

Employee Perceptions of Sustainability Programs: Motivation or Green Fatigue

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ABSTRACT

The increasing adoption of Environmental, Social, and Governance (ESG) practices has encouraged organizations to implement sustainability programs as part of their strategic and operational activities. Although sustainability initiatives are expected to enhance employee engagement and organizational commitment, excessive sustainability demands may potentially create psychological pressure and green fatigue among employees. This study aimed to examine whether employees perceive workplace sustainability programs primarily as a source of motivation or as a contributor to green fatigue. A quantitative approach with a cross-sectional survey design was employed. Data were collected from 202 employees working in organizations implementing sustainability or ESG-related initiatives in Indonesia. The collected data were analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM) with SmartPLS to evaluate the relationships between Sustainability Program Perception, Employee Motivation, and Green Fatigue. The results showed that sustainability program perception had a significant positive effect on employee motivation ($\beta = 0.699$, $p < 0.001$), indicating that sustainability initiatives can strengthen employee engagement, organizational pride, and meaningful work experiences. However, sustainability program perception did not significantly influence green fatigue ($\beta = -0.018$, $p = 0.889$), and employee motivation also showed no significant effect on green fatigue ($\beta = -0.156$, $p = 0.199$). These findings indicate that sustainability programs function more as motivational drivers rather than sources of employee exhaustion. The study concludes that organizations should integrate sustainability initiatives with effective communication, employee participation, and recognition systems to maximize motivational benefits while maintaining employee well-being.

INTRODUCTION

Sustainability has evolved from a voluntary corporate initiative to a strategic business imperative as organizations face increasing pressure from investors, regulators, customers, and the public to demonstrate responsible business practices (Christine et al., 2025). The increasing adoption of Environmental, Social, and Governance (ESG) principles, reinforced by global frameworks such as the United Nations Sustainable Development Goals (SDGs) and the Paris Agreement, has prompted organizations around the world to integrate sustainability into their core strategies through initiatives such as decarbonization, energy efficiency, sustainability reporting, green workplace programs, and environmentally responsible operations. As a result, sustainability is increasingly seen as an important driver of organizational competitiveness, stakeholder trust, and long-term business resilience (Brown et al., 2024). Beyond environmental and economic outcomes, sustainability has also

transformed internal organizational management by influencing organizational culture, human resource practices, and employee behavior through approaches such as Green Human Resource Management (GHRM) and employee sustainability engagement. Previous studies have shown that sustainability-oriented practices can improve employee well-being, motivation, engagement, and organizational commitment by fostering a sense of purpose and contribution to broader social and environmental goals (Glavas, 2016). In Indonesia, ESG awareness and sustainability-related initiatives have grown across sectors, including banking, manufacturing, energy, and technology, reflecting the growing recognition that sustainability performance has become an important factor for organizational legitimacy, business continuity, and long-term success.

As ESG practices are increasingly institutionalized, organizations are integrating sustainability initiatives into their day-to-day operations and employee activities (Di Marco & Cagliano, 2026; Farag, 2026; Naibaho et al., 2025; Savić et al., 2025). Sustainability programs are no longer limited to strategic policies at the managerial level but have been embedded in workplace routines, performance expectations, and organizational culture. Common initiatives include energy and renewable energy efficiency programs, paperless office policies, water and waste reduction practices, employee-led sustainability teams, and sustainability reporting systems that aim to improve environmental performance, operational efficiency, and ESG accountability (Foley, 2025). These initiatives are often incorporated into employee training, performance management systems, operational procedures, and leadership communications to reinforce sustainability-oriented behaviors across the organization. Previous studies have shown that sustainability-oriented management practices can positively impact employee organizational motivation, engagement, well-being, and commitment, especially when sustainability values align with employee participation and organizational support. However, despite the increasing adoption of sustainability programs, their effectiveness ultimately depends on how employees view, receive, and respond to sustainability-related initiatives in the workplace.

Despite the desired positive outcomes of the sustainability program, not all employees view this initiative favorably. As sustainability practices are increasingly embedded in organizational operations, employees are often required to comply with ESG-related policies, participate in environmental initiatives, and adapt to additional sustainability responsibilities. While these efforts support an organization's sustainability goals, they can also create unintended consequences, including increased workload, psychological distress, and emotional exhaustion. Recent studies show that sustainability-related demands can contribute to employee burnout, over-sustainability, resistance to organizational change, and a phenomenon commonly referred to as green burnout. Employees who continue to face excessive sustainability expectations may experience stress, decreased well-being, and decreased enthusiasm for sustainability initiatives. In addition, organizational transformation research shows that sustainability programs can generate psychological resistance and tension when employees perceive them as excessive, repetitive, or disconnected from their primary job responsibilities (Bernerth et al., 2011). As a result, sustainability initiatives present a paradox in organizational behavior. On the one hand, they can increase employee motivation, organizational pride, meaningful work perception, and environmental engagement. On the other hand, excessive sustainability pressures without adequate support and communication can increase green burnout and employee resistance to ESG initiatives, potentially undermining the effectiveness of an organization's sustainability efforts.

Previous sustainability research has largely focused on environmental performance, ESG reporting, carbon reduction, green innovation, and financial outcomes, with most research emphasizing the positive impact of sustainability initiatives on organizational performance. From an employee perspective, previous research has shown that sustainability

programs can improve employee engagement, meaningful work experience, motivation, and organizational commitment (Glavas, 2016; Aguinis & Glavas, 2019). However, research examining employee behavioral responses to sustainability initiatives is still relatively limited, especially regarding the potential negative consequences of sustainability implementation. Although the organizational change literature suggests that excessive organizational initiatives can lead to burnout, resistance, and reduced employee support (Bernerth et al., 2011), empirical evidence on green burnout in the context of workplace sustainability programs is scarce. These limitations are especially noticeable in developing countries such as Indonesia, where ESG implementation continues to evolve across industries while studies investigating employees' perceptions of sustainability programs remain limited. Therefore, there is a significant research gap in understanding whether sustainability initiatives primarily increase employee motivation or inadvertently contribute to green burnout. Addressing this gap, the study examines the relationship between sustainability program perceptions, employee motivation, and green burnout in the context of Indonesian organizations, providing a more balanced perspective on the benefits and potential challenges of sustainability implementation.

