

T.C.
BAHCESEHIR UNIVERSITY
GRADUATE SCHOOL
THE DEPARTMENT OF BUSINESS ADMINISTRATION



**IMPACT OF INTERPERSONAL COMMUNICATION SKILLS OF
EMPLOYEES ON ORGANIZATIONAL SUSTAINABILITY IN LIFE PHARMA
FZE COMPANY**

MASTER'S THESIS
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ISTANBUL 2024

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ABSTRACT

IMPACT OF INTERPERSONAL COMMUNICATION SKILLS OF EMPLOYEES ON ORGANIZATIONAL SUSTAINABILITY IN LIFE PHARMA FZE COMPANY

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Master's Program in Business Administration

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This research explores the critical function that interpersonal communication skills play among staff members and how they directly impact the sustainable practices of Life Pharma FZE Company. Studying the relationship between communication effectiveness and the longevity of organizations, the study evaluates the role that competent interpersonal skills have in fostering harmonious teams, efficient workflows, and increased creativity. The knowledge and understanding gathered from this investigation may be applied to improve internal communication tactics and build an organizational culture that will support Life Pharma FZE's objectives and long-term sustainability. This research is based upon questionnaire method of data collection. Regression analysis models are applied and null hypothesis have been rejected. It has been provided that the employee-organization relationship, organizational decision making and organizational strategy are significantly and positively affecting sustainable development. Out of all these variables, Employee-organization relationship has key significant effect. Further studies can include comparative analysis of different cultures of organizations for these factors.

Key words: Interpersonal Communication Skills, Organization Sustainability, Employee-Organization Relationship, Organizational Decision Making, Organizational Strategy

ÖZ

ÇALIŞANLARIN KİŞİLERARASI İLETİŞİM BECERİLERİNİN YAŞAMDA KURUMSAL SÜRDÜRÜLEBİLİRLİK ÜZERİNDEKİ ETKİSİ PHARMA FZE ŞİRKETİ

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Bu araştırma, kişilerarası iletişim becerilerinin personel arasında oynadığı kritik işlevi ve bunların Life Pharma FZE Şirketinin sürdürülebilir uygulamalarını nasıl doğrudan etkilediğini araştırıyor. İletişimin etkinliği ile kuruluşların uzun ömürlülüğü arasındaki ilişkiyi inceleyen bu çalışma, kişilerarası yetkin becerilerin uyumlu ekipleri, verimli iş akışlarını ve artan yaratıcılığı teşvik etmedeki rolünü değerlendiriyor. Bu araştırmadan elde edilen bilgi ve anlayış, iç iletişim taktiklerini geliştirmek ve Life Pharma FZE'nin hedeflerini ve uzun vadeli sürdürülebilirliğini destekleyecek bir organizasyon kültürü oluşturmak için uygulanabilir. Bu araştırma, veri toplamada anket yöntemine dayanmaktadır. Regresyon analizi modelleri uygulanmış ve sıfır hipotezi reddedilmiştir. Çalışan-örgüt ilişkisinin, örgütsel karar vermenin ve örgüt stratejisinin sürdürülebilir kalkınmayı anlamlı ve olumlu yönde etkilediği ortaya konmuştur. Tüm bu değişkenler arasında Çalışan-örgüt ilişkisinin önemli ve anlamlı bir etkisi vardır. Daha ileri çalışmalar bu faktörler açısından farklı örgüt kültürlerinin karşılaştırmalı analizini içerebilir.

Anahtar Kelimeler: Kişilerarası iletişim becerileri, örgütün sürdürülebilirliği, Çalışan-örgüt ilişkisi, Örgütsel karar verme, Örgütsel Strateji

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Chapter 1

Introduction

1.1. Theoretical Framework

Interpersonal communication skills and organizational sustainability serve as the theoretical framework for this study. The relationship between employees and the organization, organizational decision-making, and organizational strategy are all said to be influenced by employees' excellent interpersonal communication abilities. The framework acknowledges the relationship between communication dynamics and sustainable practices and is informed by theories of communication and sustainability models (Florea et al., 2013). According to this theory, the three factors that make up organizational sustainability are influenced by the level of interpersonal communication abilities among employees (Zhang et al., 2019). The relationships suggested in the framework are supported by theoretical foundations like communication models and sustainability theories (Mukhtar et al., 2020). The framework aims to validate the impact of communication abilities on organizational sustainability in the context of Life Pharma FZE Company through empirical study and analysis (Nam, 2019).

