relate with each other by systematically collecting and analyzing numerical data. It is a cross-sectional study research design where data is taken at a point in time. This design is appropriate in exploring how the employees view sustainable supply chain management and work-life balance in the banking industry. The population of the study is the employees who work in and operate in commercial banks in Pakistan which will guarantee reliability, objectivity as well as generalizability of the findings. Such employees are those working in diverse departments like the operations, customer services, finance, and administration departments. The target population will be selected based on bank employees since they are directly affected by the practices in the supply chain within organizations as well as work policy. A banking sector is a proper location to conduct this study because of the growing interest in its sustainability and productivity and its employees. The sample size of the study is 300 employees in a bank. This is a good size sample to use in statistical analysis and get reliable results. The bigger sample size enhances the validity and external validity of the results. The sample will consist of the employees of various banks in order to be diverse and representative.

Convenience sampling is the method of sampling adopted in this study. In this method the respondents are chosen with ease to ensure their availability and willingness to take part. The selected method of convenience sampling is suitable because of practical limitations and accessibility of the bank employees. The sample is picked among various branches of the bank in Pakistan. A structured questionnaire is used

in data collection. The survey will be divided into two parts. The initial part is a demographic part that will gather demographic data including age, gender, education and work life. The second part consists of the statements of sustainable supply chain management and work-life balance. The respondents demonstrate the degree of their agreement on a five-point Likert scale. The questionnaire will be administered physically and on the internet. Data analysis will be done through statistical packages like SPSS. The demographic characteristics are summarized by descriptive analysis. The consistency of measurement is guaranteed by the reliability analysis. The correlation analysis and regression help to analyze the relationships between variables. The unit of analysis is individual bank employees. Personal reactions give information on how employees see and feel. Ethics are well followed. Violence will be voluntary and will be kept confidential. The purpose of the study is given and consent and approval of the respondents is sought. Only academic purposes are used and the privacy of the respondent is ensured.

RESULTS

This section presents the statistical findings of the study examining the relationship between Sustainable Supply Chain Management (SSCM) and Work-Life Balance (WLB) among bank employees in Pakistan. The analysis includes descriptive statistics, correlation analysis, and regression analysis. These statistical techniques are used to evaluate employee perceptions and determine the strength and significance of the relationship between sustainable supply chain management and work-life balance.

Table 1: Descriptive Statistics of Sustainable Supply Chain Management and Work-Life Balance

Variable	Mean	Standard Deviation	Minimum	Maximum
Sustainable Supply Chain Management	3.81	0.66	2.10	4.95
Work-Life Balance	3.74	0.69	2.00	4.90

Table 1 gives the descriptive statistics of the main variables to be studied in this research (Sustainable Supply Chain Management (SSCM) and Work-Life Balance (WLB)). The average of sustainable supply chain management is 3.81, which means that the employees of banks generally believe that their companies are taking active measures towards the implementation of sustainable supply chain practices. This creates an impression that banks in Pakistan are slowly turning towards sustainability-based operations strategy, such as efficient use of resources, responsible procurement, and ethical operations. The practices lead to efficiency within the organizations and they establish systematic work environments that are advantageous to employees. A relatively moderate standard deviation of 0.66 implies that there is uniformity in the responses of the employees which means that the practices of sustainability are introduced with relative consistency amongst various banking institutions.

The work-life balance mean is 3.74, which means that the professional-personal life balance of the employees is moderately positive. This observation could mean that sustainable organizational practices are also contributing to better work conditions and workload that can be managed. The effect of sustainable supply chain management is an improvement of operational efficiency, minimization of unproductive work pressure, and equitable workload distribution, all of which impact the well-being of employees in a positive way. The standard deviation of 0.69 shows that there is moderate difference in the perception of employees, and therefore, although a large proportion of employees experience work-life balance, some employees still encounter difficulties related to work demands and expectations.

On the whole, the descriptive statistics show that sustainable supply chain management is not a new concept in the banking industry and is linked with rather favorable rates of work-life balance in the workforce. These results indicate that sustainability-driven operation practices are not only efficiency-enhancing in organizations, but also in employee welfare. By embracing sustainable supply chain

behaviors, banks are able to establish well organized and conducive working conditions that help employees balance their work and personal lives. This underscores the significance of sustainability as a strategic plan towards enhancing organizational performance and work life balance of its employees.