The urgency of this research arises from the rapid expansion of Environmental, Social, and Governance (ESG) implementation and workplace sustainability programs across organizations around the world. As sustainability becomes increasingly integrated into organizational operations, performance management systems, and employee responsibilities, employees play a critical role in determining the success of sustainability initiatives. While previous research has highlighted the positive effects of sustainability practices on employee engagement, job satisfaction, organizational commitment, and performance (Alola et al., 2022; Pramesti & Waskito, 2025), limited attention is paid to the potential adverse consequences experienced by employees, such as green burnout and sustainability-related psychological tension. This issue is particularly important because organizations continue to invest substantial resources in ESG implementation without fully understanding how employees view and respond to sustainability initiatives (Afandi & Maulida, 2024). From a theoretical and managerial perspective, understanding the relationship between sustainability program perception, employee motivation, and green burnout is critical to developing sustainability strategies that not only achieve environmental and organizational goals but also support employee well-being, engagement, and long-term organizational effectiveness.

METHODS

The study used a quantitative research approach to examine employees' perceptions of sustainability programs in the workplace and their effect on employee motivation and green burnout. The data was collected through a questionnaire survey given to employees from various organizations in Indonesia. The study uses structured measurement instruments based on established constructions from previous organizational sustainability and behavioral research. The data collected were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate the relationship between Sustainability Program Perception, Employee Motivation, and Green Burnout, as well as to test the proposed research hypothesis.

The study used a quantitative approach with a cross-sectional survey design to examine the relationship between Sustainability Program Perception, Employee Motivation, and Green Burnout in the workplace. The quantitative method was chosen because it allows empirical testing of hypotheses and examination of causal relationships between variables through statistical analysis (Creswell, 2014). Cross-sectional design allows data to be collected from respondents at a single point in time, making it suitable for assessing employees' perceptions and attitudes towards organizational sustainability initiatives (Bell et al., 2023). This study adopted an explanatory research design to investigate the effects of Sustainability Program

Perceptions on Employee Motivation and Green Burnout, as well as the effect of Employee Motivation on Green Burnout. Therefore, three hypotheses are proposed: H1, Perception of Sustainability Programs has a positive effect on Employee Motivation; H2, Perception of Sustainability Programs Affects Green Fatigue; and H3, Employee Motivation affects Green Fatigue. The conceptual model consists of one independent variable, namely Perception of Sustainability Programs, and two endogenous variables, Employee Motivation and Green Fatigue.

This study utilizes primary and secondary data sources. Primary data was collected through a structured online questionnaire distributed to employees working in organizations implementing sustainability-related or ESG-related initiatives in Indonesia. The questionnaire is designed to measure Perception of Sustainability Program (SP), Employee Motivation (EM), and Green Fatigue (GF). Secondary data are obtained from academic journals, sustainability reports, company publications, and previous empirical studies to support theoretical grounding, literature review, and hypothesis development. The target population consists of employees who have been exposed to sustainability initiatives in the workplace, including sustainability programs, ESG performance indicators, sustainability reporting activities, and environmentally-oriented operational practices. Deliberate sampling techniques are used to ensure that respondents have relevant knowledge and experience regarding the implementation of organizational sustainability (Etikan, 2016). A total of 202 valid responses were collected and included in the analysis. Data were collected using structured questionnaires adapted from previous studies in sustainability and organizational behavior research. The instrument consists of demographic questions and measurement items representing three research constructs. Responses were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), which is widely used to measure perceptions, attitudes, and behavioral tendencies (Joshi et al., 2015; Boone & Boone, 2012). The questionnaire was distributed electronically through Google Forms and distributed through a network of professionals and alumni to reach respondents from various organizations and industries throughout Indonesia. Sustainability Program Perception Construction is measured using five indicators, Employee Motivation is measured using nine indicators, and Green Fatigue is measured using six indicators. Prior to analysis, all responses are screened for completeness and validity. The final data set was then analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

Data analysis was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. PLS-SEM was chosen because it is suitable for analyzing complex relationships between multiple latent variables and simultaneously assessing measurements and structural models (Hair et al., 2022). The analysis began with descriptive statistics to summarize the characteristics of the respondents and provide an overview of the Perception of the Sustainability Program, Employee Motivation, and Green Fatigue. The measurement model was evaluated by assessing convergent validity, discriminant validity, and reliability. Convergent validity was checked using indicator loading and Average Variance Extracted (AVE), with recommended thresholds of 0.70 and 0.50, respectively (Hair et al., 2022). Reliability is assessed using Alpha Reliability and Cronbach Composites, with values above 0.70 indicating acceptable internal consistency (Nunnally & Bernstein, 1994). Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT), where a value below 0.90 indicates satisfactory discriminant validity (Henseler et al., 2015). The assessment of the structural model included testing collinearity using the Variance Inflation Factor (VIF), evaluation of the path coefficient, determination coefficient (R^2), and effect size (f^2). Hypothesis testing was conducted using bootstrapping procedures in SmartPLS to determine the significance of the proposed relationship between Sustainability Program Perception, Employee Motivation, and Green Burnout. The hypothesis is considered

significant when the p-value is less than 0.05 and the t-statistic exceeds 1.96 at a significance level of 5% (Hair et al., 2022).

RESULTS AND DISCUSSION

Data Analysis Report

Descriptive statistics of demographic variables provide an overview of the characteristics of the respondents involved in the study. A total of 202 respondents participated in this study, with the majority of respondents aged between 31 – 35 years old (40%) followed by 25 – 30 years old (28%). Most of the respondents were male employees (67%), while female respondents accounted for 33%. In terms of work experience, the largest group of respondents had worked at the company for more than five years (34%), indicating that most participants were familiar with the company's operational practices and sustainability initiatives.

Respondents were mainly from the operational (25%), engineering (19%), and marketing/business development/sales (18%) divisions, reflecting a strong representation of departments directly involved in sustainability-related activities. In addition, the majority of respondents were staff-level employees (33%), followed by managers (30%) and supervisors (18%), suggesting that the study mostly reflects the operational and middle management perspectives regarding sustainability programs within organizations.

Furthermore, descriptive statistical analysis was carried out on several information such as Mean, Median, Standard Deviation, Skewness and Kurtosis through SEM-PLS. This analysis provides an overview of respondents' perceptions of sustainability programs (SP), employee motivation (EM) and green fatigue (GF). The aim is to measure central tendencies through mean and median scores, variability through standard deviation and distribution characteristics through tilt and curtosis. These statistics provide a preliminary insight into employee perceptions and attitudes before conducting structural model measurements and assessments.

The construction of sustainability program perception consists of five indicators (Q1 – Q5) that measure employee perceptions regarding sustainability implementation, communication, management commitment, and value alignment. Descriptive statistics show a generally positive perception of sustainability programs, as illustrated by high average scores across all indicators. The average score ranged from 3,723 to 3,995 on the five-point likert scale. This shows that most respondents agree that sustainability initiatives are actively implemented and perceived positively within the organization.

