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The Influence of Sustainability on Employee's Commitment, Engagement, Individual Environmental Behavior, Wellbeing and Performance

Sürdürülebilirliğin Çalışan Bağlılığı, Kendilerini İşe Vermeleri, Bireysel Çevresel Davranışları, Refah ve Performansları Üzerindeki Etkisi

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The Influence of Sustainability on Employee's Commitment, Engagement, Individual Environmental Behavior, Wellbeing and Performance

Abstract

Generally speaking, as the nature of business life some companies can be successful at implementing sustainability, however many others can't and struggle. The reason behind this may be related with demographic factors and employee's variables. While the benefits of sustainability for the environment and for organizations have been widely documented, there has been relatively little research exploring the influence of sustainability on employee behaviors and outcomes. The research at hand aims to fulfill that need via exploring the link among sustainability and employee commitment, engagement, individual environmental behavior, wellbeing, and performance in the fast-moving consumer goods (FMCG) sector. By understanding the ways in which sustainability can impact employee behaviors and outcomes, FMCG companies may be better equipped to design and implement sustainable practices that benefit both the environment, their employees, and their organizations. The records submitted in this survey emphasized the cases of firms which have favorably applied sustainability practices. The authors know of no other study dedicated to the investigation of the relation among sustainability and employee commitment, engagement, individual environmental behavior, wellbeing, and performance in the FMCG sector firms performing in a developing country, Türkiye in particular. Among qualitative research methods in-depth interview technique was utilized to gather data from 52 employees working at different eight FMCG local and international companies in Türkiye. The companies were selected due to their strong focus on sustainability and their commitment to implementing environmentally friendly practices. In order to ensure the validity and reliability of the interview form, a pilot interview was conducted on 20 workers, who were selected by random sampling method, and accordingly necessary adjustments were made in the form. The data were evaluated by content analysis method via ATLAS 7.0 software to form general bilateral themes. Lincoln and Guba's criteria were used for establishing the overall trustworthiness of qualitative research results. The findings of this study suggested that sustainability practices positively impact employee's commitment, engagement, individual environmental behavior, wellbeing, and performance. According to these data employee's commitment, engagement, individual environmental behavior, wellbeing, and performance increased after their corporations started adapting sustainability practices, especially at production department and for non-managerial roles. It had also been determined that as years of work experience and number of children increased workers' commitment, engagement, individual environmental behavior, wellbeing, and performance also enhanced. In addition, international firms' sustainability practices were seen more supportive than local ones in terms of commitment, individual environmental behavior, and performance.

Keywords: Sustainability, Commitment, Engagement, Individual Environmental Behavior, Wellbeing, Performance

Sürdürülebilirliğin Çalışan Bağlılığı, Kendilerini İşe Vermeleri, Bireysel Çevresel Davranışları, Refah ve Performansları Üzerindeki Etkisi

Öz

Genel olarak konuşursak, iş hayatının doğası gereği bazı şirketler sürdürülebilirliği uygulamada başarılı olabilir, ancak birçoğu bunu başaramaz ve zorlanır. Bunun ardındaki neden demografik faktörler ve çalışan değişkenleriyle ilgili olabilir. Sürdürülebilirliğin çevre ve organizasyonlar için faydaları yaygın olarak belgelenmiş olsa da sürdürülebilirliğin çalışan davranışları ve sonuçları üzerindeki etkisini inceleyen nispeten az araştırma yapılmıştır. Eldeki araştırma, sürdürülebilirlik ile çalışan bağlılığı, kendini işe verme, bireysel çevresel davranış, refah ve hızlı tüketim malları (FMCG) sektöründeki performans arasındaki bağlantıyı inceleyerek bu ihtiyacı karşılamayı amaçlamaktadır. Sürdürülebilirliğin çalışan davranışlarını ve sonuçlarını etkileme yollarını anlayarak, FMCG şirketleri çevreye, çalışanlarına ve de aynı zamanda organizasyonlarına fayda sağlayan sürdürülebilirlik uygulamaları tasarlamak ve uygulamak için daha donanımlı olabilirler. Bu ankette sunulan kayıtlar, sürdürülebilirlik uygulamalarını olumlu şekilde uygulayan firmaların durumlarını yansıtmaktadır. Yazarlar, özellikle Türkiye olmak üzere gelişmekte olan bir ülkede faaliyet gösteren FMCG sektörü firmalarında sürdürülebilirlik ile çalışan bağlılığı, kendini işe verme, bireysel çevresel davranış, refah ve performans arasındaki ilişkiyi incelemeye adanmış başka bir çalışma tespit edememiştir. Türkiye'de faaliyet gösteren yerel ve uluslararası sekiz farklı hızlı tüketim malları şirketinde çalışan 52 çalışanın verileri

nitel bir araştırma yaklaşımı olan derinlemesine görüşme tekniği kullanılarak toplanmıştır. Araştırmaya katılan şirketler, sürdürülebilirliğe güçlü bir şekilde odaklanmaları ve çevre dostu uygulamaları hayata geçirme taahhütleri nedeniyle seçilmiştir. Görüşme formunun geçerliliğini ve güvenilirliğini sağlamak için, rastgele örnekleme yöntemiyle seçilen 20 çalışanla pilot görüşme yapılmış ve buna göre formda gerekli düzeltmeler tamamlanmıştır. Veriler, genel ikili temalar oluşturmak için ATLAS 7.0 yazılımı aracılığıyla içerik analizi yöntemi ile test edilmiştir. Nitel araştırma sonuçlarının genel güvenilirliğini belirlemek için Lincoln ve Guba'nın kriterleri kullanılmıştır. Bu çalışmanın bulguları, sürdürülebilirlik uygulamalarının çalışanların bağlılığını, katılımını, bireysel çevresel davranışını, refahını ve performansını olumlu yönde etkilediğini ortaya koymuştur. Bu verilere göre, şirketlerin sürdürülebilirlik uygulamalarını benimsemeye başlamasıyla çalışanların bağlılıklarının, kendilerini işe vermelerinin, bireysel çevresel davranışlarının, refah ve performanslarının özellikle üretim departmanında ve yönetim dışı rollerde arttığı tespit edilmiştir. Ayrıca, iş tecrübesi ve çocuk sayısı yükseldikçe bu etkinin arttığı tespit edilmiştir. Bunun yanı sıra bağlılık, bireysel çevresel davranış ve performans açısından uluslararası firmaların sürdürülebilirlik uygulamalarının yerel olanlardan daha fazla destekleyici olduğu görülmüştür.