Table 2: Correlation Analysis between Sustainable Supply Chain Management and Work-Life Balance

Variable	1	2
1. Sustainable Supply Chain Management	1	
2. Work-Life Balance	0.61**	1

Table 2 discusses the correlation analysis of the relationship between the work-life balance and sustainable supply chain management of the bank employees. The findings indicate that there is a high positive relationship between sustainable supply chain management and work-life balance ($r = 0.61$, $p < 0.01$). This shows that the increase in sustainable supply chain management practices is related to the increase in the work-life balance of the employees. This observation indicates that employees have higher chances of enjoying a better balance between their work and personal lives as long as the banks incorporate the sustainability-based operational practices.

The operational effectiveness and well-organized workplace developed by sustainable supply chain management can be attributed to this positive relationship. Sustainable practices enhance coordination, minimization of inefficiencies, and proper utilization of resources. Consequently, the employees feel a decreased work pressure, enhanced workflow, and time management. This allows employees to undertake their job duties at an efficient level without a lot of stress or workload and will therefore have a balanced work and personal life.

Moreover, sustainable supply chain management encourages favorable organizational ethics and conducive administration. Companies focusing on sustainability usually pay special attention to the welfare of employees, equal distribution of work, and manageable control. Such practices can be used to generate good working environments that increase job satisfaction and bring about a less stressful environment. Such working conditions give employees a greater chance of being psychologically well and having a balanced work life.

The high correlation also means that sustainability does not only affect the environmental benefits but also spreads to social and organizational benefits, such as the well-being of the employees. The management of a sustainable supply chain helps in the establishment of responsible and accommodative working environments, which enhance the experiences of employees. This observation underscores the need to incorporate sustainability within the operations of the organization in a bid to improve employee welfare as well as organizational performance.

Table 3: Regression Analysis – Impact of Sustainable Supply Chain Management on Work-Life Balance

Dependent Variable	Independent Variable	Beta (β)	t-value	p-value
Work-Life Balance	Sustainable Supply Chain Management	0.59	12.18	0.000
Model Summary	R ²	Adjusted R ²	F-value	Significance
Overall Model	0.37	0.36	148.35	0.000

Table 3 contains the regression analysis that is conducted to determine the influence of sustainable supply chain management on work-life balance among the bank employees. According to the results, work-life balance is greatly positively influenced by sustainable supply chain management (0.59, $p < 0.001$). This observation shows that sustainable supply chain management is a robust indicator of employee work-life balance. The positive effect of sustainable practices by banks is that employees are provided with better working conditions, less work load pressure, and balance between work and life commitments.

The positive effect of sustainable supply chain management on employee work-life balance is high as the beta of 0.59 shows that the sustainable supply chain management results in significant increases in employee work-life balance. Sustainable practices enhance efficiency of operation, unnecessary workload is minimized and structured organizational processes are encouraged. These advances allow workers to work more effectively and spend their time better, which leads to work-life balance.

The R² of 0.37 means that the sustainable supply chain management adjusts the variation of the work-life balance by 37 percent. This indicates that sustainability practices have significant role in affecting the well-being of employees. Sustainable supply chain management is one of the major contributors to work-life balance although there are other issues that also affect the balance.

The large value of F supports the fact that the regression model is reliable and valid. This observation underscores the significance of sustainability as an organizational strategic practice that is of benefit to the employees. Sustainable supply chain management does not only lead to improved performance of the operations, but also to the well-being of the employees and work-life balance.

On the whole, the regression findings prove the hypothesis by showing that sustainable supply chain management is a significant element in enhancing employee work-life balance within the banking industry. Sustainable banks have conducive and effective work environments that ensure employee welfare and organizational prosperity.

DISCUSSION

This study was aimed at exploring the interaction between the Sustainable Supply Chain Management (SSCM) and the Work-Life Balance (WLB) among bank employees in Pakistan. The research results give good indication that sustainable supply chain management can greatly impact on the work-life balance of the employees. The descriptive statistics found out that there is a positive perception of the sustainable supply chain management practices by the employees and this implies that banks are turning towards sustainability-related operational strategies. These practices involve effective use of resources, responsible purchasing and organized operations. These sustainable practices also lead to the establishment of structured and effective working conditions that assist the employees to cope with their workload better and achieve balance in their personal life.

Correlation analysis revealed that there is a strong positive correlation between the sustainable supply chain management and the work-life balance. This observation implies that operational practices guided by sustainability are relevant towards enhancing the well-being of employees. Sustainable supply chain management is associated with better operational efficiency, less unnecessary workload pressures, and better coordination of the workflow. Employees can take their jobs more efficiently within the required working hours when the organizational processes are efficient and structured. This will minimize the overworking and work strain, and employees will be able to balance their career and personal life. This observation underlines the significance of sustainability as a strategic measure that helps sustain the organization and the employees.

