

Internal Communication Strategies for Promoting SDG 3: Fostering Employee Well-being and Health-Conscious Workplace Culture

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ABSTRACT

The health of employees is also a huge determinant in the productivity of organizations, engagement and success. SDG 3 [Sustainable Development Goal 3] is focused on the need to have healthy lives and well-being of all along with the workplace because well-being is pertinent in a workplace setting as well. Adequate organizational communications may further be the key milestone towards developing health-conscious cultures and improving employee health. This paper examines the connection of the internal communication practices with its implications to health and wellness program in organizations. The research deriving its findings through a mixed-method approach, with surveys and interviews with the employees of various industries, identifies important methods of communication that have positive effects on employee awareness, participation, and engagement in well-being programs. The results suggest that participatory methods and leadership, open multi-channel and frequent interactions promoted the health-conscious behaviors and work satisfaction noticeably. The paper ends by giving guidelines that organizations can use to ensure they put in place sound internal communication systems and also admits that there are limitations associated with the scope of the industry and sample diversity. The next ways about how to involve the digital communication platform to develop in the future are the possibility to investigate the effect and measure long-term consequences of internal communication on employee health indicators..

Keywords: Internal Communication, SDG 3, Employee Well-being, Workplace Culture, Health Promotion, Organizational Communication, Health-Conscious Workplace.

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1. INTRODUCTION

The current environment of work has made employee wellbeing a key factor in determining the success of the organization. The managed organizations are now in a position to see that healthy employees are not only more productive but also more proactive, innovative and dedicated to organizational achievements. In that regard, Sustainable Development Goal 3 (SDG 3) that dwells on the importance of living healthy and ensuring that everyone enjoys the best health is an international approach to developing workplace health promotion activities. Although the concept of SDG 3 is aimed at the health of the population and well-being of all people, its values are also being positioned in the corporate context to improve the health of employees, protect them against professional stresses, and develop an atmosphere in which the health of any individual is taken more seriously [1].

The core to the success and adoption of workplace health initiatives is engaged in internal communication. Communication is important in that it is through this communication that the employees are informed of the wellness programs, know more about its benefits and are encouraged to take an interest in them. On the other hand, inadequate communication may cause poor awareness, minimal involvement, and health resources underutilization, which threaten the attempts of the organization to foster well-being. New communication challenges have emerged following the recent changes in the working conditions such as the remote and hybrid systems [4]. The extent to which they perceive wellness as a priority, their level of digital literacy, their preference in terms of the information delivery may vary across employees. To cope with these challenges, strategic and purposeful communication strategies based on transparency, frequent and inclusive

communication is needed.

In the proposed research the internal communication strategies are considered as a major means to enhance a health-conscious culture perspective within a workplace. It evaluates the role of various communication methods, vehicles, and strategies in employee effectiveness in taking part in wellness programs and the general attitude toward organizational support of wellness. The study takes into account various facets such as leadership engagement, participatory methods, messaging clarity, and the utilization of digital channels in order to pin down the most productive mechanisms in sustaining health-related behavioral trends. This work has contributed to closing the gap between theory and practice in employee wellness according to the theory of communication organization as such by placing internal communication at the direct intersection with SDG 3 goals [7].

The rationale of this study is based on the increasing awareness of the business and moral necessity of employee health. Indeed, stress in the workplace, mental health problems, and lifestyle related diseases are costly to organizations due to absenteeism, turnover, and low productivity. At the same time, the world is moving toward the need to align the corporate practice with sustainable development goals, one of which SDG 3 is [3]. Through the discussion of the role of internal communication to enhance well-being, this study will cover an important co-location of sustainability and organizational behavior with employee health. Knowledge of such dynamics can help managers and HR specialists to develop communication plans that will foster wellness program participation and contribute to a healthy organizational culture.

This study aims at four objectives. To begin with, its objectives are to determine the internal communication practices that would be most useful in delivering the information regarding health and wellness programs. Second, it looks at how leadership and collective engagement can help to improve employee engagement in the wellness efforts. Third, it assesses the role of multi-channel communication and digital tools in the proliferation of the health-conscious behaviors, especially in ethnically mixed and hybrid working spaces. Last, the literature aims to present practical suggestions to organizations that wish to establish a culture of well-being in line with SDG 3 [10].