Among the indicators, Q2 recorded the highest average score (Average = 3,995, SD = 0.962), followed by Q1 (Average = 3,921, SD = 1,050), Q5 (Average = 3,866, SD = 1,061, Q4 (Average = 3,817, SD = 1,063) and Q3 (Average = 3,723, SD = 1,096). These findings show that respondents generally have a good view of the organization's sustainability efforts. An average score of 4 for all indicators further confirms that the majority of selected respondents agree when evaluating sustainability-related practices.

The standard deviation ranges between 0.962 and 1.096, this indicates moderate variability among respondents' perceptions. While employees generally view sustainability initiatives positively, some differences remain regarding the effectiveness, visibility, or personal relevance of the program.

Then for the data distribution, all sustainability indicators show negative slope values, ranging from -0.660 to -0.900. A negative bias indicates that the response is approved against a high-end scale, which means that employees are likely to provide favorable evaluations of sustainability initiatives. These findings also show that sustainability programs are well received and supported within organizations. These findings are consistent with Norton,

which found that effective sustainability communication plays a critical role in shaping employee engagement and environmental commitment (Norton et al., 2015)

Employee motivation is measured using five indicators (Q6 – Q10) designed to assess employees' motivation, commitment, and willingness to contribute to their work in the context of an organization's sustainability initiatives.

The results showed that employee motivation showed a high average score on all indicators, ranging from 3,678 to 4,153 on a five-point Likert scale. The highest average score was observed for Q7 (Average = 4.15, SD = 0.879), indicating that respondents strongly agreed with the statements represented by this indicator. This is followed by Q9 (Mean = 4.005, SD = 0.904), Q8 (Mean = 3.861, SD = 1.010), Q6 (Mean = 3.807, SD = 1.084) and Q10 (Mean = 3.678, SD = 1.126). The average score across all employee motivation indicators was 3,901, indicating that employees generally show a high level of motivation.

The standard deviation values ranged from 0.879 to 1.126, indicating moderate vacuums among respondents. Although overall motivation levels are high, motivational differences may exist due to variations in job responsibilities, organizational positions, work experience, and individual attitudes toward sustainability initiatives. And this variation is expected because employee motivation is influenced by organizational and personal factors (Ryan & Deci, 2000)

All indicators show negative slope values ranging from -0.595 to -1.009, indicating that the response is concentrated towards the higher end of the Likert scale. The strongest negative skew was observed for Q7 (-1,009), indicating that most employees responded very well to this indicator. So, this pattern shows that employee motivation is generally strong throughout the organization.

The results show that sustainability initiatives contribute positively to employee engagement and intrinsic motivation. Employees seem to think of sustainability programs as meaningful organizational activities that align with broader environmental and social goals. These findings support an earlier study by Glavas in 2016, which found that sustainability initiatives improve employee worthiness and organizational commitment (Glavas, 2016)

The results showed that green fatigue showed a low to moderate average score across all indicators. The average score ranged from 2,421 to 2,703 on a five-point likert scale. Among the indicators, Q13 recorded the highest average score (Mean = 2,703, SD 1,178), followed by Q11 (Mean = 2,658, SD = 1,146), Q15 (Mean – 2,540, SD = 1,152) and Q14 (Mean = 2,421, SD = 1,051). These findings show that respondents generally disagree regarding statements related to burnout and burnout due to sustainability programs or initiatives.

The average score was 2,580, which further supports the conclusion that employees do not strongly perceive sustainability-related activities as burnout or burnout. Compared to sustainability program construction (Average = 3,864) and employee motivation (Average = 3,901), green fatigue construction showed lower average scores, suggesting that fatigue associated with sustainability initiatives was not the dominant concern among employees.

The standard deviation values ranged from 1.051 to 1.178, indicating incompetence among respondents. While some employees report higher levels of burnout, the majority tend to report low levels of green burnout. These variations can reflect differences in individual experiences, job responsibilities, and an organization's exposure to sustainability programs.

Then the distribution analysis revealed a positive slope value ranging from 0.211 to 0.585. A positive tilt indicates that the response is concentrated to the lower end of the liker scale. This shows that most respondents choose to disagree or be neutral when evaluating statements related to green burnout. The highest slope value was observed for Q14 (0.585) and this indicates that employees do not perceive sustainability initiatives as creating psychological fatigue or green burnout.

Thus, the descriptive analysis showed that green fatigue was present at low levels among respondents. Employees do not consider sustainability initiatives to be exceptional work, which provides an important basis for structural analysis that examines the relationship between sustainability programs (SP), employee motivation (EM) and green burnout (GF).

Table 4.1.5.1 presents a summary of descriptive statistics for the three constructs examined in this study: sustainability programs (SP), employee motivation (EM) and green fatigue (GF). A comparison of the three constructions reveals an important pattern. Both sustainability and employee motivation programs achieved relatively high average scores while green fatigue showed lower scores. This suggests that employees tend to associate sustainability initiatives or programs with positive outcomes rather than negative consequences. In other words, sustainability programs seem to increase employee motivation without creating significant burnout among employees.

Then to provide additional insights beyond descriptive statistics, all questionnaire indicators were ranked according to their average scores. This rating analysis allows the identification of the most prominent and least prominent perceptions among employees and helps provide descriptive findings with structural model analysis. According to Hair et al (2002), descriptive indicator level analysis provides valuable preliminary evidence regarding respondents' perceptions before examining causal relationships through structural equation modeling (SEM).

Rating analysis reveals clear patterns regarding employee perceptions of sustainability programs, employee motivation, and green burnout. The highest-ranking indicators are dominated by employee motivation constructions. And these results show that employees generally show strong motivation and view their work positively. The highest score indicates that sustainability initiatives can contribute to employee motivation, engagement, and commitment within the organization.

In contracts, all green fatigue indicators appear at the lowest score of the rating table. This low score indicates that employees disagree with statements related to burnout and burnout from sustainability programs. As a result, green fatigue does not appear to be the dominant concern among respondents.