The regression analysis also supported the fact that sustainable supply chain management positively affects work-life balance, and the effect is strong. Sustainable supply chain management was discovered

to have a great predictive power on employee work-life balance implying that sustainability practices have a great part in enhancing employee experiences. Sustainable companies focus on moral management, welfare of the employees, and ethical conduct of the operations. These organizations provide work environments that are favorable and the employees feel respected. These environments encourage equitable task sharing, enhanced communication and organizational support, which contribute to enhancing the satisfaction and work-life balance of employees.

These findings are of special importance in the case of the banking sector in Pakistan. Bank workers are also associated with job demands, deadlines and performance pressures and thus may impact their work-life balance in a negative way. The challenges can be tackled through sustainable supply chain management which enhances efficiency in operations and minimizes stress at work. Having an efficient supply chain means that operations run smoothly in the organization and this minimizes disruptions in operations and overworking to the employees. This will help the staff to execute their job duties without endangering their personal welfare.

Moreover, sustainable supply chain management helps to develop the favorable organizational culture that values the welfare of employees. Companies that embrace sustainability practices are ethical and responsible in the way they are run. This enhances the level of employee trust and commitment to the organization. The working staff of sustainable organizations have a higher chance of being satisfied with their jobs, motivated, and psychologically healthy. These aspects lead to better work-life balance and general organizational performance. Altogether, the results of this analysis suggest that sustainable supply chain management does not only contribute to the sustainability of the environment, operations but is also crucial in terms of enhancing the well-being of employees. Sustainable supply chain management contributes to higher organizational efficiency, lessening of stress among the employees, and work-life balance. These results expose the relevance of incorporating sustainability in the organizational strategies to establish conducive and effective work environments that are beneficial to the employees and organizations.

PRACTICAL IMPLICATIONS

The research results of this paper have critical practical outcomes on the management of banks and organizations policy makers. To begin with, the sustainable supply chain management practices need to be incorporated in the operational strategy of the banks to enhance the organizational performance and the welfare of the employees. Workload pressures and employee work-life balance can be addressed by adopting sustainable practices like effective management of resources, responsible procurement and organized operation procedures. Second, the management of banks must also make efforts in establishing favorable working conditions that emphasize on well-being of employees. Sustainable supply chain management fosters ethical leadership, openness, and equitable distribution of workload that would lead to employee satisfaction and wellness. The management must also make sure that operational processes are efficient and they do not impose any sources of unnecessary work pressure on the employees.

Third, organizations ought to carry out training and awareness initiatives to enlighten the employees and managers on the practice of sustainability. This will aid in developing a sustainability based organizational culture which will sustain employee welfare and organizational performance.

Lastly, banks ought to integrate the sustainability strategies and human resource management practices with the aim of enhancing employee satisfaction, minimizing stress and boosting productivity. Sustainable supply chain management could be a strategic instrument to enhance the organizational performance and the employee work-life balance.

LIMITATIONS AND FUTURE DIRECTIONS

Although this research is helpful, it possesses a number of limitations that must be taken into account. First, the research was carried out using a cross-sectional research design, which does not allow analyzing the change in employee perceptions across time. The experiences of employees and the sustainability practices within organizations might change and future studies must adopt a longitudinal research designs in order to study the long term impacts of sustainable supply chain management on work-life balance. Second, the convenience sampling was employed in the study and it might hamper the extrapolation of the results. The sample is helpful but it might not represent all the bank employees in Pakistan. Probability sampling should be applied in future studies to enhance a better representation and increase the generalizability of the results.

Third, the research was limited to the green supply chain management and the work-life balance. Organizational support, leadership style, job stress and organizational culture are also other factors that can affect employee work-life balance. The variables should be expanded in future studies to give a more detailed picture of the employee well-being. New areas of study should also be conducted on other industries like manufacturing, healthcare and education to understand how sustainable supply chain management affects the welfare of employees in different industries.

CONCLUSION

This paper has analyzed the correlation between sustainable supply chain management and the work-life balance of employees working in the Pakistani banking sector. The results obtained showed that sustainable supply chain management does benefit employee work-life balance in a positive manner. Sustainability can be effective in enhancing efficiency of an organization, alleviating pressures of work and providing conducive work environments that improve the well being of the employees. The paper has emphasized the need to incorporate sustainability in the organizational strategies to influence the well-being of the employees and the performance of the organization. When the banks implement sustainable supply chain practices, they are able to improve employee satisfaction, productivity, and organizational effectiveness. Altogether, sustainable supply chain management is a strategic device of developing an efficient, responsible, and staff-sustaining organization.

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