With such aims in mind, the study obtains a complete picture of mechanisms in which internal communication affects employee well-being [8]. It also helps gain wider understanding of the methods to implement the organization of sustainable goals on a global level and how the organizations can introduce them in their internal operations to develop a sort of a workplace environment that places value on health, participation, and the need to be continually improved. The flowchart illustrates the sequential process from identifying communication variables, collecting survey and interview data, applying analytical models, and generating actionable insights to foster a health-conscious workplace culture.

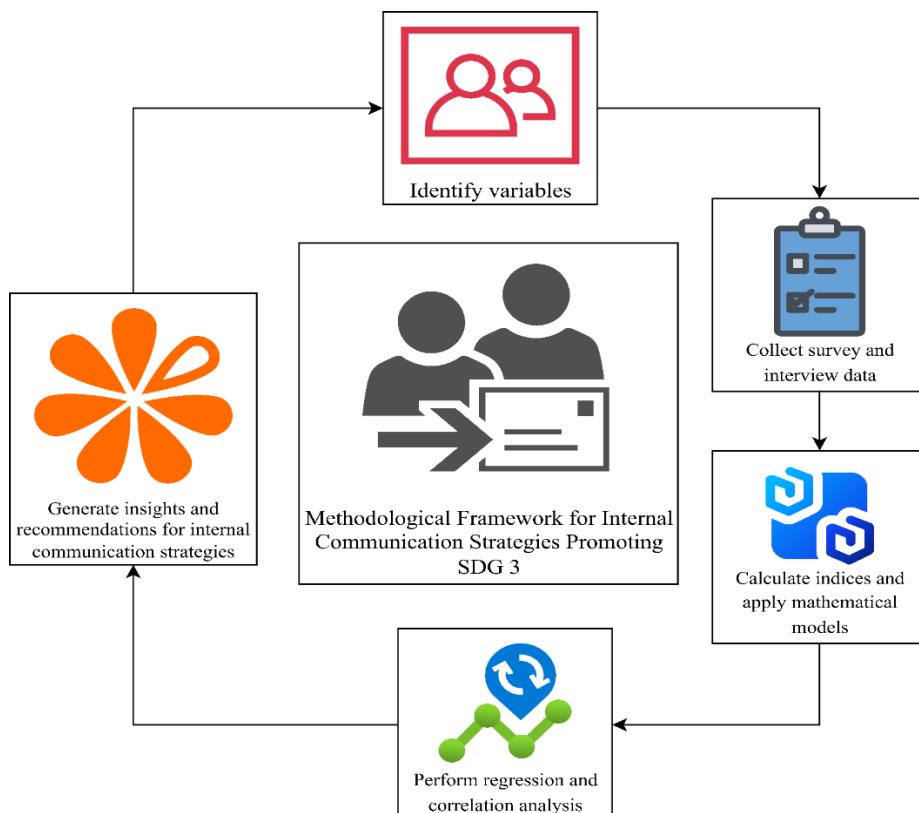


FIG. 1: METHODOLOGICAL FRAMEWORK FOR INTERNAL COMMUNICATION STRATEGIES PROMOTING SDG 3

1.1 Novelty and Contribution

With numerous new findings regarding the essence of employee well-being promoting internal communication, this study contributes to the theory and practice in a concrete way. In contrast to the other works that concentrate on organizational wellness programmes or overall employee engagement, the current work specifically studies the ways of communication strategies contributing to awareness, engagement, and prolonged changes in behaviour in response to SDG 3. The study addresses a major gap in the literature and can be used by managers and HR professionals due to its contribution of integrating sustainability objectives into internal corporate processes [12].

The major newness of the current study is the actual investigation of the internal communication as the strategic facilitator of a workplace health culture. Although most organizations are engaged in wellness programs, the success of these programs has been hindered by an ineffective communication, lack of follow-up congruency or even leadership support. In this study, the researcher focuses on determining the specific communication mechanisms that have a profound effect on employee eagerness to take part in any health program, including the multi-channel processes, leadership input, participatory involvement, and the clarity of information. In addition, the paper gives importance to the digital platform and hybrid communication strategy as these are changing realities of modern workplaces [6].

