A Study on Influence of Organizational Culture on The Establishment of A Sustainable mindset Among Employees

Ms. Polamarasetty Asritha
Dept of Human Resources and Organizational Development
Madras School of Social Work, Egmore, Chennai.

Abstract- *In recent years, the importance for sustainable business practices has become increasingly evident. Organizations worldwide are recognizing the need to integrate sustainability into their operations, not only as a moral obligation but also as a strategic imperative for long-term viability. Central to this endeavor is the role of organizational culture, which encompasses the shared values, beliefs, and norms that shape employee attitudes and behaviors within an organization. The establishment of a sustainable mindset among employees is critical for advancing sustainability goals within organizations.This study aims to bridge the existing gap in understanding how organizational culture shapes the development of a sustainable mindset among employees, paying particular attention to the contributions of leadership commitment and employee engagement initiatives. With a survey-based method, this study seeks to understand the complex dynamics that exist within organizational contexts and provide insight into the ways in which leadership practices and employee engagement initiatives affect the adoption of sustainable behaviors and attitudes. These insights will allow organizations to develop focused strategies and interventions that encourage environmentally conscious behavior and a shared commitment to advancing environmental stewardship in the workplace.*

Keywords- Organizational Culture, Organizational Change, Sustainability, Leadership for Sustainability, Employee Engagement for Sustainability.

I. INTRODUCTION

Sustainable company practices have become a strategic need in today's global landscape, beyond corporate responsibility as a fundamental objective. Globally, businesses are realizing more and more how crucial sustainability can be for ensuring long-term survival, resilience, and competitive advantage. Organizational culture is increasingly recognized as a fundamental determinant of sustainability performance, influencing employee attitudes and behaviors towards environmental stewardship and social responsibility (Brammer & Millington, 2008). Studies have shown that a strong organizational culture supportive of sustainability fosters employee engagement and commitment to sustainable practices, ultimately driving positive environmental and social outcomes within the organization (Delmas & Toffel, 2008). At its core lies the establishment of a sustainable mindset among employees – a mindset that is characterized by a commitment to environmental stewardship, social responsibility, and economic viability. Two key factors emerge as central to the cultivation of a sustainable mindset: leadership commitment and employee engagement initiatives. Effective leadership commitment within this cultural context reinforces the organization's values and priorities, fostering a culture that promotes sustainability initiatives (Waddock & Bodwell, 2004). Employee engagement initiatives act as catalysts within organizational culture, mobilizing employees to actively participate in sustainability efforts and align their actions with the organization's goals (Fernandez &Moldogaziev, 2013). These initiatives not only promote a culture of sustainability but also empower employees to contribute their creativity and passion towards meaningful environmental stewardship (Paille et al., 2012). In the context of organizational sustainability, a research gap exists regarding how organizational culture influences the development of a sustainable mindset among employees. This study aims to address this gap by assessing the influence of organizational culture on the establishment of a sustainable mindset, with specific objectives focused on examining the impact of leadership commitment and employee engagement initiatives. Hypotheses related to leadership commitment and employee engagement initiatives provide a structured framework for exploring these relationships.

Primary Objective:

To assess the influence of organizational culture on the establishment of a sustainable mindset among employees.

Secondary Objectives:

1. To examine the impact of leadership commitment on establishing sustainable mindset.
2. To analyze the role of employee engagement initiatives in promoting and sustaining a green mindset.

Hypothesis:

H0: There is no significant relationship between leadership commitment and employee engagement initiatives on the establishment of a sustainable mindset among employees.

H1: There is a significant relationship between leadership commitment and employee engagement initiatives on the establishment of a sustainable mindset among employees.