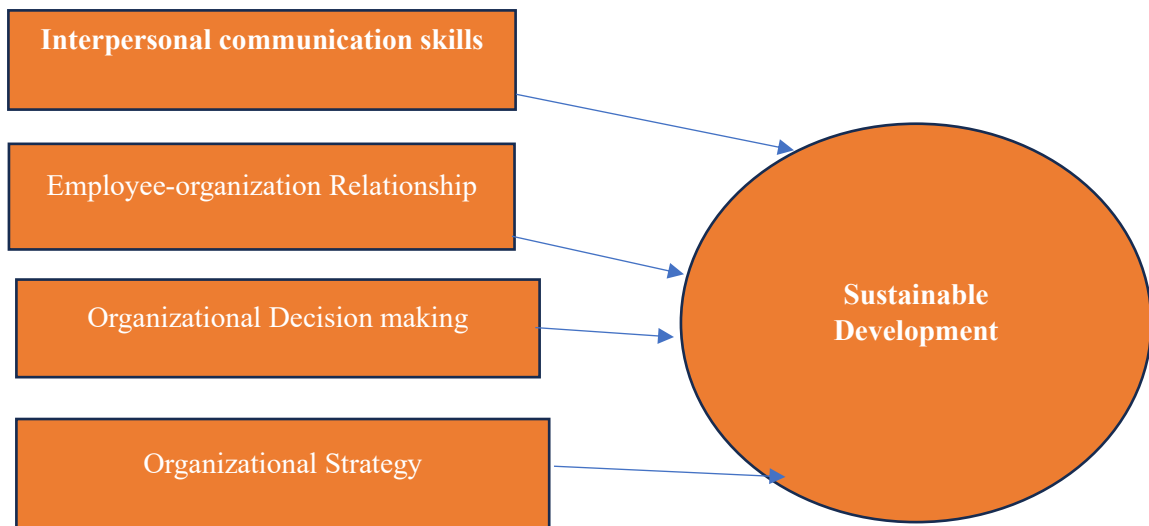


Figure 1: Conceptual framework of study

1.2. Statement of the problem

This study attempts to investigate how workers' interpersonal communication abilities affect Life Pharma FZE Company's organizational sustainability initiatives. Although the importance of good communication in promoting sustainability is widely acknowledged, research on how it specifically affects a pharmaceutical company like Life Pharma FZE is still lacking. Understanding how a company's overall sustainability, which includes factors like operational procedures, employee engagement, decision-making procedures, and strategy alignment, is related to the degree of interpersonal communication skills among its personnel is the issue at hand. By analyzing this connection, the research aims to provide light on the function of communication abilities in promoting sustainable behaviors and results, adding to our understanding of sustainability dynamics within Life Pharma FZE Company.

1.3. Purpose of Study

This study aims to investigate and assess how workers' interpersonal communication abilities affect a company's organizational sustainability initiatives. Sustainability has emerged as a critical factor in determining long-term performance in the complex and changing global context that the pharmaceutical sector operates in (Han et al., 2022; Staniewski, 2016). This study seeks to further knowledge of how effective communication may support sustainable practices and results in a company by examining the link between interpersonal communication abilities and organizational sustainability. The findings of this study should throw light on how important communication abilities are for promoting sustainable practices in the pharmaceutical industry. The study's conclusions may help businesses use strategic communication as a means of reaching and sustaining sustainability goals.

1.4. Research Questions

Following research questions will be answered in this study,

1. what is impact of employee-organization relationship on sustainable development of organization?
2. What is impact of organizational decision making on sustainable development of organization?

3. What is impact of Organizational strategy on sustainable development of organization?

1.5. Hypotheses

Following hypothesis are generated to test in this study,

H1: There is positive impact of employee-organization relationship on sustainable development of organization.

H2: There is positive impact of organizational decision making on sustainable development of organization.

H3: There is positive impact of Organizational strategy on sustainable development of organization.

1.6. Significance of Study

This study has enormous relevance in both academic and real-world settings. Several significant contributions are anticipated by examining the relationship between workers' interpersonal communication abilities and organizational sustainability within the special context of Life Pharma FZE Company.

First off, the research will add to the body of knowledge on how communication and sustainability interact in the pharmaceutical sector by illuminating the ways in which effective communication may strengthen sustainable practices.

Second, Life Pharma FZE will gain from the study's findings since they will provide data-driven understandings of how communication abilities affect their sustainability objectives. These findings may be used by the company to improve its tactics and promote a more sustainable work environment.

The study's recommendations will also help experts and managers in related fields comprehend the possible advantages of spending money to improve staff members' communication abilities to advance sustainability initiatives.

In a larger sense, the study contributes to the body of information on the practical uses of interpersonal communication abilities in organizational sustainability, which may have an impact on industry-specific strategic decision-making and human resource practices.

1.7. Definitions

1.7.1. interpersonal communication skills.

The ability to successfully transmit, understand, and share information, ideas, and emotions with people in a variety of social and professional circumstances is referred to as interpersonal communication skills (Mi et al., 2020; Naqvi, 2020). These abilities include verbal articulation, nonverbal clues, empathy, negotiation, dispute resolution, and active listening. People with strong interpersonal communication skills are better able to connect with others, work together effectively, and develop strong bonds with coworkers, superiors, clients, and stakeholders.

1.7.2. organizational sustainability.

The word "organizational sustainability" refers to a comprehensive strategy for attaining long-term success by juggling economic, environmental, and social factors (Gupta et al., 2022; Han et al., 2022; Lazaretti et al., 2019). Organizational sustainability in the context of this study consists of three interrelated variables:

Employee-Organization Relationship: This factor takes into account how well employees and the organization communicate and understand one another (Han et al., 2022). It demonstrates the amount of dedication, involvement, and trust that staff members feel for the company, which has an impact on things like retention rates, work happiness, and general well-being (Chang et al., 2022; Chukwuemeka & Green-Wike, 2022; Han et al., 2022).

Organizational Decision Making: This variable has to do with how an organization decides what to do and how to distribute resources (Maine et al., 2015; Manolopoulos et al., 2022). It includes the degree to which sustainability factors are considered while making decisions, affecting procedures like resource allocation, innovation, and risk management.

Organizational Strategy: The long-term planning and direction an organization takes to accomplish its objectives is included in organizational strategy. In the context of sustainability, it includes the balancing of corporate goals with societal and environmental considerations, which directs decisions about product creation, market positioning, and future expansion (Gao et al., 2018).

Chapter 2

Literature Review

2.1. Interpersonal Communication Skills

The success of every firm depends on having effective interpersonal communication abilities. The capacity of employees to communicate successfully with coworkers, supervisors, clients, and stakeholders may have a substantial impact on productivity, collaboration, and overall organizational performance in today's dynamic and interconnected corporate environment (Naqvi, 2020; Organization, 2022). This study of the literature intends to investigate the main features of interpersonal communication skills, their applicability in organizational contexts, and the possible results of their growth.

The ability to effectively and correctly transmit and receive information, ideas, and emotions is referred to as interpersonal communication skills. Active listening, verbal and nonverbal communication, empathy, conflict resolution, and negotiation are some of these abilities. According to empirical study, people with good interpersonal communication skills are better able to establish trust, resolve disputes, and foster a collaborative work atmosphere.

Effective interpersonal communication has a number of ramifications for enterprises. In the beginning, it improves team dynamics by encouraging communication and trust amongst team members. Employees are more inclined to share information, work together, and make informed decisions when they communicate politely and freely (Mukhtar et al., 2020). The ability to communicate effectively and empathically is also crucial in client contacts since it increases the likelihood that staff will meet client demands and boost customer satisfaction and retention rates. Third, effective leadership is facilitated by excellent interpersonal communication skills. Leaders who can express their vision, offer helpful criticism, and inspire their team to higher performance typically do so.