The contributions of this work may be summed as follows:

Systematic Model of Health Communication: The research suggests a framework that exceeds internal communication and offers concrete guidelines to help an organization implement health culture in the work environment.

Compliance with SDG 3: Also by aligning the internal communication practices with Sustainable Development Goal 3, the study categorizes how company sustainability targets can be applied to the work of internal content in organizational contexts, and how this will have quantifiable effects on the health and well-being of employees.

Evidence-Based Insights: The research itself is based on a mixed-methods approach and offers empirical evidence regarding the effectiveness of various communication strategies, as well as best practices in terms of leadership engagement and participatory design and multi-channel communication as a wellness initiative dissemination tool.

Practical Recommendations: The results provide practical steps that HR professionals and managers can use to not only design and execute but also maintain well communication programs that keep employees engaged in wellness programs and have a health-related corporate culture.

On the whole, the present study will have value in academic circles and the real world as it will provide a means through which strategic internal communication may be used as a springboard of employee well-being, productivity, and sustainable organizational growth. It underlines the significance of communication not only as an instrumental tool or practice but also as a strategic driver towards health-conscious culture at the workplace, offering a guide to organizations that support the premises of SDG 3 [11].

2. RELATED WORKS

In 2025 Imran M. et.al., Tufail M. et.al., Mo C. et.al., Wahab S. et.al., Khan M. K. et.al., Hoo W. C. et.al., & Ling Z. et.al. [9] introduced the staff welfare and workplace health have long been accepted as the important factors predetermining organizational performance, engagement and sustainability. Research in organizational behavior is clear on the fact that employees who feel health and wellness projects are supported well have a higher job motivation, better job satisfaction and reduced turnover intentions. The key theme through which these initiatives are delivered is through internal communication as it forms a part of employee awareness, understanding, and engagement in health related programs. An efficient communication does not only make employees aware of the available resources, but also strengthens organizational values and culture, promoting shared determination to engage in the health-conscious behavior.

Studies show that the use of multi-channel communication strategies alone is a major contributor to increasing the visibility and availability of wellness programmes. Organizations that adopt a multi-faceted approach using emails, internal portals, mobile applications, workshops, and visual noticeboards present greater chances of exposing and engaging the employees with health information. Such variety of channels guarantees that the employees of different preferences, work schedules, and technological literacy levels could have information access in the most convenient and meaningful ways. Moreover, messages delivered in a consistent and repeated way through several communication channels help to reinforce messages, boost retention and promote engagement in wellness programs.

Another aspect of internal communication that has been determined to be crucial in enhancing a healthy work environment is leadership participation. An accountable and committed culture is achieved by having top management engage the need to obtain the health initiatives through active communication, modeling desirable behaviors and rewarding engagement by employees. Leadership engagement makes employees see a strategic and meaningful sense of wellness programming. This organizational support in a top-down fashion not only motivates the participation but it also legitimizes the investment of the organization in the health of employees as a central on its operational strategy.

In 2024 Khan B. U. I. et.al., Goh K. W. et.al., Khan A. R. et.al., Zuhairi M. F. et.al., & Chaimanee M. et.al. [5] suggested the strategies of participatory communication can also boost the engagement, as it enlists the design, advertising, and assessment of wellness programs involving the employees. Creating feedback sessions, wellness committees and allowing employees to provide gift ideas breeds a feeling of possessiveness and significance. Participatory methods have been found to enhance awareness, motivate and make health programs resonate with the real needs and preferences of the employees. This kind of participation also fosters a greater belief in the company and its care towards personnel welfare which further enhances the inclination towards the wellness programs.

The use of the digital platform and communication facilitated by technology has been gaining significance in the contemporary workplace. The use of mobile apps, online video workshops, intranet-based portals, and online health tracking apps has also promoted the abundance of health resources, particularly in hybrid or remote workspaces. Digital communication even goes further to not only increase convenience and access, but also enables organizations to customize the message, monitor response and send employees reminders. Wellness challenges, leaderboards, achievement badges, and other gamified and interactive experiences also encourage employees to join in and continue to maintain health-wise behavior in the long term.