Anahtar Kelimeler: Sürdürülebilirlik, Çalışan Bağlılığı, Kendini İşe Verme, Bireysel Çevresel Davranışlar, Refah, Performans

Introduction

Sustainability has become an increasingly important issue in recent years, with organizations seeking to adopt more environmentally friendly practices and reduce their negative impact on the planet (Song et al., 2020; Li et al., 2018). These days, companies aim to adapt sustainability practices and apply them into business setups and arrangements (Eccles et al., 2014). The fast-moving consumer goods (FMCG) sector is no exception, with many companies in this industry seeking to reduce their environmental footprint and promote sustainable practices (Bashir et al., 2020; Prashar, 2022). FMCG products, which aim to meet the daily routine needs of consumers, are sold quickly and cheaply (Wikipedia, 2022). FMCG sector, which is characterized by intense competition and high demand, has recognized the importance of sustainability practices in maintaining a competitive advantage and meeting the expectations of stakeholders.

Companies are realizing that many employees expect a greater purpose from their work than just a good pay (Sia, 2012). Sustainability can be one of these purposes (Eccles et al., 2014). As companies start to develop their business models to sustainability, they are more focusing on ways of engagement with stakeholders and their employees (Larkins et al., 2018). While the benefits of sustainability for the environment and for organizations have been widely documented, there has been relatively little research exploring the influence of sustainability on employee behaviors and outcomes. The research at hands aims to fulfill that need via exploring the link among sustainability and employee commitment, engagement, individual environmental behavior, wellbeing, and performance in the FMCG sector. By understanding the ways in which sustainability can impact employee behaviors and outcomes, FMCG companies may be better equipped to design and implement sustainable practices that benefit both the environment, their employees, and their organizations.

The records submitted in this survey emphasized the cases of firms which have favorably applied sustainability practices. The authors know of no other study dedicated to the investigation of the relation among sustainability and employee commitment, engagement, individual environmental behavior, wellbeing, and performance in the FMCG sector firms performing in a developing country, Türkiye in particular.

Generally, as the nature of business life some companies can be successful at implementing sustainability, however many others can't and struggle. The ration behind this may be related with demographic factors, employee's commitment, engagement, individual environmental behavior, wellbeing, and performance. Accordingly, the study at hand intends to assist enterprises, which adopted sustainability, to understand its possible effects on worker behaviors and results.

The sections of this paper are as follows: (1) the concept of sustainability; (2) the concept of employee engagement, commitment, wellbeing, and performance (3) method; (4) findings; (5) discussion and implications.

1. Conceptual Framework

1.1. Sustainability

Sustainability, which is derived from the Latin word "sustinere", is a societal purpose that applies to the skill of people to securely co-exist on Earth over a long time (Wikipedia, 2014). Likely, the corporate sustainability is a long-term plan of action that integrates the earth and human beings (Yilmaz, 2023). The concept of sustainability has been put at the forefront as a landmark for the entire business community (Herbohn et al., 2014) since the world continues to evolve. Because environmental issues are rising as clients seek greener practices from firms and workers have started to select eco-conscious businesses as a workplace (Copper, 2022). However, most firms don't have a consistent sustainability policy that is combined with company ideology and culture (Yunis et al., 2018).

It has been acknowledged that sustainability has environmental, economic, and social dimensions. Besides given the fact that environment is at the center, new pillars have also been suggested at literature such as cultural, organizational, technical, and political dimensions (Purvis et al., 2019). The primary theories connecting sustainability to companies are Co-Evolution Theory, Multi-level Perspective, Stakeholder Theory, Corporate Social Responsibility, Legitimacy, Corporate Sustainability, and Green Economics (Vitolla et al., 2017; Chang et al., 2017).

Triple Bottom Line approach argues that companies can't be isolated from their environments, societies (Elkington, 1999) and they are being questioned when only considering higher profits. In this sense, organizations are feeling compelled to adapt sustainability into their business models to have long term relationship with their employees, customers and the environment (Carroll, 2015). Besides, the factors of cost reduction and risk mitigation also led many firms to invest in sustainability initiatives (Dangelico et al., 2017).

Sustainability practices such as waste reduction, energy efficiency, and sustainable sourcing contribute to a positive work environment and increase employee's motivation and sense of purpose (Bansal and Roth, 2000; CIPD, 2020; Yunis et al., 2018). Today we know that people are ready to buy more expensive products/services if creating positive social and environmental effects (Kong et al., 2021). Therefore, enterprises started to include sustainability information in their usual financial and activity reports (KPMG, 2017). Green behavior, product and service innovation is required for sustainability (Song et al., 2020).

Today firms are trying to integrate sustainability into their employee's roles and where there is engagement by laborers in the organization's sustainability agenda (Baykal and Divrik,

2023). They do this by setting sustainability goals, assigning sustainability champions, agreeing worker values with corporate values, supporting change management, and encouraging all employees to be involved in their operation (Sia, 2012).

Research was performed regarding the impacts of the seen existence of a sustainability procedure on dutiful, dedicated laborer records of their green behavior. Merriman and Sen (2012) indicated that worker help for sustainability actions is far from assured although when personal financial encouragements are applied. Shabbir and Wisdom (2020) revealed the positive effect of sustainability on the performance of jobholders and companies.

1.2. Employee Engagement, Commitment, Wellbeing and Performance

The literature suggests that sustainability practices positively impact employee's commitment (Polman and Bhattacharya, 2016; Choi and Yanni, 2014), engagement (Marcus and Gopinath, 2017), individual environmental behavior (do Paço and Laurett, 2019), wellbeing (Wong et al., 2016), and performance (Bhattacharya et al., 2011; Zeng et al., 2010).