For a number of reasons, interpersonal communication abilities are essential to the longevity of a business. First and foremost, productive teams require a pleasant,

collaborative work atmosphere, which is created by effective communication. Team members are more inclined to share ideas, work together to solve issues, and pursue shared objectives when they can speak politely and frankly (Mukhtar, 2020). Second, the development and maintenance of solid connections both inside and outside the company depend heavily on interpersonal communication abilities. Building strong bonds with stakeholders, clients, and coworkers creates a network of support that may help a business overcome obstacles and adjust to changing circumstances (Mukhtar, 2020).

In the workplace, tension, disputes, and misunderstandings are also decreased by clear communication. Clear communication and attentive listening reduce the likelihood of misunderstandings, which guarantees that activities are completed quickly and objectives are reached. Effective interpersonal communication also fosters a transparent and trustworthy culture. One of the most important components of cohesive teams and a motivator for dedication and loyalty in sustainable enterprises is trust. Employee engagement, motivation, and willingness to put in their best efforts to support the success of the company are all increased when they have faith in their leaders and in one another (Naqvi, 2022).

All things considered, an organization's resilience and longevity are enhanced by effective interpersonal communication skills because they promote teamwork, establish rapport, head off confrontations, and create an environment that is open and honest.

Numerous studies highlight the connection between effective interpersonal communication and business success. For instance, research by Argote and McGrath (1993) showed how enhanced team performance results from greater information exchange and creativity within teams. Furthermore, Shockley-Zalabak et al.'s (2000) study discovered that firms with an open communication culture have greater employee satisfaction levels and lower turnover rates.

Organizations can benefit in a number of ways from investing in the improvement of interpersonal communication skills (Bulińska-Stangrecka & Bagieńska, 2018; Liu et al., 2022). Employee engagement, teamwork, and conflict resolution have all been found to improve with training programs aimed at improving these abilities (Jones, 2015). Additionally, such training may result in fewer misunderstandings and erroneous

interpretations, which in turn may reduce workplace disputes and boost general productivity.

Employees face difficulties in cultivating interpersonal communication skills, though. Effective communication can be hampered by differences in cultural origins, communication styles, and personal prejudices. To address these issues and promote a more communicative and inclusive work environment, organizations must offer training and tools.

2.2.Organizational Sustainability

Recent years have seen a significant increase in interest in organizational sustainability as a result of rising worries about environmental degradation, social responsibility, and long-term economic viability (Bulińska-Stangrecka & Bagieńska, 2018; Changar & Atan, 2021). The purpose of this literature review is to examine the main elements of organizational sustainability, their importance, and the methods used by businesses to implement sustainable practices.

In order to secure an organization's long-term existence and prosperity, organizational sustainability comprises a comprehensive strategy that aims to balance economic, environmental, and social issues (Denu et al., 2023; Florea et al., 2013; George et al., 2021). This idea emphasizes responsible resource management, moral corporate conduct, and a good influence on society, going beyond simple profit maximization. The term "triple bottom line," popularized by researchers like Elkington (1997), emphasizes the significance of concurrently addressing economic, environmental, and social performance.

The potential of organizational sustainability to improve both the health of the business and the larger environment makes its importance clear. The use of sustainable practices can result in lower resource usage and waste production, which can save costs (Graikioti et al., 2022; Gupta et al., 2022). Additionally, businesses that prioritize sustainability frequently have stronger brand reputations that draw in investors and shoppers who care about the environment.

Researchers and professionals have looked at a number of tactics to promote organizational sustainability. One strategy entail incorporating sustainability into a company's main business plan. This might entail using energy-efficient technology, choosing materials that were created ethically, or adopting eco-friendly production methods (Graikioti et al., 2022; Gupta et al., 2022; Han et al., 2022). Collaboration and stakeholder participation are essential to sustainability initiatives. Companies that actively engage their staff, clients, suppliers, and neighborhood communities are better able to match their operations with social norms and expectations.

As indicators of an organization's commitment to sustainability, certification programs like LEED (Leadership in Energy and Environmental Design) and B Corp status have arisen. Building trust and confidence is facilitated by these certifications, which offer a framework for assessing and sharing sustainable activities.

When seen through the prisms of organizational strategy, decision-making processes, and employee-organization relationships, organizational sustainability creates a strong basis for a company's long-term success.

Sustainability is based on the relationship between the company and its employees. Employee happiness, engagement, and loyalty rise when companies make the effort to build a strong, mutually beneficial relationship with their workforce. A contented staff is more likely to remain with the business, cutting down on turnover expenses and keeping important institutional knowledge. Furthermore, workers who have a sense of belonging to the company are frequently more inspired to give it their all, which boosts output and creativity.

Sustainability and decision-making in organizations are closely related when it comes to making wise and flexible decisions. Collaboration and open communication are fostered by such a culture, and this promotes efficient decision-making. Employees who are encouraged to express their thoughts and opinions improve the decision-making process by bringing in a variety of viewpoints. This inclusiveness fosters a sense of ownership and dedication among staff members in addition to improving the caliber of judgments. To ensure adaptability in a changing business environment, sustainable

businesses use this collective knowledge to manage obstacles and grab opportunities (Yu, 2021).

Organizational strategy also has a major role in success and sustainability. A clear, flexible plan unites the team around shared objectives. Employee effectiveness increases when they are aware of the organization's strategic direction and can focus their efforts accordingly. Sustainable plans make sure that the company runs morally and responsibly by considering social, environmental, and economic aspects. This not only improves the company's standing but also puts it in a positive light with clients, financiers, and other stakeholders (Zhang, 2019).