II. REVIEW OF LITERATURE

Organizational Culture is the way organizations handle people and the values and principles they believe in greatly influence the work environment and culture. There is often the suggestion that possessing a culture is crucial for achieving optimal performance, and that the more robust the culture, the more effective the organization (Schein, 2010). Organizational culture play a crucial role in fostering sustainability mindsets among employees. It is considered a vital element in promoting or impeding organizational change towards sustainability (Harris and Crane 2002; Linnenluecke and Griffiths 2010; Lozano 2013; Sroufe 2017). Linnenluecke and Griffiths (2010) propose that achieving culture change towards corporate sustainability is greatly influenced by the shared norms and values within the organization. Some studies suggest that corporate sustainability is predominantly driven by external forces while others stress that internal forces within an organisation are the keyDrivers of corporate sustainability. Dubey et al. (2017) emphasize the necessity of adopting a combination of both a 'flexible' and a 'control' oriented culture in order to attain sustainable performance. In the literature on sustainability, fewer research have concentrated on various facets of organizational culture. According to Morsing and Oswald (2009), organizational culture serves as a management control system, which makes top management the source of sustainable leadership. Baumgartner (2009) examines the function of leadership and organizational culture as a prerequisite for sustainable development and emphasizes the overlooked importance of organizational culture in the context of sustainable development. Schein (2010) believes that leaders who enforce their own beliefs and ideals on a group are the ones who create culture. The interconnected environmental, social, and economic goals that make up the three individual pillars of sustainable development must be balanced by today's leaders (Correia, 2019). Different leadership styles, which are considered as independent variables, have been investigated in relation to their role in promoting sustainable development. Another key factor is employee engagement, which plays an important role in driving sustainable practices by implementing environmentally conscious behaviors and initiatives within organizations. Studies show that training can give employees the necessary abilities to accomplish sustainable objectives and it can significantly alter how business operates and think. Employees could be encouraged to adopt sustainable practices by engaging them in training programs and developing their social and environmental skills. Another element that may influence behavior and strengthen attitudes about one's work is reward and appraisal (Renwick et al., 2012, p. 5; Paillé et al., 2012, p. 3). Therefore, the relationship between rewards and appraisals shows that workers can be motivated to adopt sustainable behaviors and cultivate a sustainable mindset. The development of sustainability mindsets among employees is largely dependent on organizational culture, which acts as a catalyst for organizational transformation in the direction of sustainability objectives. Furthermore, leadership commitment and employee engagement initiatives are essential for advancing sustainable practices among the employees to develop a sustainable mindset.

III. RESEARCH METHODOLOGY

The research design employed for this study is descriptive research and the researcher has chosen Convenience Sampling Method. The data for this study was collected through an online survey distributed to 100 employees across various sectors. The survey questions were designed especially for this study to find out how employees feel about the organizational culture, especially about important dimensions like leadership commitment and employee engagement initiatives to develop a sustainable mindset. A pilot study was conducted with a limited number of participants to evaluate the survey questionnaire's validity and clarity prior to the main study.

IV. DATA ANALYSIS & INTERPRETATION

Table I : Correlation table for Sustainable Mindset and Organizational Culture, Leadership Commitment, Employee Engagement Initiatives

Variables	Correlation Coefficient
Organizational Culture	0.7445
Leadership Commitment	0.6749
Employee Engagement Initiatives	0.7055

Table I shows that the correlation coefficient between organizational culture and the sustainable mindset is 0.7445, indicating a strong positive relationship between these two variables. This implies that as organizational culture becomes more aligned with environmentally responsible practices, employees are more likely to adopt a sustainable mindset.

The correlation coefficient between leadership commitment and the sustainable mindset is 0.6749, indicating a moderately strong positive relationship. This implies that when organizational leaders demonstrate commitment to sustainability initiatives, employees are more likely to develop a sustainable mindset.

The correlation coefficient between employee engagement initiatives and the sustainable mindset is 0.7055, indicating a moderately strong positive relationship. This implies that when organizations actively engage employees in sustainability initiatives, it contributes to the adoption and maintenance of a sustainable mindset among employees.

Table II: Regression Table

Variable	Coefficient	Standard Error	t - value	p - value
Constant	0.3833	0.110	3.479	0.001
Leadership Commitment	0.1697	0.054	3.129	0.002
EmployeeEngagement Initiatives	0.6662	0.64	10.376	0.000

Note:R – Squared value: 0.706, Adj. R – Squared value: 0.700, F value: 116.3, p value: 0.000

Dependent Variable: Sustainable Mindset (Y)

Independent Variables: Leadership Commitment (X1), Employee Engagement Initiatives (X2)

Table IIshows that the p-value associated with Leadership Commitment is 0.002, which is less than the conventional significance level of 0.05. This indicates that there is strong evidence against the null hypothesis, suggesting no significant relationship between leadership commitment and the establishment of a sustainable mindset among employees. Therefore, we reject the null hypothesis in favor of the alternative hypothesis, concluding that there is indeed a significant relationship between leadership commitment and the establishment of a sustainable mindset.