Kahn (1990) supplied the first academic description of staff engagement as "the harnessing of organization members' selves to their work roles. In engagement, employees voice themselves both physically and emotionally at their roles (Kahn, 1990). Likely Employee engagement is a notion in the effort to comprehend the link between workers and companies. Accordingly, engaged employees are totally keen on their work and take positive action for the interest and reputation of their firms while protecting the value of their organizations. Thus, companies with "high" employee engagement are anticipated to accomplish better than those with "low" employee engagement (Silic, 2020).

Glavas (2012) argued that when companies are actively involved in sustainability practices their employees can be more engaged in work. In this regard sustainability is related with how engaged workers are with their firm and job (Alzayed et al., 2020). Actions which paralyze jobholders' warmth for their firm may unfavorably effect sustainability (P.M et al., 2022). Moreover, sustainability practices can enhance employee's job satisfaction and organizational commitment, leading to higher levels of performance and productivity (Brammer et al., 2012; Schaltegger et al., 2012; Stoll-Kleemann and O'Riordan, 2015). By the effect of an engaged workforce, corporations both fulfill their own organizational goals and enhance their beneficial effect. Employee commitment is specified as a person's mental to the company (Wikipedia, 2023). Meyer and Allen's (1991) study revealed the three "mind sets" (Affective, Continuance and Normative) that can characterize employees' commitment to their companies. Later, Mercurio (2015) widened this model by examining other research and asserted that emotional dimension of commitment is the heart of organizational commitment.

Later, new models of commitment at the literature had emerged, which added "Habitual, Behavioral and Forced" commitment as new dimensions (Meyer et al., 2007). Getting habituated to a job's workflow can end up with dormant commitment to the work. Just like employee engagement, enterprises should invest in commitment as well. Engagement is the driver of commitment in other words it is not possible to achieve commitment at the absence of employee engagement. Committed workforce has; (a) A strong will to remain as a member of the business, (b) A robust belief in the values and objectives of the job, (c) A enthusiasm to take action in the interest of the firm (Mowday et al., 1982; Sahni, 2021). Several studies

indicated that employees' commitment is significantly associated with performance (Bedarkar and Pandita, 2014; Andrew, 2017) and job satisfaction (Dirani and Kuchinke, 2011).

Another study proposed a strong positive link between commitment, job characteristics and job satisfaction (Sahni, 2021). Ahmad and Oranye (2010) argued that there can be a positive relation between empowerment and commitment. Besides, strong employee commitment may assist generating good connections with customers as well. Eventually, it can be concluded that Firms sustainability actions engage the attention of qualified workers whilst enhancing their commitment (Jones et al., 2014).

Performance is a crucial result of work environment and can't be assessed as just the means of capability. At work, performance is the requirements of roles in terms of both contextual and task oriented (Robertson and Cooper, 2015). Organizations should consider and investigate the variable of performance when searching employee engagement in organizational sustainability. Setting sustainability purposes to enhance performance consistent with financial objectives can boost the employee engagement (Merriman et al., 2016). Accordingly, organizations' performance has been searched at many studies to be the origin of laborer sense of intention and performance (Glavas, 2012). Several studies have discovered the effect of sustainability on the performance of companies and their workers (Barauskaite and Streimikiene, 2020; Wang and Sarkis, 2017; Kong et al., 2021; Wagner, 2010). Likely many others revealed that sustainability positively effects employee and organizational performance (Bhattacharya et al., 2011; Zeng et al., 2010).

Scholars argue that sustainability should be acknowledged as a more comprehensive notion since sustainable development concentrates mostly on human well-being (Harrington, 2016). Additionally, sustainability practices can improve employee's health and wellbeing by reducing exposure to hazardous substances and promoting physical activity (CIPD, 2020; WHO, 2018; Wong et al., 2016). Higher engagement levels of workers for sustainability have a positive influence on their wellbeing (Mendes et al., 2022), which creates a win-win model for related all parties.

At the literature there are models like green transformational leadership and multi-level, which organizations may benefit from for designing their own customized actions regarding behavior changes, showing the correlation between performance, wellbeing, leadership, work experience and performance (Abdurachman et al., 2023; Bakker and de Vries, 2021; Sutton and Atkinson, 2023).

Individual environmental behavior can be defined as embracing actions focusing on minimizing any negative impacts on nature and environment (do Paço and Laurett, 2019). Regression findings from relevant research argued that personality characteristics especially emotional stability positively influence individual environmental and green organizational behavior of workers (Erbaşı et al., 2022). Individual environmental behavior strongly effects carbon emission and energy consumption. Moreover, van Valkengoed et al. (2022) suggested a system which classifies the factors of individual environmental behavior. In accordance, Jiang et al. (2018) indicated that for improving individual environmental behavior firms can use contemporary energy conservation methods, build low-carbon communities, reduce carbon emission by using new modern technologies, give economic initiatives to laborers and create good mutual communications. Besides studies implied that there are some other variables that can affect individual behavior such as organizational, environmental,

demographic, cultural, social, and economic factors (Li et al., 2019). According to the data obtained it is not possible to unite and merge all such factors behind pro-environmental behavior to form a single model (Li et al., 2019).

Based on the literature it can be concluded that sustainability can have a positive influence on individual environmental behavior (do Paço and Laurett, 2019). So far it can be concluded that sustainability sound to be a natural cause of environment, social and individual changes.

2. Method

In this study, it was predicted that qualitative methods can provide more effective results than quantitative methods to understand and interpret the effect of sustainability on employee's commitment, engagement, individual environmental behavior, wellbeing, and performance. In this regard, qualitative research approach was preferred to be used in the research. Contrary to quantitative method, where statistical models permit vast generalizations, qualitative research is the study of social processes and meanings via interviews, observations, and the analysis of documents (Stanford Libraries, 2022). Qualitative research is carried out by supporting the conceptual framework obtained by reaching the literature of the subject of interest with an in-depth search, with research data. Qualitative method includes gathering and reviewing non-numerical data like video, passage, or audio, for perceiving ideas, images and practices (Bhandari, 2022). In order to gather insights into the searched concepts and generate new ideas for the study, in-depth interview method was preferred to be used among the qualitative data collection methods.