Furthermore, a sustainable organizational plan incorporates resilience and long-term sustainability in addition to short-term rewards. It entails strategic foresight, spotting emerging trends, and getting the company ready to adjust to changing market circumstances. With this innovative strategy, the company is positioned as a leader in the sector rather than a follower, giving it a competitive edge (Gupta, 2022).

Organizational sustainability is woven from the interwoven strands of organizational strategy, organizational decision-making, and employee-organization interactions. A dedicated and engaged workforce is fostered by cultivating a pleasant and cooperative connection with the workforce. Diverse viewpoints contribute to effective decision-making processes that help the company overcome obstacles and take advantage of opportunities. In addition to bringing the workforce together around shared objectives, a sustainable strategy guarantees long-term sustainability and resilience in a business environment that is changing quickly. When combined, these components give a firm a strong base for growth and survival, enabling it to prosper in the complicated environment of the contemporary business world (Guchait, 2010).

2.3.The impact of Interpersonal Communication Skills on organizational sustainability

The idea of organizational sustainability has become more popular in the modern corporate environment as firms look to strike a balance between economic success and social duty and environmental responsibility (Li et al., 2022). The employee-organization relationship, organizational decision-making, and organizational strategy are the main

sub-points of this research study, which explores the connection between interpersonal communication abilities and organizational sustainability.

2.3.1. The impact of Interpersonal Communication Skills on employee-organization relationship.

A strong employee-organization connection is fostered through effective interpersonal communication. According to research (Eisenberger et al., 2001), open and honest communication increases employee commitment, engagement, and trust. Employees are more likely to be engaged and aligned with the organization's goals when they feel appreciated and heard, which increases overall work satisfaction and lowers turnover rates (Guchait & Cho, 2010). Additionally, it has been shown that communication that fosters a feeling of belonging and shared values can increase employee advocacy for the company (Zimmerman & Somers, 2006). Interpersonal communication abilities play a crucial function in boosting organizational sustainability across all its major subpoints. Building trust, engagement, and commitment via effective communication has a favorable effect on the connection between employees and organizations. It encourages creative ideas and supports inclusive, well-informed organizational decision-making processes.

Successful employee-organization interactions are built on the foundation of effective interpersonal communication abilities. These talents include a wide spectrum that enables people to communicate, engage, and establish rapport with coworkers, managers, and other stakeholders in an organization. It is impossible to emphasize how important interpersonal communication skills are to the connection between a company and its employees since they are crucial to creating a healthy work environment, enabling cooperation, and supporting organizational success (Zhang et al., 2019).

By promoting an environment of open and honest communication, interpersonal communication abilities have a significant impact on the connection between employees and organizations. Employees are more likely to openly share their opinions, worries, and ideas when they have great communication skills. This openness is crucial for resolving disputes, handling complaints, and making sure that everyone's opinions are heard within the company. Employees feel respected and appreciated as a consequence, which

enhances their feeling of belonging and job happiness (Thaher & Jaaron, 2022; Yadav et al., 2021; Zen, 2023).

Effective interpersonal communication abilities can help build credibility and trust. Both coworkers and supervisors view employees as reliable and trustworthy when they can respectfully and clearly express their opinions and concerns. In the context of an employee-organization connection, trust fosters better cooperation, stronger teamwork, and more devotion to the latter. It is the cornerstone of every healthy partnership (Mujtaba & Mubarik, 2022).

Interpersonal communication abilities, in addition to trust, are crucial for creating enduring working connections between employees and their managers or supervisors. Supervisors that can effectively communicate with their team members may set clear expectations, offer helpful criticism, and offer support. In addition to raising staff morale, this improves work output and job satisfaction. Employees with good communication abilities, on the other hand, are better able to communicate their wants and concerns to their managers, resulting in more successful problem-solving and performance improvement initiatives (Luo et al., 2021; Micán et al., 2022).

For conflict resolution, effective communication skills are also essential. Any workplace will always experience conflicts, but how they are handled has a big influence on the connection between the employees and the firm. Employees that are able to have constructive, sympathetic, and solution-focused discussions during disagreements are more likely to come to amicable agreements. By doing this, you may avoid lingering complaints, animosity, and long-term harm to the bond between employees and the company (Althnayan et al., 2022; Arocena & Sutz, 2021; Bilderback, 2023).

External ties with consumers, clients, and business partners require interpersonal communication skills just as much as internal relationships. Employees' reputations and long-term performance are influenced by their ability to interact successfully with external stakeholders. Increased satisfaction, repeat business, and recommendations are the results of good client and customer interactions, and these factors are all crucial for the expansion of a firm (Carson & Westerman, 2023; Changar & Atan, 2021; Chinedu et al., 2010).

Additionally, the effectiveness of the company as a whole is impacted by interpersonal communication abilities on the interaction between employees and the organization. Employees may better connect their activities and efforts with the organization's goals and objectives when they communicate effectively. Improved production, creativity, and flexibility to changing conditions are the outcomes of this alignment. The organization gains more competitiveness and is better positioned for long-term success as a consequence (Chinedu et al., 2010; Crucke et al., 2022; Denu et al., 2023).

2.3.2. The impact of Interpersonal Communication Skills on organizational decision making.

The effectiveness of corporate decision-making processes is directly impacted by interpersonal communication abilities. According to De Dreu and Weingart (2003), effective communication encourages knowledge exchange, a variety of viewpoints, and cooperative problem-solving. Organizations that promote candid communication and attentive listening among their staff members are better able to recognize and take advantage of opportunities and problems. Additionally, inclusive communication can lessen cognitive biases and groupthink, resulting in more intelligent and creative judgments (Janis, 2008). Processes for making decisions that are sustainable take into account both short- and long-term effects and are consistent with organizational sustainability principles (Manolopoulos et al., 2022). Additionally, communication that is part of corporate strategy makes sure that sustainability objectives are communicated and makes it easier to align with common objectives. Businesses that understand the significance of interpersonal communication abilities in the context of sustainability are better equipped to provide long-lasting benefits for themselves, their workers, and society at large.

