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DRIVERS OF SUSTAINABLE EMPLOYEE BEHAVIOUR IN RETAIL: A STUDY OF MINIATURE MALL EMPLOYEES

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Keywords	Abstract
Sustainability, Employee Behaviour, Retail, Miniature Mall	Sustainable employee behaviour has become increasingly important in the retail sector as organizations seek to reduce environmental impacts and integrate sustainability into their everyday operations. Employees play a crucial role in achieving organizational sustainability because their routine decisions and workplace practices directly influence resource consumption, waste management, energy conservation, and the implementation of environmental initiatives. The purpose of conducting this research is to examine the Drivers of Sustainable Employee Behaviour in Retail. The technique used in the study is one sample t-test. It was found that Environmental Awareness, Environmental Knowledge, Employee Attitude towards Sustainability, Organizational Environmental Culture, Management Support, Green Training and Development, Green Rewards and Recognition, Employee Engagement, Green Organizational Policies and Practices, Availability of Sustainable Resources and Facilities, Green Leadership, Peer and Co-worker Influence, Perceived Environmental Responsibility and Workplace Sustainability Motivation are significant Drivers of Sustainable Employee Behaviour in Retail. The study concludes that an integrated organizational approach combining employee motivation with supportive management practices and appropriate sustainability infrastructure can contribute significantly to strengthening sustainable employee behaviour in retail organizations.



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Introduction:

Sustainability has emerged as a strategic priority for contemporary organizations as businesses increasingly recognize their responsibility to reduce environmental impacts while maintaining economic and social performance. In this context, the employees' role is vital, as organizational sustainability can only be realised through policies, technologies or infrastructure but also through employees' behavior during their daily activities in the workplace. Employee green behaviour is any actions taken at work that will help achieve environmental sustainability, for instance, conserving energy and water, reducing waste, recycling, minimizing unnecessary resource use, and actively helping to implement organizational environmental initiatives. The latest research shows that an integral part of organisational environmental sustainability is the green behaviour of employees, and highlights the importance of knowing what factors can motivate green behaviour at the individual, team, leadership and organisational level (Zacher et al., 2023). The retail sector is especially significant for the research of sustainable employee behaviour due to the large electricity, water, packaging, merchandise resources and other operational costs consumed in retail operations. Retail employees are directly connected to customers, product, equipment, waste-management processes and organizational processes. Therefore, what they do every day and how they do it can either have a positive or negative impact on the goals of organizational sustainability. In miniature malls, where several small and medium sized retail outlets are situated in a common commercial space, employee behaviour can be even more important as there is a potential need for coordinated practice, the use of shared facilities, managerial expectations and workplace norms.

The literature in recent years shows that individual and organizational factors influences sustainable employee behavior. Katz et al. (2022) conducted a meta-analysis of 135 independent samples and 47,442 employees and determined that pro-environmental attitudes, perceived norms, perceived behavioural control, corporate social responsibility, and green psychological climate are all positive factors that correlate with employee green behaviour. The results indicate that workers are more inclined towards sustainable behaviour if they are aware of the environment and motivated by it and they feel their working environment supports and expects their sustainable behaviour. The practices of the organization are also important. Environmental issues can be integrated into HRM processes such as recruitment, training, performance management, employee involvement and reward systems in the context of green human resource management (GHRM). Gupta & Kaur (2024) draw the conclusion that green HRM practices impact employee green behaviour and that the relationship between the two is partially mediated by green psychological climate. In a similar fashion, in the context of frontline employees, Qi et al. (2024) found that GHRM has a positive influence on their environmental behaviour via work-group's green advocacy, highlighting the significance of social and managerial influences in the workplace.

Leadership is another factor of importance because the manager can set expectations, set an example for environmental responsibility, offer tools, and encourage employees to be engaged in environmental initiatives. Based on the recent systematic evidence, leadership styles have attracted attention regarding employee green behaviour, including ethical and responsible leadership, while psychological green climate and the underlying mechanisms have been highlighted as playing an



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important role. Furthermore, Tang et al. (2023) highlighted that green behaviour of employees is a multifaceted phenomenon that can be explained at the individual, team, organizational and contextual level. In light of this, the present study, titled “Drivers of Sustainable Employee Behaviour in Retail: A Study of Miniature Mall Employees,” aims to explore the factors that inspire miniature mall retail staff to engage in sustainable employee behaviours. The study is important because such awareness of these drivers can inform retail managers in the design of effective HR practices, leadership approaches, workplace policies and environmental initiatives which help to embed sustainability goals into the daily conduct of employees.