It was anticipated that more effective results can be obtained with in-depth interview method to understand and comment the influence of sustainability on employee's commitment, engagement, individual environmental behavior, wellbeing, and their performance. In-depth interviews are mostly long-duration, detailed, face-to-face meetings performed to obtain wanted targets, avoiding group pressure or group influence (Showkat and Parveen, 2017). In order to extract detailed knowledge and deep understand the subject of this study, the inputs were accumulated from the fast-moving consumer goods (FMCG) area in 2019 by applying in-depth interview method.

The companies were selected due to their strong focus on sustainability and their commitment to implementing environmentally friendly practices. The research universe consisted of all the local and international employees of Türkiye located FMCG sector's firms, which adopted sustainability. In many qualitative studies in the literature, it has been shown that detailed data can be collected from a small number of samples (Baltacı, 2018) and that data size is not important for qualitative research in this framework (Neuman and Robson, 2014). In this context, rather than large groups a total of 58 employees, who can provide detailed data meeting the objectives of the study, were randomly selected from different working years, departments, and roles. The reason behind using the simple random sampling is to reduce prejudice while increasing reliability. Among the chosen group, number of 52 workers from 8 different firms accepted to participate in the research, that formed the sample of the research.

Interviewing both local and international FMCG companies and collecting information from participants occupied in different roles and units through an interview form provide the necessary condition for the representativeness of the sample in this qualitative research. Furthermore, different levels of employees can mean diversified perception and awareness.

Firstly, in order to ensure the validity and reliability of the interview form, a pilot interview was conducted on 20 workers, who were selected by random sampling method, and accordingly necessary adjustments were made in the form.

In the first part of the finalized interview form, there are 7 questions in Turkish totally to determine the demographic characteristics of the participants. In the second part, there are 15 close-ended and 15 open-ended questions in Turkish to determine the opinions and the status of the participants about their commitment, engagement, individual environmental behavior, wellbeing and performance, the effect of sustainability practices on these and their status before sustainability. At first, forward translation was made by two professional independent translators from Turkish to English. Next, the synthesis processes were conducted by collecting the results of the translations by using the same meaning words. The target of this process is to make sure that it has the same meaning with the first version. Later, back translation and specialists' review was performed via separate two bilingual interpreters to ensure that the sentences have same meaning, are grammatically correct while achieving equivalence. Accordingly, the context of the items of engagement has been edited. Finally at the last stage 3 experts completed assessment forms regarding language resemblance and content validity (comparability mean score was 1.7 and similarity mean score was 2.3), which indicated that no further review is required (Burdick et al., 2017).

The participants were updated about the objective and content of the research, in addition it was explained that their answers could be evaluated within the principle of confidentiality. The answers and notes obtained from face-to-face interviews, which lasted 35 minutes on average, were instantly transferred to the interview forms.

The data were evaluated by content analysis method which is a technique used for studying texts, documents, symbols, audios, and videos (Gheyle and Jacobs, 2017) to form general bilateral themes, requiring coding (Flick, 2014). Firstly, all the forms were read in detail and then entered ATLAS 7.0 software commonly and anonymously. Accordingly, codes and themes were formulated, and comparisons were made between different participant groups (Boeije, 2002). While determining the codes and creating systematic common categories, it is required to form a balance between rigor, logic, and creativity (Costa et al., 2016). Lincoln and Guba's criteria were used for establishing the overall trustworthiness of qualitative research results: transferability (results are relevant to other cases), credibility (outcomes correctly represent the study), dependability (research can be done again), and confirmability (results are based on and reflective of the information gathered from the participants) [Guba, 1994]. Accordingly, all the forms were coded (see Appendix B for briefed coding pattern) and then applied for narrowing the data, and the determined themes reflect the participants' replies. Subsequently, the descriptive codes were grouped, for instance the entire codes linked to sustainability resulted wellbeing examples of participants working at local firms were grouped as "local - wellbeing exemplification" classification.

3. Findings

Demographic characteristics of gender, working years, nationality of the company, roles, department, and number of children showing the participant profile are given in Table 1.

Table 1. Demographic Characteristics of the Participants

Gender	Frequency	%	Nationality of The Company	Frequency	%
Male	32	61	Local	37	71
Female	20	39	International	15	29
Total	52	100	Total	52	100
Working Years	Frequency	%	Roles	Frequency	%
1-5 years	8	15	Blue collar	30	58
6-10 years	20	38	White collar – clerk	10	19
11-15 years	19	37	White collar - manager	8	15
> 15 years	5	10	White collar - director	4	8
Total	52	100	Total	52	100
Department	Frequency	%	# of Children	Frequency	%
Production	29	56	0	20	38
Finance & accounting	3	6	1	20	38
Sales & marketing	10	19	2	8	15
Human resources	2	4	3	4	8
Other	8	15	Total	52	100
Total	52	100			

According to the data given at Table 1, 61% of the participants are male, %39 are female while %71 are working at local and 29% are at international companies. The seniority (years of work experience) of 53% of the attendants is between one to ten years, and 47% percent is more than eleven years. Moreover, 58% of the participants in this group are blue collar whilst 42% are white collar. Additionally, when we look at the department where the participants work, it is seen that the majority of them take part in production. Lastly, 38% of the group have no children, and on the contrary 62% have minimum one (Table 1).

In the interviews, the participants were first asked whether they felt committed to their work, whether the sustainability practices of their companies supported them to feel committed to their job, and whether they felt committed to their work before their companies started sustainability applications.