Distribution Analysis

Distribution analysis is performed to evaluate the distribution characteristics of data collection before proceeding to the assessment of the structural model. The analysis was carried out using slope and kurtosis measures. Slope measures the symmetry of the data distribution, whereas kurtosis indicates the level of peak or flatness associated with the normal distribution. According to Kline, the slope value in +2 and the kurtosis value in +7 indicate an acceptable distribution for multivariate analysis (Kline, 2016)

The slope value for most indicators ranges between -1 and +1, then the kurtosis value between -1 and +1, thus indicating acceptable distribution characteristics. The most sustainability programs and employee motivation indicators showed a negative bias indicating that respondents tended to give favorable evaluations of sustainability initiatives. In contrast to green, the fatigue indicator shows a positive slope reflecting a lower level of agreement with the fatigue-related statement.

Overall, descriptive statistical analysis shows strong prelaminated evidence that sustainability programs are generally perceived positively by employees and contribute to higher levels of motivation. At the same time, sustainability initiatives do not seem to generate substantial obesity or resistance among employees. These findings provide initial support for the next SEM PLS analysis examining the relationship between Sustainability Programs (SP), Employee Motivation (EM) and Green Fatigue (GF).

Measurement Model Assessment

An assessment of the measurement model is performed to evaluate the validity and reliability of the construct before examining the structural relationships between variables. According to Joseph F. Hair Jr., the evaluation of reflective measurement models consists of three primary assessments of convergent validity, reliability assessment, and discriminant validity (Hair et al., 2022)

Convergent validity examines the extent to which indicators that measure similar constructions are highly correlated, reliability assessments evaluate the internal consistency of measurement items, and discriminant validity determines that each construct is empirically different from another.

Convergent validity evaluates the extent to which multiple indicators of the same construct share a high proportion of variance and represent the intended latent variable. According to Joseph F. Hair Jr, convergent validity is established when the load of the indicator exceeds 0.70 and for the Average Extracted Variance (AVE) is greater than 0.50. (Hair et al., 2022)

Outer loading represents the correlation between each indicator and its respective latent construction. The high loading value indicates that the indicator contributes strongly to measuring the construction.

The results showed that all indicators achieved an outer loading value above the recommended threshold of 0.70. The sustainability program indicator (SP) ranges from 0.819 to 0.856, and this indicates the indicator's strong reliability. Similarly, for the employee motivation (EM) indicator it ranges from 0.759 to 0.838, while the green fatigue (GF) indicator ranges from 0.775 to 0.805. These findings suggest that all indicators contribute substantially to their respective constructions and represent the latent variables measured. Overall, the outer loading assessment confirms that all indicators demonstrate satisfactory indicator reliability and can be maintained for further analysis.

Extracted Mean Variance (AVE) measures the amount of variance captured by a construct relative to the variance against measurement errors. According to Fornell and Larcker (1981), an AVE value above 0.50 indicates that the construction planned more than half of its indicator variance.

AVE results show that all constructions exceed the recommended threshold of 0.50. The sustainability program achieved the highest AVE value at 0.711, indicating excellent convergent validity. Then for employee motivation and green fatigue to achieve AVE values of 0.638 and 0.631, this also exceeds the minimum requirement.

So these findings show that all constructions explain more than 50% of the variance of the indicators. Therefore, convergent validity is established for all constructions included in the research model.

Reliability and validity assessments were evaluated using Cronbach Alpha (CA) and Composite Reliability (CR). According to Joseph F. Hair Jr., Cronbach Alpha and composite reliability values greater than 0.70 indicate satisfactory internal consistency reliability, while AVE values above 0.50 indicate adequate convergent validity. Composite reliability is generally preferred in PLS-SEM because it does not assume the same indicator load and therefore provides a more accurate assessment of the reliability of the construction. (Hair et al., 2022)

The results of this calculation show that all constructions reach Alpha Cronbach, values above the recommended threshold of 0.70, ranging from 0.813 to 0.898. The sustainability program (SP) showed the highest Alpha Cronbach score at 0.898, followed by employee motivation (EM) at 0.858 and green fatigue (GF) at 0.813. These findings show a high level of internal consistency among the indicators measured in each construct.

Similarly, composite reliability values for (ρ_A) and (ρ_C) exceed the recommended threshold of 0.70 for all constructions. The sustainability program (SP) achieved the highest composite reliability $\rho_C = 0.925$, indicating excellent construction reliability. Employee motivation (EM) and green fatigue (GF) also showed strong reliability with ρ_C composite reliability values of 0.898 and 0.872. These results show that the indicator provides reliable measurements of the corresponding latent variables.

Thus, the results show that all constructions follow the minimum recommended threshold for reliability assessment. The high Alpha and Cronbach Composite Reliability values confirm the internal consistency of the measurement scale. Measurement models are therefore considered reliable and valid, allowing the analysis to proceed to discriminant validity and structural models.

Discriminant validity is evaluated using the Heterotrait-Monotrait Ratio (HTMT) in the SmartPLS application, HTMT assesses whether a construction is empirically different from another construction by comparing the correlation between indicators across constructions with the correlation between indicators in the same construction. According to Joerg Henseler, discriminatory validity is established when the HTMT value below 0.85 (strict criteria) or below 0.90 can still be considered acceptable (Henseler et al., 2015)

The results showed that all HTMT values were below the conservative threshold of 0.85. The highest HTMT values were observed between the Sustainability Program (SP) and Employee Motivation (EM) at 0.778, which remained below the recommended criteria, It indicates that although the two constructions are conceptually related. Then for the HTMT value between Employee Motivation (EM) and Green Fatigue (GF) is 0.183, this indicates a very low degree of overlap between these constructs. Likewise, the HTMT value between the Sustainability Program (SP) and Green Fatigue (GF) was 0.143, indicating a weak relationship between constructs.

Overall HTMT analysis confirms that discriminant validity is achieved for all constructions in the model. Sustainability Program construction, employee motivation, and green burnout are quite different from each other, suggesting that each construction exhibits a unique conceptual domain. Therefore, the measurement model meets the recommended criteria for discriminating validity and can be considered appropriate for subsequent structural model evaluation.