Effective organizational decision-making is based on interpersonal communication abilities. Decisions taken at every level may have a big impact on an organization's performance in the complicated and changing world of business. The ability to communicate effectively with others is essential for influencing decisions, improving the quality of decisions, and promoting a collaborative and informed atmosphere. The effect

of interpersonal communication abilities on corporate decision-making is thoroughly examined in this paper (Crucke et al., 2022; Denu et al., 2023; Dwivedi et al., 2023).

Individuals within a company may easily exchange information, thoughts, and viewpoints thanks to effective interpersonal communication abilities. Having access to a wide variety of information is crucial when making decisions. Clear communication and attentive listening on the part of team members produce a wealth of information from which decisions may be made. Decision-makers may consider numerous points of view and make better decisions thanks to this information sharing (Micán et al., 2022; Moffat et al., 2023; Mujtaba & Mubarik, 2022).

The process of making decisions inevitably involves conflict. When people have divergent priorities, interests, or opinions, disagreements result. Active listening and diplomatic techniques are excellent interpersonal communication skills for dispute resolution. In order to prevent conflicts from impeding the decision-making process, skilled communicators may promote talks, establish areas of agreement, and come up with solutions that satisfy all parties (Obi-Anike et al., 2022).

Decisions made by the organization should always be in line with its broad objectives. Decision-makers are more likely to comprehend these objectives and be able to explain how their decisions affect them when there is effective interpersonal communication. People who understand the wider picture and how their actions fit into it are more likely to make decisions that support the goal and vision of the business (Shin et al., 2023).

Thorough investigation and the examination of several variables lead to high-quality conclusions. The collecting of many viewpoints, the investigation of possibilities, and the assessment of prospective results are all made easier by interpersonal communication abilities. Decision-makers are better able to spot possible hazards, reduce risks, and make decisions that are well-rounded and have a higher probability of success when they conduct open and honest dialogues (Obi-Anike et al., 2022).

Organizations frequently consult with a variety of internal and external stakeholders while making decisions. Interpersonal communication that works well keeps all parties involved in the decision-making process informed and involved. Gaining support for

choices and efficiently implementing them is simpler when there is open and frequent communication (Gomes et al., 2023; Graikioti et al., 2022; Grünberger & Szucsich, 2021; Gupta et al., 2022).

Delays and procrastination can hurt an organization's ability to compete. Decision-making is accelerated by interpersonal communication abilities like clear and succinct concept expression. Discussions are more focused and choices may be made more quickly when people can properly convey their ideas (Taleb et al., 2023).

Every choice involves some amount of risk, and managing those risks requires good communication. Strong interpersonal communication skills enable people to recognize possible dangers, convey them to the appropriate parties, and create mitigation plans. Organizations may make decisions that are more robust to unforeseen hurdles by using this proactive strategy, which takes anticipated issues into account (El Ebrashi, 2013; Florea et al., 2013; George et al., 2021).

Interpersonal communication abilities that are effective help businesses create feedback loops for decision-making that can be continually improved. Promoting a culture of learning and adaptation involves asking individuals who will be impacted by choices for their open and honest comments. Future decisions may be modified in light of this input, helping the organization grow over time and become more adaptable and responsive (Florea et al., 2013; George et al., 2021; Gomes et al., 2023; Graikioti et al., 2022).

2.3.3. The impact of Interpersonal Communication Skills on organizational strategy

In order to achieve sustainability goals, interpersonal communication abilities must be included into organizational strategy (Lazaretti et al., 2019; Martin-Rojas et al., 2019; Mi et al., 2020). From senior leadership to frontline staff, strategic communication makes ensuring that sustainability goals are successfully conveyed throughout the business (Den Hond & De Bakker, 2007). The organization's capacity to implement change and adjust to shifting market demands is improved by a shared grasp of sustainability concepts and objectives. Additionally, good communication helps workers identify with the company's sustainability goal, empowering them to promote sustainable practices both inside and

beyond the company. Future studies might examine industry-specific variations and the precise processes through which communication skills affect organizational viability.

Interpersonal communication abilities are crucial for the strategy and overall performance of a business. Effective communication is a vital competence that affects how businesses function, make choices, and accomplish their goals in today's fast-paced and linked corporate environment. This article will examine the many ways interpersonal communication abilities affect organizational strategy, emphasizing their importance and the different ways they may contribute to success (Crucke et al., 2022; Denu et al., 2023; Dwivedi et al., 2023; Dzhengiz & Hockerts, 2022).

The promotion of cooperation and teamwork within an organization depends heavily on interpersonal communication abilities. Employees are more inclined to cooperate together toward shared goals when they can communicate successfully with one another. The implementation of organizational plans that call for cross-functional teams or interdepartmental cooperation depends on this collaborative attitude. The efficiency and efficacy of strategic efforts are eventually improved through efficient communication, which also increases information exchange and eliminates misconceptions (Arocena & Sutz, 2021; Bilderback, 2023; Bouncken et al., 2022; Bulińska-Stangrecka & Bagińska, 2018; Carson & Westerman, 2023).

Developing an organizational strategy frequently entails making difficult choices with potentially wide-ranging effects. Decision-makers are guaranteed access to the facts and viewpoints they need to make wise decisions when there is effective interpersonal communication. The collection of pertinent information, comprehension of the ramifications of alternative options, and creation of agreement among stakeholders are all made possible through clear and succinct communication. Strategic choices may be based on insufficient or erroneous information without effective communication skills, which might have negative results (Obi-Anike et al., 2022).

Employee engagement and commitment to an organization's plan are more probable when they feel heard and respected. Leaders and managers may interact with their staff, convey the strategic vision, and get feedback by using interpersonal communication skills. Employees are more motivated to work toward strategic objectives when they are aware

of how their specific jobs fit into the overall picture. Effective communication also enables feedback and modifications, ensuring that the plan is current and adaptable to changing conditions (Mujtaba & Mubarik, 2022).

A new organizational strategy's implementation frequently necessitates substantial adjustments to workflows, structures, and procedures. Effective interpersonal communication skills are crucial in overcoming resistance to change, which is a typical problem. Professional communicators can clearly explain the rationale for the changes, address issues, and help and tools to help staff members adjust. This proactive method of change management guarantees more seamless implementation of the strategy and reduces interruptions (Luo et al., 2021).