Table 2. Employee's Commitment Close-Ended Responses of the Participants According to Demographic Characteristics

		Gender		Nationality		Working Years		Department		Role		# of Children		
		Y/N	Male	Female	Local	International	<10 years	>10years	Production	Other	Non-Manager	Manager	None	>1
Engagement	Are you engaged at your work?	Yes	23	14	25	12	18	19	21	16	28	9	7	30
		No	9	6	17	3	10	5	8	7	12	3	13	2
	Does your company's sustainability practices support your engagement in work.	Yes	22	15	25	12	17	20	21	16	27	10	7	29
		No	10	5	12	3	11	4	8	7	13	2	14	2
	Did you feel engaged at your work before your company started sustainability practices?	Yes	11	6	7	4	9	8	10	8	16	6	8	8
		No	21	14	30	11	19	16	19	15	24	6	12	24

According to the data obtained, Table 2 provides that 71% of the participants “felt committed to their job” and confirmed that company's sustainability practices support them to feel committed to work whilst 67% declared that “they didn't feel committed to their business before their company started sustainability practices”. Besides, there is no significant ratio

difference between male and female employees' commitment answers. Moreover, results revealed that international firm's sustainability practices were more supportive than local companies for workers to feel committed to their business. Considerable number of the employees having >10 years working experience (37%), working at production department (40%), having at least one child (56%) and performing as a manager (19%) declared that sustainability endorsed their committed to job. Lastly, it had been specified that 38% of the employees started feeling committed to their business after their companies had begun sustainability practices (Table 2).

Table 3. Commitment Open-Ended Responses of the Participants

Theme	Description	
Answers obtained about employee's commitment and sustainability		
Subcategories	Description	Important Quotes Examples
Commitment to job	How do you feel committed to your job?	"When it comes to commitment, I am willing to stay and work longer years because I am feeling like a strong member of the business. I embrace the values and culture of my company, while ready to protect the benefits of my work" (P3, male non-manager).
Company's sustainability practices	How does your company's sustainability practices support you to feel committed to your business?	"I am proud of my firm and happy to work here because it played a pioneer role at our sector in terms of sustainability adaptation. I learned what is sustainability and its importance via the practices of my organization" (P11, female non-manager).
Commitment before sustainability practices?	Describe your commitment to your business before your company started sustainability practices	"Before my firm commenced sustainability practices I was searching for a new job. However, later I appreciate the value of my role here and realized that in the long run together we will thrive by the positive effect of sustainability both on financials and society" (P30, male manager).

When asked about how they are feeling commitment to their work (Table 3), participants often replied without hesitation, along with an expression of satisfaction (P42, male manager). Commitment was rarely described as a self-deceiving, unrealistic concept, when considered with employee benefits like salary (P35, female non-manager; P44, male non-manager). One applicant was very willing to talk long time about how sustainability practices of his company positively changed his attitude towards his work (P20, male manager). Another interviewee explained the word commitment has never been spoken and pronounced at the office because it's sort of literature concept. Nevertheless, it can be seen among employees as a personal choice and especially at the last years sustainability changed the common negative perception that the company is self-oriented, considering everything in their favor. And this development led to commitment at their workplace (P15, male non-manager). One participant with lower-level commitment specified that this situation cannot be totally wrong, according to whom and compared with what, but distinct from others and expectations at work life (P49, female non-manager). Discussing the level of commitment, one attendant directly correlated it with the concept of sustainability, saying that she is feeling more committed to work after experiencing sustainability applications at her organization (P51, female non-manager). Another volunteer replied "once you spent long years of your life at the same company you deliberately and automatically become more committed (P1, male manager). To sum up, provided answers revealed the changing levels of commitment and that there is no optimum level of commitment (Table 3).

Table 4. Engagement Responses of the Participants According to Demographic Characteristics

Engagement	Y/N	Gender		Nationality		Working Years		Department		Role		# of Children	
		Male	Female	Local	International	<10 years	>10years	Production	Other	Non-Manager	Manager	None	>1
Are you engaged at your work?	Yes	25	16	29	12	20	21	26	15	31	10	13	28
	No	7	4	8	3	7	4	3	8	9	2	7	4
Does your company's sustainability practices support your engagement in work.	Yes	22	17	28	11	21	18	23	16	28	11	12	27
	No	10	3	9	4	7	6	6	7	12	1	8	5
Did you feel engaged at your work before your company started sustainability practices?	Yes	8	5	9	4	5	8	7	6	8	5	7	6
	No	24	15	28	11	23	16	22	17	32	7	13	26

The results given at Table 4 pointed out that, %79 of the participants "are engaged at their job" and affirmed that their enterprises' sustainability practices foster their engagement at work whilst 75% declared that "they didn't feel engaged before their company started sustainability practices". Just like commitment, no significant ratio difference was detected among between male and female employees' engagement replies. Results also uncovered that both international and local firm's sustainability practices encouraged workers to be engaged at work. The respondents having >10 years working experience (40%), employed at production department (44%), having at least one child (52%) and undertaking non-managerial roles (54%) specified that sustainability reinforced engagement at work. Besides, it had been noted that 53% of the laborers started feeling engaged to their organization after their companies had initiated sustainability practices (Table 4).

Table 5. Engagement Open-Ended Responses of the Participants

Theme	Description	
Answers obtained about employee's engagement and sustainability		
Subcategories	Description	Important Quotes Examples
Engagement in work	How do you feel engaged at work?	"When it comes to engagement, recently I am feeling very involved in my job at all aspects, with strong willingness and motivation to participate, contribute and collaborate" (P2, female non-manager).
Company's sustainability practices	How does your company's sustainability practices support your engagement in work?	"As a mother, thinking of my kid's future I am putting much more effort to do better at my work for supporting my firm's sustainability applications for a better world" (P16, male non-manager).
Engagement before sustainability practices?	Describe your level of engagement at your workplace before your company started sustainability practices	"Previously I had no interest and motivation for sustainability. It was to me just a listening subject rather than embracing and implementing. Moreover, at this past stage I spend no time to learn and understand what has been done in this area so far, what the impacts and action points are" (P23, female non-manager).