Structural Model Assessment

After confirmation of the measurement model that meets the validity and reliability requirements, the structural model is evaluated to test the relationship between sustainability programs (SP), employee motivation (EM) and green fatigue (GF). According to Hair, the assessment of structural models in PLS-SEM involves evaluation of collinearity, explanatory power (r^2), effect size (f^2), path coefficient and hypothesis testing. This assessment provides evidence regarding the model's predictive capabilities and the significance of the proposed relationship (Hair et al., 2022)

Before evaluating the structural relationships in PLS-SEM, it is important to assess the collinearity between the indicators and the predictor constructs. Collinearity occurs when two or more variables are highly correlated, which can distort parameter estimates and reduce the reliability used to detect multicollinearity. According to Joseph F. Hair Jr. et al (2022), a VIF value below 5.0 indicates the absence of critical collinearity issues, while a value below 3.3 is considered ideal for the PLS-SEM model. (Hair et al., 2022)

The results showed that all indicators showed VIF values ranging from 1.573 to 2.683, which was below the recommended threshold of 5.0 and also below the more conservative threshold of 3.3. The highest VIF was observed for the Q8 indicator ($VIF = 2.683$) while the lower VIF value was recorded for Q15 ($VIF = 1.573$)

These findings suggest that there is no significant multicollinearity among the indicators included in the measurement model. Although several indicators in the same construct are correlated, the correlation remains at an acceptable level and does not threaten the reliability of the estimate's parameters. The sustainability program indicator (Q1-Q5) showed a VIF value between 2.01 and 2.424, indicating a moderate but acceptable intercorrelation among indicators that measure employees' perception of sustainability programs. Similarly, employee motivation (Q6 – Q10) showed a VIF value ranging from 1.573 to 1.916. These values indicate that each indicator contributes information to its respective constructs without creating redundancy.

Overall, VIF assessors affirm that multicollinearity is not a concern in the measurement model. Therefore, all indicators can be maintained for the validity, reliability, and subsequent analysis of the structural model.

For the deep model collinearity assessment, the VIF value of 1,000 for the relationship between sustainability programs and employee motivation indicates no collinearity at all because employee motivation is predicted by a single exogenous construct. For green fatigue, both predictor constructs (sustainability programs and employee motivation) had a VIF value of 1,954, which is well below the recommended threshold. This suggests that both predictors do not show excessive correlations and can explain variations independently in green fatigue without causing biased estimates.

Thus, the measurement model and structural model are free from multi-collinearity problems. All VIF values of the outdoor model are below 3.0, indicating that the indicators provide different information and do not overlap excessively. Similarly for all models in, a VIF value below 2.0, confirms that sustainability and employee motivation programs do not pose collinearity issues when predicting green burnout. And these findings reinforce the validity of the structural model analysis because the estimated path coefficients are unlikely to be biased by multicollinearity. Therefore, this model meets the recommended collinearity assumptions for PLS-SEM and is suitable for hypothesis testing.

The determination coefficient (R^2) measures the proportion of variance in endogenous constructions that can be explained by its predictor constructs in structural models. In PLS-SEM, the determination coefficient (R^2) is used to evaluate the explanatory power of the model. According to Joseph F. Hair. et al. (2022), the R^2 values of 0.75, 0.50 and 0.25 can be interpreted as substantial, moderate, and weak explanatory power, respectively.

The results showed that employee motivation (EM) reached an R^2 value of 0.488, indicating that about 48.8% of the variance in employee motivation was explained by sustainability programs (SP). The adjusted R^2 of 0.486 is very close to the original R^2 , indicating that the model is stable and not pumped by the number of predictors. Based on the guidelines proposed by Hair et al (2022), this value represents moderate explanatory strength. Therefore, employees' perceptions of sustainability initiatives seem to play a significant role in shaping motivation levels

In contrast, green fatigue (GF) obtained an R^2 of 0.029, indicating that only 2.9% of the green fatigue variance was explained by sustainability and employee motivation programs. The adjusted R^2 value of 0.019 further confirms the limited explanatory capabilities of the model. These results suggest that although perceptions of sustainability and employee motivation contribute to explaining green burnout, a substantial proportion of green burnout is influenced by other factors not included in the current model.

A low R^2 value for green burnout may indicate that burnout associated with sustainability initiatives is affected by additional organizational and individual factors, such as workload, change management, leadership support, communication effectiveness, employee resilience. Therefore, although sustainability initiatives and employee motivation

are theoretically linked to burnout, they do not appear to be the primary determinants of green fatigue (GF) in this study.

Comparison of row constructs reveals a clear difference in predictive ability. This model shows a stronger explanatory power for employee motivation than green burnout. These findings suggest that sustainability programs function primarily as a source of motivation rather than as a contributing factor to employee burnout.

To complement with the R² analysis, the effect size (f^2) was examined to assess the contribution of each exogenous construct to the described variance of the endogenous construct.

The results showed that sustainability programs had a huge influence on employee motivation ($f^2 = 0.954$). This value substantially exceeds the 0.35 threshold, suggesting sustainability programs are a key determinant of employee motivation in the model. Meanwhile, employee motivation had a small effect on green fatigue ($f^2 = 0.013$). Although such a relationship exists, its practical contribution to explaining green fatigue variations is relatively limited. In addition, sustainability programs have a negligible direct effect on green fatigue ($f^2=0.001$). These findings suggest that sustainability initiatives do not directly affect green fatigue in a meaningful way.

Thus, the effect size assessment confirmed the findings obtained from R² and the path coefficient analysis. Sustainability programs are important drivers of employee motivation, while sustainability and employee motivation programs show minimal practical influence on green burnout. As a result, the proposed research model showed a much stronger predictive ability for motivational outcomes than fatigue-related outcomes.

Path coefficient analysis was performed to evaluate the strength and direction of the relationship between latent constructions in structural models. In PLS-SEM, the path coefficient (β) is a standard regression coefficient that shows the magnitude and direction of the effect of one construction on another. According to Joseph F. Hair Jr. et al. (2022), the value of the path coefficient generally ranges from -1 to +1, where a positive value indicates a positive relationship and a negative line indicates an inverse relationship. The closer the coefficient is to ± 1 , the stronger the relationship between constructions. (Hair et al., 2022)

The results showed that the relationship between sustainability programs (SP) and employee motivation (EM) was positive and substantial, with a path coefficient $\beta = 0.699$. These findings suggest that employees who view an organization's sustainability initiatives positively tend to show higher levels of motivation. The magnitude of these coefficients suggests a strong relationship, implying that sustainability programs can serve as an important motivational mechanism in the workplace. These results are also consistent with the organizational behavior literature, which argues that employees gain greater organizational meaning, purpose, and commitment when working for socially and environmentally responsible organizations.

In contrast, the association between employee motivation (EM) and green fatigue (GF) was negative ($\beta = -0.156$). This indicates a weak negative relationship. These results suggest that employees with higher motivation tend to experience slightly lower levels of green burnout. However, the magnitude of the relationship remained relatively small, suggesting that motivation alone is not a strong predictor of fatigue-related outcomes.

Similarly, the direct relationship between sustainability programs (SP) and green fatigue (GF) was a negative and very weak relationship ($\beta = -0.018$). This coefficient shows that sustainability initiatives have no direct effect on employee green burnout. Although the relationship is negative, its magnitude is negligible and does not show any meaningful practical effect. These findings suggest that employees do not perceive sustainability initiatives as burnout or burnout.