Beyond internal contacts, interpersonal communication abilities are essential for creating and keeping connections with customers. Understanding client wants and expectations is essential for developing successful company strategies in today's customer-centric corporate climate. Organizations that communicate well with their clients may get feedback, customize their goods and services, and foster loyalty. Positive customer encounters may produce insightful information that guides strategic choices and promotes growth (Shin et al., 2023).

Organizations with good interpersonal communication skills are better able to handle crises or unforeseen obstacles when they occur. During a crisis, leaders who can speak succinctly and sympathetically may reassure staff, clients, and other stakeholders, maintaining their reputation. Effective damage control and organizational reorientation in line with the overall plan depend on prompt and open communication (Mujtaba & Mubarik, 2022).

Effective communication is increasingly more important when businesses grow internationally and welcome diversity. Advanced interpersonal communication skills are necessary to overcome barriers and promote tolerance due to cultural quirks, linguistic variances, and varied viewpoints. Businesses who thrive in this area may access international markets, utilize a diversified talent pool, and create strategies that appeal to a wide range of people (Obi-Anike et al., 2022).

2.4.Conclusion

In conclusion, interpersonal communication skills play a crucial part in the success of enterprises. Effective teamwork, customer relationships, and leadership all benefit from these abilities. Through training and awareness-raising programs, businesses that prioritize the development of these abilities are likely to see advantages including increased employee satisfaction, fewer disputes, and better overall performance. In the future, research may concentrate on investigating the best methods for developing and evaluating interpersonal communication skills in various organizational environments. Organizational sustainability has developed into a complex idea that considers social, environmental, and economic factors. Its potential to promote long-term profitability, reputation improvement, and beneficial society effect highlights its significance. Businesses that proactively incorporate sustainability into their operations and include stakeholders are better equipped to deal with the difficulties presented by a world that is changing quickly. The efficiency of various sustainability solutions in various industries and geographical locations might be the subject of future research.

Chapter 3

Research Methodology

3.1. Research design

As a primary research method, descriptive research aims to give a thorough and in-depth account of a phenomena, group, or circumstance. Instead of describing causation, it is more concerned with providing "what," "who," "where," "when," and "how" answers. The following are some crucial aspects of descriptive primary research:

The main objective of descriptive research is to describe the traits, qualities, or characteristics of the topic in an unbiased manner. It does not attempt to explain why or how the phenomenon occurs; rather, it tries to offer a concise and accurate portrayal of the phenomenon.

Descriptive research entails the systematic gathering of data using a variety of techniques, including questionnaires, surveys, observations, content analyses, and interviews. Data is gathered by researchers from relevant individuals, organizations, or sources. This study is based upon collection of data from employees.

3.2. Problem definition

The effect of interpersonal communication abilities on long-term organisational development is the issue being researched. Effective communication is seen as a critical component in attaining and maintaining sustainable growth and development within organisations in the complicated and continuously changing business world of today. Nevertheless, despite this acknowledgment, there is still a need to comprehend interpersonal communication skills' precise contributions to long-term organizational growth as well as the difficulties that organisations encounter when trying to use them. The goal of the study is to offer organisations looking to improve their communication practise in order to promote sustainable development useful insights and suggestions. These suggestions might include of leadership initiatives, communication strategy improvements, and training activities.

Overall, the problem definition emphasises the need for empirical study to clarify the link between interpersonal communication abilities and long-term organisational growth,

with an emphasis on formulating plans of action to address obstacles and advance desirable results. This research is crucial for businesses hoping to prosper in a dynamic, fiercely competitive economy while following environmental values.

3.3. Research Question and Hypothesis

3.3.1. Research Question.

Following research questions will be answered in this study,

1. what is impact of employee-organization relationship on sustainable development of organization?
2. What is impact of organizational decision making on sustainable development of organization?
3. What is impact of Organizational strategy on sustainable development of organization?

3.3.2. Hypothesis.

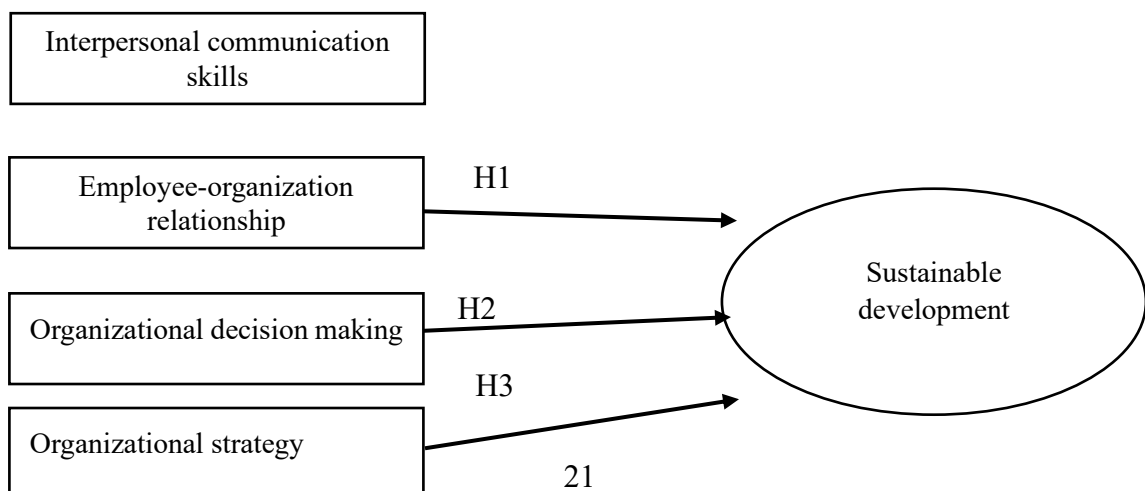
Following hypothesis are generated to test in this study,

H1: There is positive impact of employee-organization relationship on sustainable development of organization.