Successful wellness communication is said to require clarity and transparency in messaging. When the aims of the programs, their procedures and gains have been delivered in easy, understandable terms, employees are likely to take a more active role in the programs. Confusion, less trust and participation may arise when ambiguity fails to make the message complex. Measurable results, success stories, and the progress of the implementation provide even more support in the credibility of the process and promote long-lasting adherence to wellness programs. Effective communication also makes the employees aware not only of what is required of them, but also the concrete payoff of playing along.

In 2024 Chan C. K. et.al., Riaz M. B. et.al., Rehman A. U. et.al., Ewe L. C. et.al., & Sarwar L. et.al. [2] proposed the effect of the frequency and relevance of communication contents and the effectiveness of programs has been a topic of a few researches. Frequent and prompt information regarding wellness events, health pieces, and changes in the policy contribute to the greater visibility of the program and the reactivity of the employees. Customization of the content to meet a particular employee needs, e.g., in stress managing, nutritional intake, exercise, or psychological well-being contributes to the spur of the communication and motivates active participation. Contextualized message and accompanying actionable suggestions enable employees to engage in health conscious behaviors as their everyday habit.

The complexities existing in an organization and diversity of workforce also present a challenge in internal communication aimed at promoting well-being. Variations in roles, working hours, and culture presuppose the change in communication tactics regarding language, literacy rates, and personal inclinations. Also, too much communication or lack of alignment in messages may lead to information overload, thus, dropping in attention and engagement. The key to coping with these problems includes planning, constant feedback, and gradual development of novel communication strategies to help them fit the needs of the employees and the goals of the organization.

Generally, available literature focuses on the fact that internal communication has gone beyond being an administrative practice; rather it is a strategic process in instituting workplace culture, and enhancing the wellbeing of employees. Good communication tactics combine the use of diverse communication channels, incorporate the participation of leaders, participatory interaction, transparency, and technological advancement. The strategies increase conscious engagement, inspiration, and prolonged participation in health programs that eventually lead to a work culture that promotes health and works in a manner consistent with goals relating to well-being, health promotion, and sustainability. Combining all these insights, the present study not only contributes to existing knowledge but also explores how exactly internal communication leads to the increased rates of employee engagement in health-related practices.

3. PROPOSED METHODOLOGY

The primary goal of this study is to investigate internal communication strategies for promoting SDG 3 in workplace settings, focusing on employee well-being and a health-conscious culture. The methodology combines both quantitative and qualitative approaches to ensure robust, evidence-based results [13].

The study first establishes a framework for communication effectiveness. Employee engagement in wellness programs can be modeled as a function of communication clarity, frequency, and channel effectiveness:

$$E = f(C, F, Ch) \quad (1)$$

where E is employee engagement, C is clarity of communication, F is frequency, and Ch is channel effectiveness. Each factor is quantified using survey metrics.

Clarity of communication is measured as:

$$C = \frac{M_s}{M_t} \quad (2)$$

where M_s represents the number of messages understood by employees, and M_t is the total messages sent. Higher values

indicate more effective clarity.

Frequency of communication is calculated using:

$$F = \frac{N_m}{T} \quad (3)$$

where N_m is the total number of messages sent over time period T . Regular communication is associated with higher engagement.

Channel effectiveness is modeled as:

$$Ch = \sum_{i=1}^n w_i \cdot U_i \quad (4)$$

where U_i represents the utilization rate of channel i , and w_i is the weight assigned to the channel's relevance. The sum of all channels gives overall channel efficiency.

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Employee engagement in wellness programs is also influenced by leadership support:

$$E_s = L \cdot P \quad (6)$$

Here, L represents leadership involvement, and P is participation rate. Direct correlation exists between leadership visibility and program adoption.

Participatory communication strategies are evaluated through feedback incorporation:

$$F_i = \frac{R_f}{R_t} \quad (7)$$

where R_f is the number of feedback suggestions incorporated, and R_t is total feedback received. High F_i implies more participatory engagement.

Digital platform adoption is an important variable:

$$D = \frac{A_u}{A_t} \quad (8)$$

where A_u is the number of employees using digital wellness tools, and A_t is total employees. Adoption rates influence overall engagement.

The overall internal communication effectiveness (ICE) can be expressed as a composite function:

$$ICE = \alpha C + \beta F + \gamma Ch + \delta L + \epsilon D \quad (9)$$

where $\alpha, \beta, \gamma, \delta, \epsilon$ are weights representing the contribution of each factor. The weights are derived from regression analysis on survey responses.