Similarly, the p-value for Employee Engagement Initiativesis found to be 0.000, which is less than the conventional significance level of 0.05further supporting the rejection of the null hypothesis. This implies a significant relationship between employee engagement initiatives and the establishment of a sustainable mindset.

Hence, the regression analysis results suggest that both leadership commitment and employee engagement initiatives play a crucial role in fostering a sustainable mindset among employees. This supports the alternative hypothesis, indicating that increased leadership commitment and active engagement through initiatives positively correlate with a higher level of sustainable mindset adoption among employees.

V. DISCUSSION

Fostering Sustainability in Organizational Culture

1. Importance of Organizational Culture:

Organizational culture plays a pivotal role in shaping sustainability mindsets among employees. It influences their attitudes and behaviors towards sustainability initiatives, thereby driving positive environmental and social outcomes within the organization.

2. Role of Leadership:

Effective leadership commitment is essential for promoting sustainability within organizations. Leaders serve as role models and champions of sustainability, reinforcing the organization's values and priorities. By effectively communicating and demonstrating a commitment to sustainability, leaders can cultivate a culture that promotes sustainability initiatives.

3. Employee Engagement:

Engaging employees in sustainability efforts is critical for driving sustainable practices. Strategies such as training programs, skill development, and reward systems empower employees to contribute their creativity and passion towards meaningful environmental stewardship. This fosters a culture of sustainability where employees are actively involved in achieving sustainability goals.

4. Interconnection of Environmental, Social, and Economic Goals:

Sustainable development involves the integration of environmental, social, and economic goals. Organizational culture and leadership play a crucial role in aligning these goals and driving holistic sustainability outcomes. By prioritizing sustainability across all aspects of the business, organizations can achieve long-term success and resilience.

5. Overcoming Barriers to Sustainability:

Organizations may face various barriers to implementing sustainable practices, includingresistance to change, resource constraints, and competing priorities. By addressing these barriers proactively and implementing strategies to overcome them, organizations can create an environment conducive to sustainability and drive meaningful progress towards sustainability goals.

6. Future Directions and Research Implications:

Future research in the field of organizational sustainability should explore emerging areas such as the role of technology, cross-sector collaborations, and the influence of regulatory frameworks on sustainability efforts. By expanding our understanding of these factors, we can develop more effective strategies for fostering sustainability within organizations and driving positive societal and environmental impact.

7. Practical Implications for Managers:

Based on the findings of this study, managers and organizational leaders can implement actionable recommendations to foster a sustainable mindset among employees and integrate sustainability into organizational culture. By prioritizing leadership commitment, employee engagement, and the alignment of sustainability goals, organizations can position themselves for long-term success and competitiveness in a rapidly changing global landscape.

VI. CONCLUSION

Based on the findings of this study, it is evident that organizational culture, leadership commitment, and employee engagement initiatives significantly influence the establishment of a sustainable mindset among employees. The strong positive correlations between organizational culture, leadership commitment, employee engagement initiatives, and the sustainable mindset emphasize the importance of these factors in fostering environmentally responsible behaviors within organizations. The results indicate that when organizational culture is aligned with sustainability principles, employees are more likely to adopt a sustainable mindset. Additionally, the study reveals that leadership commitment plays a crucial role in shaping employee attitudes and behaviors towards sustainability. When organizational leaders demonstrate a strong commitment to sustainability initiatives, employees are more inclined to embrace environmentally conscious practices.Moreover, active engagement of employees through initiatives further reinforces a culture of sustainability and empowers employees to contribute to meaningful environmental stewardship. The findings emphasize the need for organizations to prioritize leadership commitment and employee engagement initiatives as part of their sustainability strategies.While this study provides valuable insights into the relationship between organizational culture, leadership commitment, employee engagement, and sustainable mindset adoption, further research is warranted.

In conclusion, this study highlights the importance of cultivating a sustainable mindset among employees through organizational culture, leadership commitment, and employee engagement initiatives. By fostering a culture that promotes sustainability and actively involving employees in sustainability efforts, organizations can drive positive environmental and social outcomes while ensuring long-term viability and competitiveness in today's global landscape.

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