H2: There is positive impact of organizational decision making on sustainable development of organization.

H3: There is positive impact of Organizational strategy on sustainable development of organization.

3.3.3. Analytical Model



3.4.Data Collection

3.4.1. Data collection instruments.

The use of questionnaires to collect data is a popular research technique that has several advantages and is useful for learning about a variety of topics. Questionnaires are a time- and money-efficient way to gather data. They make it possible for researchers to collect information from many individuals at once, which requires less time, money, and labor. Questionnaires offer a standardized approach to data collection. The same set of questions are asked of every participant, maintaining consistency in data collection, and minimizing the possibility of bias imposed by various interviewers. Since they may still identify themselves, participants frequently feel more at ease answering frank and direct questions that are delicate or personal. Data collected for this study is from different sources for questionnaire. Employee-organization relationship' nine questions have been collected from Gallup (2023) research on employees. Organizational decision-making eight questions measurement has been taken from Bearth (2015). Organizational strategy is adapted via sun (2018). Organizational sustainability questionnaire has been adapted from Nawaz and Muammer (2015).

3.4.2. Data Collection procedures and sampling.

This study included 100 questionnaires collected from employees of Life Pharma FZE Company.

3.4.2.1.Sampling

A sample is an object or person showing all traits of population. A non-probability sampling technique called convenience sampling allows researchers to choose participants or data points depending on how accessible and readily available they are. Although it is one of the easiest and most straightforward sampling procedures, probability sampling techniques are frequently thought to be more rigorous. Participants in convenience sampling are chosen because they are accessible or because they are in a convenient location. 100 samples are collected from Life Pharma FZE Company.

3.4.2.2. Validity and reliability:

Validity and reliability are tested through face validity of questionnaire and test-retest reliability. The data is reliable for the questionnaire usage in this empirical assessment and in next stages of evaluation.

3.4.2.3. Limitations:

Following are limitations of this research,

1. The study is focused only on Life Pharma FZE Company.
2. The study is based upon questionnaire-based data collection.
3. The study is limited to UAE based companies, there can be different study areas and countries.

Chapter 4

Findings

4.1. Reliability analysis

Reliability analysis provides assessment of authenticity of data.

Table 1: Reliability Analysis

Variable	Cronbach alpha	No. of items
Employee organizational relationship	0.966	9
Organizational decision making	0.734	8
Organizational strategy	0.844	5
Sustainable development	0.964	10

Data for this pilot study were assessed via IBM Statistical Package for the Social Sciences (SPSS) version 26 software. Cronbach's alpha formula was assessed for calculation of reliability for all instrument items and their testing (Table-1). As per result, the following are alpha values.

4.2. Demographic

The following table and figures represent the demographics for sample that have participated in the questionnaire. Frequency analysis is utilized for finding distribution for sample in terms of age, gender, and experiences.

Table 2: Frequency Analysis of Demographics

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 25	30	30.0	30.0	30.0
	25-34	27	27.0	27.0	57.0
	35-44	34	34.0	34.0	91.0
	more than 45	8	8.0	8.0	99.0
	43.00	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

		Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	57	57.0	57.0	57.0
id	6-10	43	43.0	43.0	100.0
	Total	100	100.0	100.0	

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	64	64.0	64.0	64.0
id	female	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

4.3. Factor Analysis

This analysis is conducted for assessment of research model. All questions are added for assessment for showing the link between each question and its related factor. No factor is showing a value less than 0.5 so this questionnaire is used.

Table 3: Factor Analysis

Components	Factor loading
Employee-organization relationship	.752
I receive the information and communication I need to do my job.	
I regularly receive recognition/praise for doing good work.	.746
The benefits offered here are fair and reasonable.	.740
The people here are pleasant and co-operative to work with.	.740
There is someone at work who encourages my development.	.703
My opinions and ideas seem to matter.	.776
My supervisor provides me with feedback and guidance.	.638
My supervisor helps me know what is expected of me.	.628
Organizational decision making	.732
Employees at my company show commitment and support for key decisions once they are made	
Employees at my company chose the right course of action when making key decisions.	.762
When we make key decisions at my company, they lead to positive outcomes.	.729
Individuals at my company are clear on the role they should play in making and executing key decisions.	.787
We use an objective decision-making process for key decisions at my company.	.754
We put the right amount of effort into making and executing key decisions at my company.	.793
Employees at my company encourage input and constructive debate when making key decisions.	.757
We make key decisions on a timely basis at my company	.721
Organizational strategy	.813
Organizational strategy is effective for communication learning.	
Our organization requires compliance with rules made for employees in organizational strategies.	.643
Our organization has published a code of conduct.	.725
Relations with suppliers are quite good and stable.	.712
We strongly involve our suppliers in our research and development processes.	.696
Sustainable development	.787
There are no cases in our company of people leaving for internal reasons.	
Productivity of employees is much higher than industry average.	.801

Employees' trust into leadership is high.	.737
Work organization is efficient.	.744
Employees feel very committed to the organization.	.674
Work costs per employee are well below the industry average.	.793
Risk-taking within the company is better than it is by our competitors.	.736
The number of customer complaints within the last period has decreased strongly.	.745
We deal with customer complaints faster than our competition.	.831
Reputation of our company in eyes of the customers has improved.	.677

4.4.Descriptive

Descriptive Statistics shows mean value is effective for all key variables including 4.47, 4.4262, 4.45 and 4.4766. Standard deviation is also effective for all variables.

Table 4: Descriptive Analysis

	N	Descriptive Statistics			
		Minimum	Maximum	Mean	Std. Deviation
Employee organizational relationship	100	2.00	5.00	4.465	.65357
organizational decision making	100	2.00	5.00	4.426	.74686
organizational strategy	100	2.00	5.00	4.452	.74425
sustainable development	99	2.00	5.00	4.476	.65557

4.5.Correlation

For assessing acceptance or rejection of null hypothesis generated, the correlational analysis has been performed for examination of presence of the link between hypothesized variable and the strength of link whereas if there is rejection of acceptance of null hypothesis.