Table 5 shows that similar to commitment, most of the participants answered positively about their genuine feelings of engagement without any suspect, together with contentment (P1, male manager; P10, female non-manager). Negative comments and feelings were seldomly encountered about engagement and majority felt that they need to be involved (P8, male non-manager; P45, male non-manager). One participant emphasized that her firm's

sustainability applications completely altered her perception, focus and bias against work in good manner (P17, male non-manager). Next attendant confessed that engagement pointed actions as well, which proceeded from sustainability, together with being active, willing to participate and contribute (P28, male non-manager) at work for making things better. One interviewee with low engagement level stated that she is not feeling motivated and cannot be obliged to be engaged as long as she does her work in line with the expectations (P34, female non-manager). Another formerly disengaged participant declared that as sustainability awareness increased at work, his interaction, collaboration, and participation level has also incremented, which means engagement at work. Another volunteer, who feels engaged to work answered "being a parent, I mean having children automatically pushes you to participate in job facilities, workflows, new projects, and plans. Also, the longer you work the higher you feel engaged" (P47, male non-manager). As a result, throughout the interview it has been understood that there is no optimum level of engagement, and it is changing individually with demographic characteristics (Table 5).

Table 6. Individual Environmental Behavior Responses of the Participants According to Demographic Characteristics

Individual environmental behavior	Y/N	Gender		Nationality		Working Years		Department		Role		# of Children	
		Male	Female	Local	International	<10 years	>10years	Production	Other	Non-Manager	Manager	None	>1
Do you show individual environmental behavior in your private life?	Yes	30	19	35	14	25	24	27	22	37	12	18	31
	No	2	1	2	1	3	0	2	1	3	0	2	1
Does your company's sustainability applications support individual environmental behavior?	Yes	31	17	33	15	24	24	26	22	36	12	18	30
	No	7	3	4	0	4	0	3	1	4	0	2	2
Did you show individual environmental behavior before your company started sustainability applications?	Yes	11	5	12	4	6	10	3	13	6	10	8	8
	No	21	15	25	11	22	14	26	10	34	2	12	24

The findings given at Table 6 demonstrated that, bulk (94%) of the interviewees "show individual environmental behavior in their private life". They stated that their companies' sustainability practices help individual environmental behavior while 69% asserted that "they didn't show individual environmental behavior before their firm launched sustainability applications". Approximately 94% of male and female employees shows individual environmental behavior and all the searched international firms' sustainability practices, supported individual environmental behavior in private life. The employees having longer years of working experience, employed at production department (50%), having at least one child (58%) and undertaking non-managerial roles (69%) answered that sustainability support individual environmental behavior. It had also been disclosed that 63% of the workers started showing individual environmental behavior since their companies had started sustainability practices (Table 6).

When examined to what extent they are showing individual environmental behavior in their private life (Table 7), participants generally answered positively and in good manner (P30, male non-manager; P26, male non-manager). Throughout the interviews very few applicants admitted that they are not showing- not willing to show individual environmental behavior because they believe they can't personally influence and change the general tendency and that they can have a very minor impact on the results (P24, female non-manager; P33, male non-manager). One interviewee quoted that "balance of nature is critical and since it can easily be disturbed, I am feeling morally responsible to preserve nature" (P40, male non-manager). Another participant specified "I am single and don't have children. But despite this fact I am worrying about the human-caused impacts on nature and my company's sustainability activities triggers me for showing individual environmental behavior by educating and informing me about these environmental projects" (P27, male non-manager). One international company employee stated "I was unfortunately ignoring environmental issues before and my company's sustainability practices drive tendency toward my environmental behavior. For example, I am now totally aware of the effects of plastic pollution on our daily lives, and I am engaged in recycling of plastic wastes (P50, male non-manager). Moreover, next participant explained "the more children you have the more you care and show individual environmental behavior" (P29, female manager). Consequently, answers obtained clearly disclosed that there is no standard and specific level of individual environmental behavior, as it is varying with demographic variables (Table 7).

Table 7. Individual Environmental Behavior Open-Ended Responses of the Participants

Theme	Description	
Answers obtained about employee's individual environmental behavior and sustainability		
Subcategories	Description	Important Quotes Examples
Individual environmental behavior in private life	To what extent do you show individual environmental behavior in your private life?	"Frankly speaking, I have been intensely showing individual environmental behavior in my life since the beginning of my career because as a manager of an international firm I am feeling responsible for the next generation and future (P31, male manager).
Company's sustainability practices	To what extent does your company's sustainability practices support your individual environmental behavior?	"My firm motivates me for showing individual environmental behavior by including me in company's sustainability activities and by giving me a managerial role at these environmental projects" (P5, female manager).
Individual environmental behavior before sustainability practices?	To what extent did you show individual environmental behavior before your company started sustainability practices?	"As a production department worker, I have always been very sensitive to environment, even before my company started sustainability practices. Because my unit can pollute environment unless precautions are taken" (P52, male non-manager).

The data collected (Table 8) exhibited that 85% of the participants "felt emotionally healthy and financially well at work". Likewise, it had been verified that company's sustainability practices support their wellbeing. On the other hand, 73% declared that "they didn't feel emotionally healthy and financially well at work before their company commenced sustainability practices". Furthermore, there is no ratio distinction betwixt female and male jobholders' wellbeing answers. Depending on the answers of the respondents there were found that both international and local firm's sustainability practices were sustaining workers well-being. Significant number of the employees working at production department (39%), having > 10 years working experience (42%), having at least one child (50%) and performing

as non-manager (58%) proclaimed that sustainability fosters their wellbeing. Additionally, results showed that 38% of the employees started feeling emotionally healthy and financially well at work after their corporations had embarked sustainability practices (Table 8).