The compatibility of the three path coefficients reveals a clear pattern. Sustainability programs showed a strong positive relationship with employee motivation, while both relationships involving green burnout showed weak negative coefficients. This pattern suggests that sustainability initiatives are more strongly associated with positive employee outcomes than with negative psychological consequences. These findings are consistent with the descriptive statistics presented earlier, where sustainability and employee motivation programs achieve high average scores, green fatigue records lower scores. The path coefficient analysis provides prelaminated evidence that sustainability programs primarily serve as motivational drivers rather than sources of fatigue.

Hypothesis testing in PLS-SEM was conducted to evaluate the significance of the proposed relationship between sustainability programs (SP), employee motivation (EM) and green fatigue (GF). The assessment was carried out using a bootstrapping procedure by examining the structural relationships between latent constructions through the approximate path coefficient (β) in SmartPLS. According to Hair et al. (2002), a hypothesis is considered significant when the T-statistic exceeds 1.96 and the P-value is below 0.05 at a 95% confidence level. These coefficients indicate the direction and strength of the relationship proposed in the research model. As shown in the figures and tables, this model investigates the effects of sustainability programs (SP) on employee motivation (EM) and green burnout (GF).

Structural models show that sustainability programs are a strong predictor of employee motivation. A path coefficient of 0.699 indicates that employees who view sustainability initiatives positively tend to report significantly higher levels of motivation. These findings imply that sustainability programs create meaningful work experiences and increase employee engagement within the organization.

In contrast, the direct relationship between sustainability programs and green fatigue was very weak and negative ($\beta = -0.018$). These results show that sustainability initiatives do not increase burnout among employees. Instead of being perceived as burnout, sustainability seems to be positively received by employees.

Hypothesis testing helps with bootstrapping procedures that allow for the assessment of the statistical significance of the path coefficients and provide evidence regarding whether the proposed hypothesis is supported by empirical data.

The results of the hypothesis testing showed that only one of the three hypotheses put forward was supported. In particular, sustainability programs have a statistically significant positive effect on employee motivation, while the relationship that elicits green burnout is not statistically significant. These findings suggest that sustainability initiatives implemented in organizations contribute primarily to motivational outcomes rather than burnout.

Interpretation of H1 structural relationships: sustainability programs (SP) with employee motivation (EM)

The first hypothesis proposes that sustainability programs have a positive effect on employee motivation. The results showed a path coefficient $\beta = 0.699$, a T-statistic of 14.825 and a P-value of 0.000. Since the T-statistic exceeds the critical value of 1.96 and the P-value is below 0.05, H1 is supported.

The positive coefficient indicates that employees who consider sustainability initiatives tend to show higher levels of motivation. In addition, the magnitude of the coefficient indicates a strong positive relationship between the two constructs. These findings imply that sustainability programs serve as an important organizational resource that increases employee sense of purpose, engagement, and commitment.

The results are consistent with self-determination theory, which suggests that employees become more motivated when organizational activities provide meaningful goals and align

with personal values. Sustainability initiatives often allow employees to contribute to the broader environmental and social nature that enhances their intrinsic motivation.

H1 is therefore first supported on this structural relationship because the findings provide strong evidence.

Interpretation of H2 structural relationships: sustainability programs (SP) with green exhaustion (GF)

The second hypothesis proposes that sustainability programs affect green exhaustion. The results revealed a path coefficient $\beta = -0.018$, a T-statistic of 0.139, and a P-value of 0.889. Since the T-statistic is below 1.96 and the P-value is higher than 0.05, H2 is not supported.

The coefficient is very small and close to zero, suggesting that sustainability programs have no direct influence on green exhaustion. Despite the negative relationship, their magnitude is negligible and has no statistical significance. These findings suggest that the sustainability program implemented by the organization does not contribute to employee burnout.

The results are crucial because they challenge the assumption that extensive sustainability campaigns can create sustainability burnout among employees. Instead, employees seem to perceive sustainability initiatives as a rewarding and meaningful activity rather than additional burnout.

Therefore, H2 receives only weak preliminary support and may be statistically insignificant.

Interpretation of the structural relationship H3: employee motivation (EM) towards green fatigue (GF)

The third hypothesis proposes that employee motivation affects green burnout. The analysis yielded a path coefficient of $\beta = -0.156$, a T-statistic of 1.284, and a P-value of 0.199. Since the T-statistic does not exceed 1.96 and the P-value is above the significance threshold of 0.05, H3 is also not supported.

Although the association was negative, suggesting that employees with higher motivation tended to experience lower levels of green burnout, the effect was not statistically significant. Therefore, employee motivation cannot be considered a significant predictor of green burnout in the current model.

These findings suggest that green fatigue is likely influenced by other factors not included in the study. Possible determinants include workload intensity, organizational pressure, leadership style, change management effectiveness, and individual resilience. As a result, motivation alone is not enough to explain the variation in employee fat levels related to sustainability initiatives.

Hypothesis testing summary

The results of the overall hypothesis testing show that sustainability programs significantly increase employee motivation, supporting the premise that sustainability initiatives produce positive employee outcomes. However, it is both sustainability programs and employee motivation that significantly affect green burnout.

These findings suggest that sustainability initiatives serve as a source of motivation rather than a source of psychological fatigue. Employees generally view sustainability programs positively and experience increased motivation without reporting an increase in the rate of success. Therefore, evidence suggests that organizational sustainability initiatives contribute more strongly to employee motivation than green burnout.

Finding Discussions

The purpose of this study was to investigate whether employees perceive organizational sustainability programs as a source of motivation or as a source of green burnout. These

findings provide important insights into how sustainability initiatives affect employee attitudes and well-being within organizations.

Looking at the above data, these findings support Herzberg's Two-Factor Theory and Self-Determination Theory by showing that sustainability initiatives can serve as motivational drivers when employees find them meaningful and aligned with organizational values. A strong positive relationship between sustainability programs and employee motivation suggests that sustainability programs contribute to organizational pride, meaningful work, employee engagement, and environmental commitment.

The results showed that sustainability programs had a significant positive influence on employee motivation ($\beta = 0.699$, $p < 0.001$). These findings show that employees perceive sustainability initiatives as meaningful organizational activities that contribute positively to their work experience. Employees who recognize and value sustainability efforts tend to show higher levels of organizational motivation, engagement, and commitment.