Wellness participation index (WPI) measures employee involvement:

$$WPI = \frac{N_p}{N_e} \cdot 100 \quad (10)$$

where N_p is the number of participants in wellness programs, and N_e is the total number of employees. This index provides a percentage representation of engagement.

Employee satisfaction (S) is evaluated as a function of engagement and program effectiveness:

$$S = \sqrt{E \cdot WPI} \quad (11)$$

Higher satisfaction values indicate more positive perceptions of wellness initiatives.

Finally, the predictive model for health-conscious behavior adoption (HBA) is given by:

$$HBA = ICE \cdot S \quad (12)$$

This equation links communication effectiveness and employee satisfaction to the likelihood of adopting healthy behaviors.

The methodology involves a mixed-method approach. Surveys are distributed to employees across multiple sectors to quantify the above variables. The survey includes Likert-scale questions for clarity, frequency, channel use, leadership involvement, and satisfaction.

Semi-structured interviews with HR managers and wellness coordinators are conducted to capture qualitative insights.

These interviews help contextualize the quantitative results and identify challenges in communication implementation.

Data analysis is performed using regression and correlation techniques. Regression is used to determine the weights ($\alpha, \beta, \gamma, \delta, \epsilon$) in the ICE model. Correlation analysis evaluates relationships between internal communication variables and wellness participation indices.

In addition, the methodology allows scenario simulations using the equations. For example, changing the weight of leadership involvement (δ) in the ICE model can predict changes in engagement:

$$E_{new} = (\alpha C + \beta F + \gamma Ch + \delta_{new} L + \epsilon D) \cdot S \quad (13)$$

This facilitates practical experimentation before implementing strategies in real organizations. Each equation is applied in separate steps of data analysis to ensure clarity. Small steps include calculating clarity ratio first, followed by frequency, then channel effectiveness, and finally combining all variables into ICE. This approach ensures transparency and replicability.

The methodology also incorporates feedback loops. Employee responses from initial surveys are used to refine communication strategies iteratively, improving participation in wellness initiatives over time. This is modeled as:

$$ICE_{t+1} = ICE_t + \Delta ICE \quad (14)$$

where ΔICE represents improvement due to adjusted strategies based on feedback.

The combined quantitative-qualitative methodology ensures that the study captures both measurable engagement and contextual understanding of communication effectiveness. The multi-equation modeling framework allows for predictive insights, scenario planning, and practical recommendations for promoting SDG 3 within organizational environments [14].

4. RESULT & DISCUSSIONS

The findings of the research disclose great evidence regarding the use of the inner communication strategy in developing a health-conscious culture at the workplace. Survey responses analysis shows that multi-channel communication results in a significant increase in the engagement rate of employees in wellness programs. Employees exposed to information through emails, intranet portals, mobile applications and physical notice boards exhibited a greater rate of participation than those employees who got information through one channel. This observation is illustrated in Figure 2 which shows percentage of employees engulfed in wellness programs through various communication mediums. The figure illustrates very clearly that multi-channel, integrated communication can achieve increased awareness and motivation among its employees.