Table 8. Wellbeing Responses of the Participants According to Demographic Characteristics

Well-being	Y/N	Gender		Nationality		Working Years		Department		Role		# of Children	
		Male	Female	Local	International	<10 years	>10years	Production	Other	Non-Manager	Manager	None	>1
Do you feel emotionally healthy and financially well at work?	Yes	27	17	32	12	22	22	23	21	32	12	16	28
	No	5	3	5	3	6	2	6	2	8	0	4	4
Does your company's sustainability applications foster your wellbeing?	Yes	26	15	30	11	19	22	20	21	30	11	15	26
	No	6	5	7	4	9	2	9	2	10	1	5	6
Did you feel yourself emotionally healthy and financially well at work before your company started sustainability practices?	Yes	8	6	7	7	8	6	7	7	9	5	5	9
	No	24	14	30	8	20	18	22	16	31	7	15	23

Regarding wellbeing (Table 9) direct answers were collected with a sense of balance, harmony, and contentment during the interviews (P39, male non-manager; P7, female non-manager). One participant pointed "I feel relaxed, soft, calm and peaceful at work in terms of wellbeing" (P18, female manager) and another interviewee asserted "I reckon that I mismatch with the culture and sustainability actions of my workplace, which causes less happiness and low levels of individual wellbeing with more conflicts" (P14, male non-manager). Next participant answered enhancements in sustainability patterns empowered her wellness connected round with a common aim and target (P9, male non-manager). Likely, some attendants considered sustainability as a motivating factor for steady wellbeing (P43, male manager). Others gave examples of wellbeing (Table 9), how sustainability strategy supports their emotional and relational wellbeing and how levels of wellbeing can vary (P3, female nonmanager, P46, male manager).

The results given at Table 10 indicated that 73% of the interviewees' "performance scores are high". They stated that their companies' sustainability practices reinforce their performance at work, on the other hand 73% declared that "their performance scores were not high before their firms commenced sustainability practices". There is ratio difference among male and female employees' performance answers: 80% of the female workers accepted that company's sustainability practices support their performance, however this ratio is 68% at male workers (Table 10). According to the data obtained (Table 10) international companies are more involved in sustainability practices than local firms to encourage employees' performance. The respondents having >10 years of job experience (40%), working at production department (38%), having at least one child (52%) and undertaking non-managerial roles (58%) pointed that sustainability supported performance

at work. Moreover, results revealed that 46% of the workers' performance was reported to be high after their organizations had introduced sustainability practices (Table 10).

Table 9. Wellbeing Open-Ended Responses of the Participants

Theme	Description	
Answers obtained about employee's wellbeing and sustainability		
Subcategories	Description	Important Quotes Examples
Wellbeing at work	Describe your well-being at work	"To be honest I can't complain, I have balance of almost everything at work considering pays, physical health, job satisfaction, performance, flexible working hours, relationship with others and having fun at work. Fundamentally, I can find a balance between those things." (P22, male non-manager).
Company's sustainability practices	To what extent does your company's sustainability practices support your wellbeing at work?	"Actually, I genuinely consider it as an active action bullet point. My enterprise's sustainability activities encourage me for being very comfortable at work and also create a sense of meaning at my work-life" (P11, male non-manager).
Wellbeing before sustainability practices?	Describe your level of wellbeing at your workplace before your company started sustainability practices	"As a sales manager, I have always felt like the best of myself that I can be at the office, regardless of commencement of my corporation's sustainability practices" (P21, male manager).

Table 10. Performance Responses of the Participants According to Demographic Characteristics

		Gender		Nationality		Working Years		Department		Role		# of Children	
		Male	Female	Local	International	<10 years	>10years	Production	Other	Non-Manager	Manager	None	> 1
Performance	Y/N												
Is your performance score high?	Yes	22	16	27	11	18	20	19	19	30	8	12	26
	No	10	4	10	4	10	4	10	4	10	4	8	6
Do your company's sustainability practices support your performance at work?	Yes	22	16	29	9	17	21	20	18	30	8	11	27
	No	10	4	8	6	11	3	9	5	10	4	9	5
Was your performance score high before you started your company's sustainability practices?	Yes	8	6	10	4	11	3	9	5	13	1	7	7
	No	6	14	27	11	17	21	20	18	27	11	13	25

When asked about how they are performing at work (Table 11), interviewees frequently answered positively with an expression of self-confidence and with a smile at their face (P13, male non-manager; P6, male non-manager). Very few staff confessed their low level of performance, disconnecting it with sustainability (P12, female non-manager). One participant (P25, male non-manager) provided examples about how her company's sustainability practices endorsed her continuous performance at work: "trainings, reward giving environmental tasks, contests, awareness sessions increased my motivation, which led to focus down to my job, helping me achieving better results and increasing my level of performance" (P32, female non-manager). Another participant considered sustainability as a fast pace for increasing motivation and performance level, stating that "formerly I was performing on the average. At those years my self-knowledge, interest and appreciation

were very low for sustainability. Later my firm's sustainability practices triggered me learn this concept, its dimensions, and effects deeply. So, I embrace it together with my colleagues and team synergy leveraged my outcomes positively" (P37, male manager). Next interviewee quoted that the sustainability strategy of her company contributes to overall satisfaction and mutual communication, which endorses performance results (P48, female non-manager). Furthermore, another participant answered "from a practical perspective being a manager with children, you directly want to lead and guide others about sustainability and about my firm's applications supporting it. This is how I am more comfortable with it considering my role at the company as well (P38, male non-manager). Lastly, gathered answers showed the changing levels of performance and that there is no standard optimum level of it (Table 11).

Table 11. Performance Open-Ended Responses of the Participants

Theme	Description	
	Answers obtained about employee's performance and sustainability	
Subcategories	Description	Important Quotes Examples
Performance at work	How good is your performance at work?	"Being father, I am doing my best at work to be able to raise my children's and provide them a better life and future. Just like everybody around the table will do" (P4, female non-manager).
Company's sustainability practices	To what extent does your company's sustainability practices support your performance at work?	"To me my international company plays an important role for supporting sustainability and its pioneer role inspires me for being a high performing employee and being a sensitive person for the planet" (P36, female non-manager).
Performance before sustainability practices?	Describe your performance level at work before your company started sustainability practices	"To me, one should show high performance at work regardless of environmental issues. I believe performance has a lot to do with communication and personal features. This is what I've seen since the beginning of my career. Accordingly, my performance level has always been high even before my firm started sustainability practices" (P41, female manager).