These findings are consistent with self-determination theory, which proposes that individuals are more motivated when organizational activities align with their personal values and provide sustainability programs often allow employees to contribute to environmental and social goals, thereby increasing intrinsic motivation. The results are also in line with previous research showing that sustainability and corporate social responsibility initiatives strengthen employee engagement and job satisfaction (Ryan & Deci, 2000). (Aguinis & Glavas, 2019; Glavas, 2016).

The study did not find a significant association between sustainability programs and green fatigue ($\beta = -0.018$, $p = 0.889$). These findings suggest that employees do not perceive sustainability programs as burnout. Contrary to concerns that sustainability-related activities could put excessive demands on employees, employees view the initiative positively.

Furthermore, employee motivation was not found to have a significant effect on green fatigue ($\beta = -0.156$, $p = 0.199$). Although the relationship is negative, it suggests that they are more motivated to achieve statistical significance. These results imply that green burnout is influenced by factors beyond motivational and sustainability initiatives, such as workload, organizational pressure, communication quality, leadership support, or change management practices.

Thus, the findings suggest that sustainability initiatives function primarily as organizational resources rather than organizational demands. The most important contribution of this study is the empirical evidence that sustainability programs can simultaneously support organizational sustainability goals and strengthen employee motivation without creating burnout-related consequences. These findings are particularly relevant for organizations looking to expand ESG and sustainability initiatives while maintaining employee well-being and engagement.

Business Solutions

Based on these findings, organizations should continue to strengthen their sustainability initiatives while integrating sustainability programs more strategically into employee engagement and talent management practices. Because sustainability programs have been shown to increase employee motivation and not cause significant burnout, sustainability can be positioned as a strategic human resource management tool rather than just a compliance or environmental initiative.

The proposed business solution focuses on transforming sustainability programs into a comprehensive employee engagement platform that promotes organizational motivation, participation, recognition, and pride.

Strategic Business Implications

Traditionally, sustainability programs have been implemented to achieve environmental compliance, improve the company's reputation, and support ESG goals. However, the results

of this study show that sustainability initiatives also generate internal organizational benefits by increasing employee motivation levels. Employees seek meaningful work experience and prefer to be associated with organizations that demonstrate social and environmental responsibility. Therefore, sustainability initiatives can be an important mechanism for creating stronger purpose and ownership among employees.

For organizational leaders, these findings imply that sustainability investments must be evaluated not only from an environmental perspective but also from a human resource perspective. Sustainability programs can create value by strengthening employee engagement, increasing workplace satisfaction, and fostering a purpose-driven organizational culture.

Based on these findings, it provides several important strategic implications for organizations implementing sustainability initiatives:

Sustainability as a Motivational Driver

One of the most significant findings of the study is the strong positive relationship between sustainability programs (SP) and employee motivation (EM). Path coefficient analysis showed that the sustainability program had the strongest effect in the research model ($\beta = 0.699$), while the effect size analysis showed a very large effect ($f^2 = 0.954$). These findings suggest that capability initiatives play an important role in increasing employee motivation.

Descriptive analysis supports this conclusion. Employee motivation recorded the highest average score among all construction (Average = 3,901), while the sustainability program also achieved a high average perception score (Average = 3,864). In addition, the highest-ranking indicator in this study is included in the construction of employee motivation. In particular, Q7 – I feel proud to work for an organization that supports sustainability, achieving the highest average score of 4,153, followed by Q9 – I feel motivated when I see the positive impact of sustainability programs with an average score of 4,005.

These findings show that sustainability initiatives create value for employees by reinforcing organizational pride, meaningful work experience, and a sense of contribution to broader environmental and social goals. Employees are motivated not only by financial rewards but also by opportunities to participate in activities that create a positive impact. As a result, sustainability must be integrated into employee engagement programs, leadership development, and organizational culture transformation. Rather than positioning sustainability as a compliance requirement.

Sustainability Supports Employer Branding

These findings also suggest that sustainability can strengthen an organization's attractiveness as an employer. A very high Q7 score indicates that employees feel proud of a company that actively supports resilience. In addition, Q5 – The sustainability program aligned with my personal values and beliefs, achieving a high average score (3,856), demonstrating a strong alignment between the organization's sustainability initiatives and employee values.

This alignment is especially important in today's markets, where employees are increasingly looking for purpose-driven employers that demonstrate environmental and social responsibility. The results show that sustainability contributes to employee organizational identification and emotional attachment to the company.

In addition, employees showed strong support for future sustainability programs through Q20 questions – I would like sustainability programs to be further developed within the organization. This encourages the organization's readiness for further sustainability investments and shows that employees perceive sustainability as a positive characteristic of the organization.

From a strategic perspective, sustainability achievements should be incorporated into employer branding campaigns, recruitment strategies, onboarding programs, and employee

value proposition initiatives. Organizations communicating their sustainability commitments can provide a competitive advantage in attracting and retaining highly skilled employees.

Sustainability Fatigue Risk Remains at Low Risk

A specific important finding from this study is the absence of a significant relationship between sustainability programs and green exhaustion. The path coefficient was very small ($\beta = -0.018$) and the results of hypothesis testing showed no significant effect ($p = 0.889$). In addition, green fatigue was recorded as the lowest average score among all constructions (Average = 2,581).

The descriptive findings further strengthen the conjecture. The lowest-ranking indicators in the study all included green fatigue construction, including Q14 – I am feeling tired of the increasing number of sustainability initiatives with the lowest average score of 2,421 and Q15 – Sustainability programs creating additional jobs that are not sufficiently recognized with an average score of 2,540. And then, for Q11 – sustainability-related initiatives made me feel overwhelmed, recording a relatively low score of 2,658.

These results show that employees do not perceive ongoing initiatives as burnout and overwhelmed. Sustainability programs appear to be implemented at a manageable level and do not create excessive workload pressure.

For management, these findings significantly reduce concerns about sustainability-related change fatigue. Organizations can continue initiatives without the great risk of employee burnout. However, these findings also highlight the importance of maintaining effective communication and recognition. Relatively lower Q10 score – My contribution to sustainability initiatives is valued by organizations suggests that employees may still want greater recognition for their sustainability contributions.

Therefore, future sustainability initiatives should continue to emphasize employee participation, recognition, and engagement while avoiding redundant administrative work that could potentially lead to overtime burnout.

1. Sustainability as a competitive advantage

The results show that sustainability initiatives generate organizational benefits beyond environmental performance. Sustainability programs significantly increase employee motivation while creating minimal fatigue-related consequences. This combination creates opportunities for organizations to develop sustainability as a source of sustainable competitive advantage.