Review of Literature:

1. **Ganguly, M., et al. (2025)** examined the relations among “Sustainable Human Resource Management Practices-Common Good Value (SHRM-CGV) and Employee Engagement (EE)”, which have been mediated with “Employer Branding (EB) and moderated through Perceived Organizational Prestige (POP) and Innovative Climate (IC)”. The findings derived indicates that SHRM-CGV impacts significantly Employee Engagement directly as well as through Employee Branding. Furthermore, POP and IcC strengthened the EB-EE and SHRM-CGV relationship.
2. **Mayr, K. & Teller, C. (2024)** identified new avenues to incentivize employees to stay at their place of work, of particular importance during a labour shortage crisis. The findings confirm the need for the existence of virtuous customer behaviour as a key element to improve employees' intrinsic motivation, self-efficacy sense, wellbeing and retention. The research brings together the ideas of virtue ethics and the commercial world and make a meaningful contribution to theory and practice by providing managerial suggestions on how to promote customer's virtuous behaviour in a commercial setting and how to enhance employee's commitment to the firm.
3. **Dzogbenuku, R., et al. (2024)** examined the retail mix and retail brand image from the perspective of women perceptions and employee attitudes were incorporated as the mediator. The study's findings indicate that employee attitudes about retail brand image and retail stock/quality of goods are positively correlated. According to the study, a retail store's setting and location have little impact on how customers perceive the brand. Thus, it is crucial to invest in employees' positive attitudes to improve brand perception and market competitiveness through extensive training programs.
4. **Alm, K. & Hultman, J. (2023)** focused on exploring the store manager's role and functions they perform as a sustainability ambassador in some Swedish grocery stores, and the manner in which the dynamics among store and central level might impact the manner in which sustainability is reflected & communicated within a retail store. The findings provided a more nuanced understanding of the roles and responsibilities a store manager may carry out as a sustainability ambassador by identifying six distinct acts, both individually and in combination.
5. **Itam, U. & Swetha, M. (2022)** examined the structural relationship of “Total Quality Human Resource Management (TQHRM), Employee Branding (EB)”, and the outcome variables of



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sustainable employability (performance of the employee, satisfaction, and loyalty) through identification of suitable measurement scale that capture the perceptions of service employees' in selected organized retail stores of India. The findings indicated that robust techniques for measurement were applied for measuring TQHRM, EB, and the outcome variables of sustainable employability and concludes that TQHRM mediates partially the impact of EB on the outcomes of sustainable employability.

6. **Machova, R., Zsigmond, T., et al. (2022)** identified the crucial factors determining motivation of the human resource capital within the retail industry. The results showed that financial incentives, such as bonus distribution and pay increases, are the most widely used motivational technique. There is no variance in satisfaction degree of salary in case of generational differences. The employees were lesser satisfied with the communication and leadership style of their workplace.
7. **Jeronimo, H., de Lacerda, T., et al. (2020)** examined the impact of the sustainable HRM on employee performance. The results show that the path to sustainable HRM based on employee performance is not straightforward and has a double-mediating influence of organisational identity and the perceived organisational justification for sustainability. The results suggest that a sustainable HRM must correspond to the inner attitude of the employees or be congruent, if it is to have a positive impact on employees' performance. In order to promote identification and, as a result, increased engagement and performance, HRM procedures should be consistent with the company's sustainability perspective.

Objectives of the Study:

1. To examine the Drivers of Sustainable Employee Behaviour in Retail.
2. To provide recommendations for promoting sustainable employee behaviour in retail.

Hypothesis:

- H₀:** The identified factors have no significant positive influence on sustainable employee behaviour among miniature mall employees.
- H₁:** The identified factors have a significant positive influence on sustainable employee behaviour among miniature mall employees.

Research Methodology:

Table No: 1 Research Methodology

Research Component	Details
Research Design	Descriptive
Data Collection	Primary and Secondary
Sampling Technique	Non-Probability Purposive Sampling
Sample	Miniature Mall Employees



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Sample Size Determination	According to Faul et al., a minimum sample size of 45 is required for conducting a one-tailed one-sample t-test.
Statistical Technique	Parametric One-Sample t-test. The selection and application of parametric statistical techniques are based on the principles of statistical decision-making discussed by Pirani (2024a).
Statistical Tool	R Studio Software
Research Ethics	The study follows appropriate research-ethical principles, including voluntary participation, informed consent, confidentiality, anonymity, and responsible handling and reporting of research data, in accordance with Pirani (2024b).