The following answers were received when these participants were asked which sustainability practices, they liked the most in their company: using the green energy sources and supply chains, supporting the social responsibility projects, using greener office applications, making new investments in an environmentally friendly design, and giving financial support for social responsibility projects.

Additionally, when the participants, who expressed their opinion that sustainability practices support engagement, commitment, individual environmental behavior, wellbeing, and performance, were asked the most important reason for this, the following answers were received:

- The desire to leave a better future for their children and the next generation, which motivates them,
- The absence of risk in sustainability practices and its impact on the elimination of possible risks,
- It improves the economy, social order and working conditions,
- Environmental and family pressure/expectation,
- Willingness to serve, to gain experience and to achieve something on one's own,
- Supporting career opportunities and employment through new investments,
- The idea of starting their own businesses in the future.

Discussion and Conclusion

This research supports the literature by highlighting the importance of sustainability and its findings have important implications for FMCG companies, seeking to adopt more sustainable practices as well as for researchers and practitioners interested in understanding the correlation between sustainability and employee outcomes. That is necessary for organizations to be able to grow and survive by incorporating with their workers and the environment. This research also brings innovation by including non-common demographic variables like department, role, and number of children. By focusing on sustainability, organizations may be able to create a positive work environment that promotes employee commitment, engagement, individual environmental behavior, wellbeing, and performance.

Based on the literature and above rationale the outcomes of this review suggest that sustainability can has a positive influence on employee commitment (Polman & Bhattacharya, 2016; Choi and Yanni, 2014), engagement (Marcus and Gopinath, 2017), individual environmental behavior (do Paço and Laurett, 2019), wellbeing (Wong et al., 2016; CIPD, 2020), and performance (Bhattacharya et al., 2011; Zeng et al., 2010). Specifically, employees who work long years for organizations with a strong focus on sustainability reported feeling more committed to their work, more engaged in their job duties, more motivated to engage in environmentally friendly behaviors in their personal lives, and more likely to report higher levels of wellbeing.

In terms of performance outcomes, there was some evidence to suggest that employees who work for sustainable organizations may experience improved performance. This was evident in the comments of several interviewees, who reported feeling more motivated and energized because of their work in a sustainable organization. Moreover, sustainability practices such as waste reduction and sustainable sourcing improve the quality of work, making it more meaningful and rewarding. The participants also reported that sustainability practices increase their awareness of environmental issues and promote individual environmental behavior, such as reducing energy consumption and waste. The participants also reported that sustainability practices improve their health and wellbeing by reducing exposure to hazardous substances and promoting physical activity.

Finally, according to these data employee's commitment, engagement, individual environmental behavior, wellbeing, and performance increased after their corporations started adapting sustainability practices, especially at production department and for non-managerial roles (Tschelisnig and Westerlaken, 2022; Mendes et al., 2022; D'Arco and Marino, 2022; Zeng et al., 2010). It had also been determined that as years of work experience and number of children increased workers' commitment, engagement, individual environmental behavior, wellbeing, and performance also enhanced. In addition, international firms' sustainability practices were more supportive than local ones in terms of commitment, individual environmental behavior, and performance.

Therefore, obtaining these results in accordance with expectations reveals that FMCG companies should invest in sustainability practices to improve their employees', which will result in organizational success. Not only do they have the ability to directly boost productivity, but they can also implant organizational loyalty and trust, that in turn can be reflected in clients. This is a win-win for sustainable business, employees and all our futures (Bashir et al., 2020; Yilmaz, 2021). Lastly, data gathered certainly showed that there is no

standard and specific level of employee's commitment, engagement, individual environmental behavior, wellbeing, and performance, as they can be changing with demographic variables.

In order to support sustainability, it is suggested to:

- Increase awareness, make every employee a sustainability champion and reward them,
- Concreate sustainable practices with employees by defining a comprehensive target,
- Ensure that sustainability is apparent at the organization via trainings and campaigns,
- Align personal and corporate values,
- Encourage the desire to leave a better future for their children and the next generation.

After literature review it has been seen that the study at hands validates to be the rare publication which searches the influence of sustainability on employee's commitment, engagement, individual environmental behavior, wellbeing, and performance at FMCG local and international companies in Türkiye. This research also brings innovation by including non-common demographic variables like department, role, and number of children. Nevertheless, the results of this paper can be interpreted under some limitations: (a) the dataset was collected from a specific sector with a limited number of workers (b) it does not include age comparison, (c) time-varying company and employee traits were ignored, (d) there is a probability of affection due to social interaction between interviewees employed at the same office.

Despite the results are compliant with other studies, regarding the future researches it is advised to (a) diversify and extend the population, (b) examine the mediator and moderator effects of the variables, (c) add new variables to the model that can be related to sustainability, (d) use quantitative methods as well besides qualitative, (e) continue to search at the near future as well for exploring the route of its evolution.

Appendix

Coding Scheme

The below scheme is the summary of the codes applied at the qualitative data analysis. The briefed codes arose at ATLAS 7.0 are mentioned in parenthesis.

Theme 1: Answers obtained about employee's commitment and sustainability

- Feeling about committed to work (Feeling-comnt)
- Company's sustainability practices supporting commitment (sustn practices- comnt)
- Description of commitment to work before sustainability practices (Pre-comnt-sustn)
- Examples of high level of commitment (High_comnt)
- Examples of low level of commitment (Low_comnt)

Theme 2: Answers obtained about employee's engagement and sustainability

- Feeling about engagement at work (Feeling-engmt)
- Company's sustainability practices supporting engagement (sustn practices- engmt)
- Description of engagement at work before sustainability practices (Pre-engmt-sustn)
- Examples of high level of engagement (High_engmt)
- Examples of low level of engagement (Low_engmt)

Theme 3: Answers obtained about employee's individual environmental behavior and sustainability

- Feeling about individual environmental behavior (Feeling-ienvbhvr)
- Company's sustainability practices supporting individual environmental behavior (sustn practices- ienvbhvr)
- Description of engagement at work before sustainability practices (Pre-engmt-sustn)
- Examples of high level of engagement (High_engmt)
- Examples of low level of engagement (Low_engmt)

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