The explanatory strength of employee motivation ($R^2 = 0.488$) showed that sustainability initiatives affected almost half of the employee sample in motivational perception. Because employee motivation is coupled with productivity, innovation, commitment, service quality, and organizational performance. Sustainability programs can indirectly contribute to broader business outcomes.

Several indicators support this conclusion Q8 – Sustainability initiatives encourage me to contribute more to the organization achieving a high average score of 3,861, while Q19 – I believe my contribution has a positive impact on sustainability outcomes. Show that employees think their actions are meaningful. These findings suggest that sustainability initiatives encourage proactive employee efforts and behaviors. Then a motivated workforce that strongly supports sustainability goals represents a valuable and hard-to-replicate organizational capability. Competitors may emulate sustainability policies, but replicating a culture where employee support and engagement with sustainable initiatives is much more challenging.

Therefore, organizations must position sustainability not only as an ESG requirement but also as a strategic capability that increases employee engagement, strengthens organizational culture, increases employer attractiveness, and contributes to long-term organizational performance.

Proposed Business Solutions

Based on the empirical findings and strategic picture discussed above, this study proposes the implementation of an employee-centric sustainability engagement framework. The sustainability engagement framework aims to achieve four key goals:

1. Increase sustainability awareness
2. Increase employee participation in sustainability programs
3. Providing recognition and reward to strengthen the culture of sustainability
4. Prevent future green exhaustion as sustainability requirements become more demanding

Increase sustainability awareness

Business issues: Although employees view sustainability programs positively, descriptive analysis shows that understanding and communication can still be strengthened. While the indications in question Q2 – I understand the sustainability program objectives implemented by my organization and Q3 – Sustainability-related information is communicated effectively within the organization, receiving a high score no indicator achieves the highest ranking in the research. This information shows that there is still room for improvement in ensuring that all employees consistently understand the goals, objectives, and strategic importance of sustainability initiatives.

Within organizations, sustainability activities are often seen as separate corporate programs rather than part of day-to-day operations. Employees can participate in sustainability initiatives without a thorough understanding of how these activities contribute to organizational performance, ESG commitments, and long-term business sustainability. As sustainability programs evolve, inadequate communication can reduce employee engagement and undermine the motivational impact of sustainability initiatives.

So, the strategic need is that organizations need a structured approach to strengthen sustainability awareness, increase ESG literacy, and continuously communicate the business value and social impact of sustainability initiatives. Proposed solutions within the organization to develop a governance sustainability communication strategy consisting of quarterly/town hall sustainability reviews, sustainability updates in internal newsletters, ESG dashboards, and sustainability awareness campaigns.

Strengthening a culture of sustainability across the organization

The study shows that employees are motivated by sustainability initiatives, as reflected in the high scores of Q8, Q19 and Q20. However, many sustainability programs in organizations remain management-driven rather than employee-driven. Employees can support sustainability initiatives conceptually but have limited opportunities to actively participate in decision-making, innovation, and implementation activities.

This creates a participation gap where employees value sustainability efforts but are not fully engaged as contributors. Without active engagement, sustainability programs risk becoming a communication campaign rather than embedded in organizational behavior. Over time, this can limit employee ownership and reduce the long-term effectiveness of sustainability initiatives.

Then strategic needs are the mechanism of organizational needs that can transform employees from passive recipients of sustainability programs to active participants and initiators of sustainability results. The proposed solution is to develop a sustainability leadership program that targets managers and supervisors with rational sustainability programs and targets. Then organizations can also implement a green ambassador program in each department, this program aims to transform employees from passive to active contributors by strengthening the positive relationship between sustainability initiatives and employee motivation.

Providing recognition and appreciation to strengthen the culture of sustainability

One of the most important findings of the study was that Q10 – My contribution to sustainability initiatives was appreciated by organizations, recording the lowest average among all employee motivation indicators. While overall motivation levels remain high, these results suggest that employees may not feel that their sustainability-related efforts are adequately recognized or appreciated.

This indicator creates a potential gap in sustainability recognition. Employees may be willing to participate in sustainability programs and contribute to additional efforts, but inadequate recognition can reduce participation and engagement. According to motivation theory, employees are more likely to maintain desired behaviors when they receive recognition and appreciation for their contributions. So organizations need a formal sustainability recognition system that recognizes employees' contributions and reinforces desired behaviors and reinforces sustainability-related motivations.

Prevent future green fatigue as sustainability requirements become more demanding

Business issues: Although green fatigue was found to be very low and the relationship between sustainability programs and green fatigue was not statistically significant, this study does not imply that the risk of fatigue can be completely ignored. Indicators such as Q11, Q14 and Q15 still show that a small percentage of employees experience some level of burnout, confusion or concern regarding additional sustainability-related responsibilities.

As organizations continue to increase ESG commitments and sustainability requirements, it is possible that sustainability initiatives may become redundant, repetitive, or be considered an additional additional burden. Therefore, the absence of current fatigue should not be interpreted as a guarantee that fatigue will never appear. Rather, it is an opportunity for proactive management.

So the strategic need that organizations need to create a sustainability workload management framework, sustainability impact assessments, sustainability program priorities, and employee feedback on a regular basis.

CONCLUSION

The study examines whether sustainability initiatives in the workplace primarily serve as a driver of employee motivation or a contributor to green burnout. These findings show that employees generally view sustainability programs positively and view them as meaningful organizational initiatives. The results show that Sustainability Programs have a significant positive effect on Employee Motivation, suggesting that sustainability initiatives can increase employee engagement, organizational pride, and desired goals. In contrast, the Sustainability and Employee Motivation Program was not found to have a significant effect on Green Burnout, suggesting that employees generally do not perceive sustainability activities as a psychological or exhausting burden. Thus, the findings suggest that sustainability initiatives contribute more strongly to employee motivation than green burnout. Sustainability programs serve not only as a mechanism to achieve environmental and ESG goals, but also as a strategic organizational resource that supports positive employee outcomes. These results highlight the importance of integrating sustainability into organizational practices through effective communication, employee participation, and organizational support. By adopting a balanced, employee-centric approach, organizations can maximize the motivational benefits of sustainability initiatives while minimizing the potential risk of burnout, thereby strengthening organizational sustainability and long-term workforce performance. These findings suggest that organizations should strengthen sustainability communication, encourage employee participation, and provide appropriate recognition for sustainability-related contributions to increase employee motivation. Future research is recommended to explore additional factors that influence green burnout, such as workload,

leadership style, organizational support, and psychological resilience, as well as to examine employee outcomes related to sustainability across different industries and organizational contexts.

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