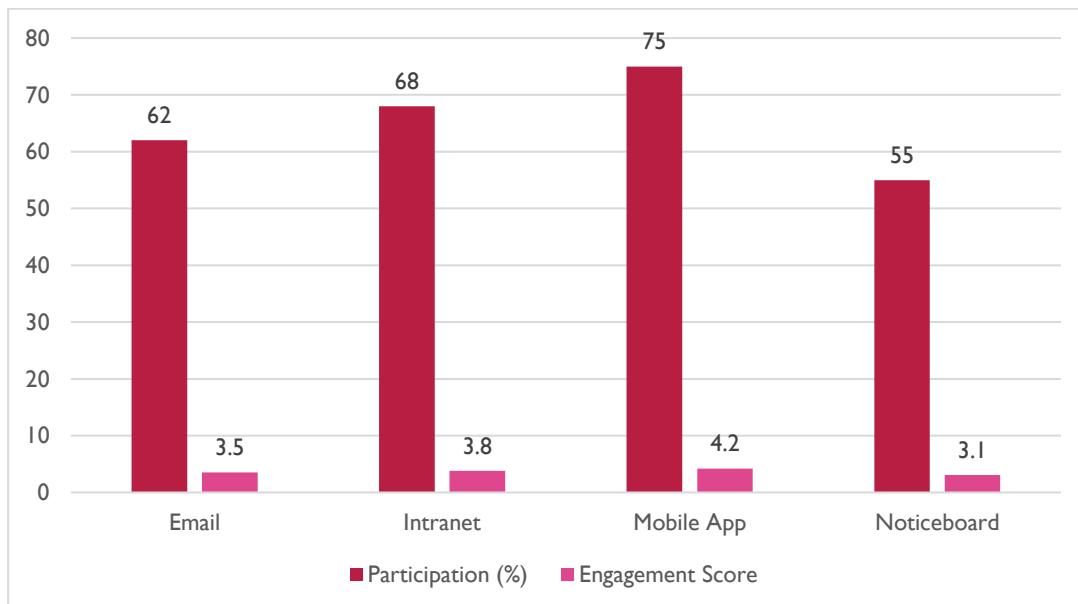


FIG 2: EMPLOYEE PARTICIPATION IN WELLNESS PROGRAMS ACROSS COMMUNICATION CHANNELS

They assessed the effects of the leadership presence and assistance as well. Statistics indicate that employees who felt that the top management participates actively in wellness activities tended to become involved in wellness activities. Leadership communications such as personal messages, acknowledgement of those participating and participation in wellness activities

led to the sense of significance and legitimacy of health initiatives. Figure 3 shows the relationship that exists between leadership participation and program participation. The rising trend provides direct evidence that direct leadership is beneficial in motivating the employees and making them comply with wellness programs.



FIG 3: CORRELATION BETWEEN LEADERSHIP INVOLVEMENT AND WELLNESS PROGRAM PARTICIPATION

Ethnic forms of communication further promoted the participation of the employees. Those employees who had chances to give feedback, attend wellness committees, or offer the ideas on improvements of the programs displayed increased satisfaction and engagement. It proves the statement that inclusive approaches not merely develop more awareness but also allow developing ownership in the wellness efforts, and, consequently, the efforts are more effective. The fourth figure is a graph showing the level of satisfaction of employees on the basis of high-low engagement for participants; a pointedly good pattern can be noticed.