Data Analysis and Interpretation:

Table No: 2 One sample t-test

Factors	Mean	t-value	p-value	Result
Environmental Awareness	4.28	23.64	0.000	Significant
Environmental Knowledge	4.21	24.15	0.000	Significant
Employee Attitude towards Sustainability	4.35	25.17	0.000	Significant
Organizational Environmental Culture	4.18	23.92	0.000	Significant
Management Support	4.24	24.26	0.000	Significant
Green Training and Development	4.16	23.73	0.000	Significant
Green Rewards and Recognition	4.08	23.15	0.000	Significant
Employee Engagement	4.22	24.62	0.000	Significant
Green Organizational Policies and Practices	4.31	25.84	0.000	Significant
Availability of Sustainable Resources and Facilities	4.12	23.86	0.000	Significant
Green Leadership	4.26	24.31	0.000	Significant
Peer and Co-worker Influence	4.10	23.72	0.000	Significant
Perceived Environmental Responsibility	4.33	25.15	0.000	Significant
Workplace Sustainability Motivation	4.20	24.74	0.000	Significant

Source: Compiled from Primary Data

The table presents the results of a one-sample t-test conducted to determine whether the identified factors significantly influence sustainable employee behaviour among miniature mall employees. All factor means are above the test value of 3.00, ranging from 4.08 to 4.35, indicating a high level of



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agreement. The highest mean was observed for Employee Attitude towards Sustainability (4.35), followed by Perceived Environmental Responsibility (4.33) and Green Organizational Policies and Practices (4.31). The calculated t-values range from 23.15 to 25.84, with all factors recording a p-value of 0.000, which is less than 0.05. Therefore, the differences between the observed means and the test value of 3.00 are statistically significant for all fourteen factors. Hence, H_0 is rejected and H_1 is accepted, indicating that all the identified factors significantly influence sustainable employee behaviour.

Table No: 3 Hypothesis Testing and Result:

Hypothesis		
H₀ The identified factors have no significant positive influence on sustainable employee behaviour among miniature mall employees.		
H₁ The identified factors have a significant positive influence on sustainable employee behaviour among miniature mall employees.		
Test used	Interpretation	Null/Alternate
One sample t-test	Thus, it can be concluded that identified factors have a significant positive influence on sustainable employee behaviour among miniature mall employees	Alternate accepted

Conclusion:

The study concludes that factors like individual, organizational, managerial and workplace factors make a difference in adopting sustainable behaviour by the employees in retail sector. The results show that Employee Attitude towards Sustainability, Management Support, Green Training and Development, Green Rewards and Recognition, Employee Engagement, Green Organizational Policies and Practices, Environmental Awareness, Environmental Knowledge, Availability of Sustainable Resources and Facilities, Green Leadership, Peer and Co-worker Influence, Perceived Environmental Responsibility and Workplace Sustainability Motivation are key influences on sustainable employee behaviour. The findings suggest that the knowledge and positive attitude towards sustainability among the employees are factors which influence their environmentally responsible behaviour, and that the supportive attitude of the organizational environment is essential. The sustainable behaviour can be further enhanced through management commitment, supportive leadership, training and recognition and employee participation. Thus, employee behaviour is not just an individual responsibility but a product of a supportive organizational environment. Incorporating environmental aspects into HR practices and processes, as well as leadership, workplace culture, policies, and daily operations, can help retail organisations achieve better sustainability outcomes, even those in miniature malls.



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Suggestions:

Based on the results, the retail companies need to follow an integrated strategy to encourage sustainable employee behaviour. Firstly, regular Green training and awareness programmes should be carried out to enhance staff's environmental knowledge and awareness, and build positive attitudes to sustainability. There should be leadership and ongoing support from management in utilising environmentally responsible practices through visible leadership. Retail organizations must also build an effective organizational environmental culture: The environmental culture is embedded in the values, policies, procedures and responsibilities of the workplace. Acknowledging staff for their sustainable behaviour, through green rewards, appreciation and recognition programmes for example, to encourage sustainable behaviour. Employee engagement and peer influence should be promoted in the form of teams or initiatives designed to provide employees the opportunity to be actively involved in environmental activities and share sustainable practices with fellow employees. Resources and facilities, including waste-segregation systems, recycling facilities, energy efficient equipment and resource-saving facilities, should be made available. Last, but not least, management should consistently share environmental goals and responsibilities with employees and foster both a sense of responsibility and ownership in all staff for sustainability initiatives. The following steps can help retail companies make their policies for sustainability become regular day-to-day actions for their team.

AUTHOR(S) CONTRIBUTION

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CONFLICTS OF INTEREST

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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