Table 5: Descriptive Analysis

Inter-Item Correlation Matrix				
	Employee organizational relationship	Organization al decision making	Organizatio nal strategy	Sustainable development
Employee organizational relationship	1.000	-	-	-
organizational decision making	.833	1.000	-	-
organizational strategy	.880	.913	1.000	-
sustainable development	.902	.859	.869	1.000

On such grounds of results, null hypothesis is rejected as the findings show key correlation between variables. Employee organizational relationship is positively and strongly correlated with organizational decision making, organizational strategy and sustainable development. Organizational decision making is also positively correlated with organizational strategy and sustainable development.

4.6. Regression

Model 01: Employee organizational relationship and sustainable development

Model provides that value of r-square is coefficient of determination for change in sustainable development due to change in employee organization relationship. As shown in able, value for determination coefficient was $r^2=0.813$ showing 81.3 percent of changes occurred in sustainable development. The value of f test significance is equal to 421 and p-value is 0.000 which is significant in nature.

Table 6: Linear Regression Analysis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.902 ^a	.813	.811	.28489		
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.245	1	34.245	421.931	.000 ^b
	Residual	7.873	97	.081		
	Total	42.117	98			

Coefficient value is 0.900 with 0.000 significance level. It shows change in sustainable development of 0.900 or 90 percent due to one unit change in employee organizational relationship.

Table 7: Co-Efficient Assessment for Regression Model

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	.458	.198		2.316	.023
	Employee organizational relationship	.900	.044	.902	20.541	.000

Model 02: Organizational decision making and sustainable development

Model provides that value of r-square is coefficient of determination for change in sustainable development due to change in organizational decision making. As shown in able, value for determination coefficient was $r^2=0.737$ showing 73.7 percent of changes occurred in sustainable development. The value of f test significance is equal to 272 and p-value is 0.000 which is significant in nature.

Table 8: Linear Regression Analysis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.859 ^a	.737	.735	.33768		
a. Predictors: (Constant), organizational decision making						
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.056	1	31.056	272.350	.000 ^b
	Residual	11.061	97	.114		
	Total	42.117	98			

Coefficient value is 0.751 with 0.000 significance level. It shows a change in sustainable development of 0.751 or 75.1 percent due to one unit change in organizational decision making.

Table 9: Co-efficient Assessment for Regression Model

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.156	.204		5.668	.000
	organizational decision making	.751	.045	.859	16.503	.000

Model 03: organizational strategy and sustainable development

Model provides that value of r-square is coefficient of determination for change in sustainable development due to change in organizational strategy. As shown in table, value for determination coefficient was $r^2=0.756$ showing 75.6 percent of changes occurred in sustainable development. The value of f test significance is equal to 300 and p-value is 0.000 which is significant in nature.

Table 10: Linear Regression analysis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.869 ^a	.756	.753	.32561		
a. Predictors: (Constant), organizational strategy						
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.833	1	31.833	300.246	.000 ^b
	Residual	10.284	97	.106		
	Total	42.117	98			

Coefficient value is 0.763 with 0.000 significance level. It shows a change in sustainable development of 0.763 or 76.3 percent due to one unit change in organizational strategy.

Table 11: Co-efficient Assessment for Regression Model

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	Std. Error			
1	(Constant)	1.084	.199		5.459	.000
	organizational strategy	.763	.044	.869	17.328	.000

Chapter 5

Discussion, Conclusion and Recommendations

5.1. Discussion

5.2. Conclusion

In conclusion, effective interpersonal communication is a key factor in the interaction between employees and organizations. They promote trust, improve workplace relationships, encourage open and honest communication, help resolve conflicts, and generally help a company succeed. A company can see tremendous benefits from investing in the growth of these talents through training and professional development programs, resulting in a more positive and effective work environment for all parties involved. Therefore, in order to foster a healthy and fruitful connection amongst their employees, businesses should be aware of the significance of interpersonal communication skills and actively encourage their growth.

Interpersonal communication abilities are crucial for both professional and personal success, but they also significantly affect organizational strategy. They make it easier to collaborate, make well-informed decisions, engage employees, manage change, build strong customer connections, handle crises, and deal with the challenges of a complex, international, and varied company environment. Businesses that prioritize and make investments in improving these skills throughout their workforces will be better able to develop, implement, and modify their plans for long-term success in a constantly changing business environment.

At every level of an organization, decision-making relies heavily on interpersonal communication abilities. Information sharing, dispute resolution, alignment with corporate goals, improved decision quality, stakeholder participation, prompt decision-making, risk management, and the creation of feedback loops are all made possible by them. Employers who value and develop these talents in their staff members are better positioned to make wise choices that contribute to their success in the quickly evolving business environment of today.

5.3. Recommendations for future Research

Future study might go in a number of directions to better understand how workers' interpersonal communication abilities affect organizational sustainability in the Life Pharma FZE Company.

First, it would be beneficial to undertake a thorough qualitative investigation to investigate the precise interpersonal communication abilities that are most important in the context of the activities of the Life Pharma FZE Company. To discover the crucial communication abilities that staff members rely on to improve sustainable practices, such as teamwork, conflict resolution, and effective leadership communication, this might use interviews, questionnaires, and observations.

Second, it's crucial to look at how training and development initiatives may help workers enhance their interpersonal communication skills and, as a result, contribute to the sustainability of their organizations. In light of the particular requirements of the Life Pharma FZE Company, research may assess the efficacy of current training initiatives or provide fresh ideas for enhancing these abilities.

Thirdly, a long-term investigation of how organizational sustainability practices and worker communication abilities have changed over time may yield insightful results. To analyze the long-term influence of communication skills on sustainability initiatives and how these connections may alter as the organization matures, data would need to be collected at various times in time.

The performance and communication strategies of Life Pharma FZE Company may also be evaluated in comparison to those of other organizations in the pharmaceutical or related sectors. This might offer information on the company's strengths and weaknesses in terms of interpersonal communication techniques and sustainability policies.

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