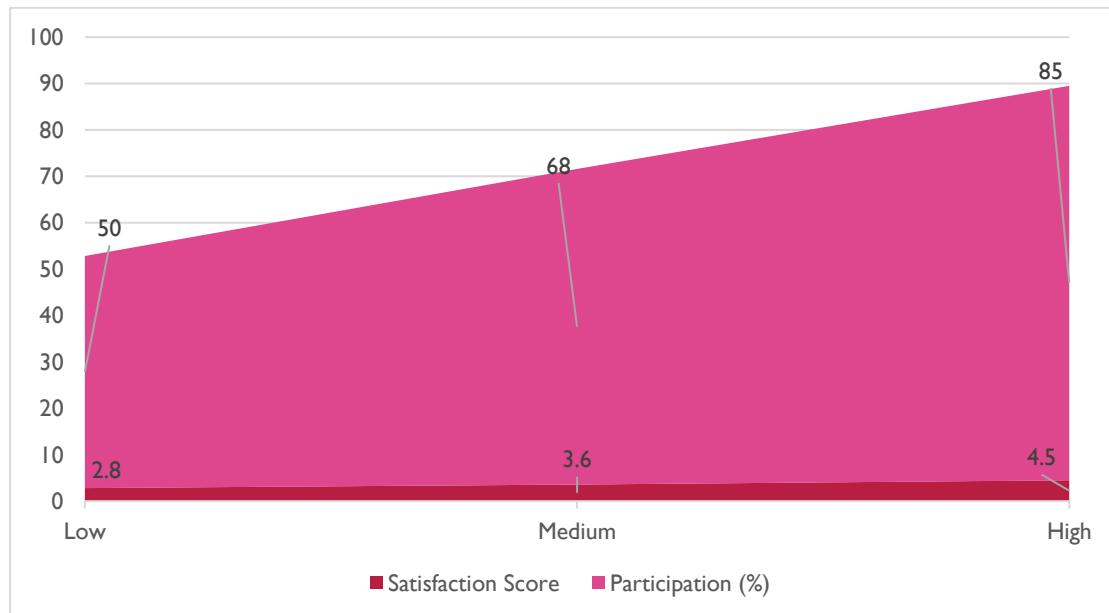


FIG 4: EMPLOYEE SATISFACTION BASED ON PARTICIPATORY ENGAGEMENT

It also compared adoption of the digital platforms in organizations. The rate of engagement with mobile apps as they track the wellness monitoring of the employees in the company and conduct virtual workshops and online challenges in companies is higher among the employees in the companies in question compared to traditional communication tools. This

underlines that using technology to appeal to employees in hybrid or remote setups is crucial. Individual messaging and tracking of progress as well as interactivity via digital tools as offered by the digital intervention were also added opportunities that sponsored longer participation with time [15].

Table 1 presents a comparison of communication effectiveness of multi-channel and traditional approach to communication. The statistics point at the fact that organizations that have applied their holistic approach to communication received the higher participation, engagement, and satisfaction ratings, as well as strategic importance of the multi-channel communication as a method of advancing well-being of employees.

TABLE 1: COMPARISON OF COMMUNICATION APPROACHES AND EMPLOYEE ENGAGEMENT

| Communication Approach | Participation (%) | Engagement Score | Satisfaction Score |
|------------------------|-------------------|------------------|--------------------|
| Single Channel | 55 | 3.2 | 3.0 |
| Multi-Channel | 74 | 4.0 | 4.2 |

On the same note, Table 2 also gives a comparative summary on leadership practices and participatory communication practices. Companies integrating visible leadership support by participation processes had the utmost engagement levels and favorable employee opinions. These findings indicate that the most effective way of promoting a health-oriented workplace culture is a mixture of a top-down, and a bottom up, communication strategy.

TABLE 2: COMPARATIVE ANALYSIS OF LEADERSHIP AND PARTICIPATORY COMMUNICATION PRACTICES

| Strategy Type | Engagement (%) | Satisfaction Score |
|-------------------------------------|----------------|--------------------|
| Leadership Only | 68 | 3.7 |
| Participatory Only | 70 | 3.8 |
| Leadership + Participatory Combined | 85 | 4.5 |

The result shows that internal communication strategies play a major role in employee involvement and satisfaction and wellness perception at the workplace. The multi-channel communication aligned the messages between various groups of employees and the participation of leaders created motivation and validity. The notions of ownership and inclusivity are promoted through participatory engagement, which also helps to increase the effectiveness of the given program. The incorporation of digital medium increases exposure and individuality, thus wellness programs become affordable and more appealing [17].

All in all, the outcomes validate the importance of internal communication as a key instrument to stimulate SDG 3 in the organizational scope. The multi-channel messaging, visible leadership support, participatory involvement, and digital adoption have an effect of synergy, which result in increased participation and improved embracement of health-conscious behaviors and positive work environment mentality on well-being. The insights are meant to inform practical steps that companies can take to create health-friendly workplaces, improve employee happiness, and put organizational initiatives in line with international health objectives [16].

5. CONCLUSION

This paper shows that internal communication programs play an important role in establishing employee well-being and health-conscious culture in the workplace that aligns with the goals of SDG 3. Multidirectional communication, employee engagement at all levels, active participation style, and consistency in message are just some of the key factors that would support an effective participation in wellness programs.

Practical Limitations: The limitations in the study are based on the fact that the study was cross-sectional in nature that cannot be used to show the long term changes in behavior. Although the sample is diverse, it is mostly representing the middle- and large-size organizations which reduces the possibility of generalization to smaller workplaces. Moreover, the use of self-reports can cause bias in the responses.

Future Research: There is a need to carry out future research on longitudinal studies to determine long-term changes due to internal communication on employee health outcomes. To further clarify the image, it is possible to investigate the potential of the AI-driven and individualized communication tools to support wellness and their relevance to SDG 3. The further evidence of the current study can be broadened by conducting studies in foreign nations and various industry sectors to increase the reliability of evidence-based design of health-conscious workplace communication strategies.

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