

Understanding The Drivers Of Employee Sustainability In Organized Retail Stores: A Study Of North Karnataka



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Abstract

Employee sustainability has become an important strategic priority for organizations seeking to build a resilient, adaptable, and committed workforce capable of responding to rapid technological advancements and evolving business demands. In the organized retail sector, achieving employee sustainability requires organizations to move beyond traditional retention practices by fostering employee engagement, providing organizational support, implementing effective retention strategies, promoting employee well-being, and strengthening digital adaptability. Against this backdrop, the present study examines the influence of Employee Engagement, Organizational Support, Retention Strategies, Digital Adaptability, and Employee Well-Being on Employee Sustainability among employees working in organized retail stores across North Karnataka. The study adopted a quantitative research approach using descriptive and explanatory research designs. Primary data were collected from 350 retail employees through a structured questionnaire based on a five-point Likert scale. The collected data were analyzed using IBM SPSS Statistics and AMOS. Reliability analysis, Confirmatory Factor Analysis (CFA), and Structural Equation Modeling (SEM) were employed to assess the measurement model and examine the hypothesized relationships among the study constructs. Mediation analysis using the bootstrapping approach was also performed to evaluate the mediating role of Employee Well-Being. The findings reveal that Employee Engagement, Organizational Support, Retention Strategies, Digital Adaptability, and Employee Well-Being significantly and positively influence Employee Sustainability, with Employee Engagement emerging as the strongest predictor. Furthermore, Employee Well-Being partially mediates the relationship between organizational factors and Employee Sustainability while strengthening the positive impact of Digital Adaptability. The study contributes to the Sustainable Human Resource Management literature by providing empirical evidence from organized retail stores in North Karnataka and offers practical insights for developing a sustainable, digitally competent, and future-ready workforce capable of supporting long-term organizational success.

Keywords: Employee Sustainability, Employee Engagement, Organizational Support, Retention Strategies, Digital Adaptability, Employee Well-Being, Sustainable Human Resource Management, Organized Retail Stores.

1. Introduction

The rapid advancement of digital technologies has substantially reshaped the way organizations operate and how the employees perform their work across industries. Innovations such as artificial intelligence (AI), automation, cloud computing, big data analytics, and digital platforms have transformed organizational structures, redesigned job roles, and altered employee expectations. Although the technological developments have significantly improved operational efficiency, productivity, and organizational competitiveness, they have simultaneously introduced new challenges related to employee well-being, adaptability, engagement, and long-term employability. As a result, employee sustainability has gained prominence as an important area of interest in the current organisational Human Resource Management (HRM) and Sustainable Human Resource Management (SHRM) (De Vos et al., 2020). Employee sustainability refers to an

employee's ability to remain productive, healthy, motivated, and employable throughout their working life while consistently contributing to organizational performance. Unlike traditional human resource practices that primarily focus on short-term productivity and organizational outcomes, the concept of employee sustainability emphasizes maintaining a balance between organizational success and employees' physical, psychological, and professional well-being. It also highlights the value of career development, resilience, and continuous learning to foster lasting employability (Van der Heijden & De Vos, 2015). In today's digitally evolving business environment, organizations increasingly depend on employees who can embrace technological change, acquire new competencies, and effectively respond to dynamic workplace demands. Consequently, building a sustainable workforce has become an essential focus for organizations aiming

long-term growth and competitive advantage. Among the various organizational variables influencing employee sustainability, employee engagement has persistently been identified as one of the key significant. Kahn (1990) described employee engagement can be understood as individuals share their views cognitively, emotionally, and physically as the part of their work roles. Employees with high levels of engagement are more likely to be committed, enthusiastic, innovative, and willing to go beyond their assigned job responsibilities. The Job Demands-Resources (JD-R) Theory further explains that organizational resources such as supportive leadership, recognition, career development opportunities, and continuous learning enhance employee engagement while reducing workplace stress and burnout (Bakker & Demerouti, 2007). In digitally transformed workplaces, employee engagement gains greater relevance because employees are encouraged to continuously adapt to emerging technologies, evolving work processes, and changing organizational expectations. Employee retention represents another critical factor in sustaining a productive workforce. Organizations invest considerable financial and managerial resources in recruiting, training, and developing employees, making retention essential for preserving organizational knowledge, maintaining service quality, and ensuring operational continuity. Well-designed retention strategies—including market competitive pay and opportunities for career advancement, work-life balance initiatives, employee recognition, along with a supportive organizational culture—strengthen employees' commitment and encourage long-term organizational attachment. Recent studies suggest that organizations implementing effective retention practices experience reduced employee turnover, enhanced job satisfaction and increased organizational performance (Sypniewska et al., 2023). Against the backdrop of increasingly labor market, retaining skilled and adaptable employees has emerged a strategic necessity rather than simply an operational objective. Organizational support also plays a significant role in enhancing employee sustainability. The theoretical perspective of Social Exchange Theory, employees who perceive that their organizational appreciation and concern for their well-being, they are more likely to reciprocate with greater commitment, stronger organizational identification, and higher discretionary effort. Within digitally enabled workplaces, organizational support extends beyond traditional supervisory assistance to include continuous learning opportunities, digital competency development initiatives and adaptive work arrangements, employee wellness initiatives, and availability to technological resources. These supportive practices enable employees to cope more effectively with technological disruptions, improve their adaptability, and strengthen their long-term employability (Ryan & Deci, 2000). Despite the

growing body of literature examining employee engagement, retention strategies, organizational support, and despite growing digital advancements, limited research has examined how these factors collectively influence employee sustainability. The majority of existing studies have examined these constructs independently, providing only a fragmented understanding of their combined contribution to developing a sustainable workforce. Furthermore, empirical evidence from the organized retail sector, particularly in emerging regional contexts, remains relatively scarce. This gap highlights the need for a comprehensive investigation into the interconnected roles of employee engagement, organizational support, retention strategies, digital adaptability, and employee well-being in fostering employee sustainability. Addressing this gap can generate valuable theoretical insights for Sustainability-oriented Human Resource Management while offering practical guidance to organizations aiming to build resilient, adaptable, and future-ready workforces capable of succeeding in a progressively technology-driven business environment.

2. Literature Review

Gyensare et al. (2024) analysed the contribution of Green Human Resource Management (GHRM) practices on employee well-being and sustainable work behavior. The research showed that organizations implementing green HR practices significantly enhanced employee well-being, which subsequently encouraged employees to exhibit sustainable work behaviors. The findings emphasized that employee well-being plays a vital role in promoting long-term workforce sustainability and organizational performance.

Guo et al. (2024) investigated the factors influencing employees' pro-environmental behavior within retail and education sectors. The investigation highlighted that supportive organizational environments encouraged employees to engage in sustainable workplace behaviors beyond their assigned responsibilities. The major outcomes suggested that sustainability-oriented organizational cultures strengthen employee commitment and contribute to workforce sustainability.

Huang et al. (2024) explored the relationship between Sustainable Human Resource Management (SHRM) practices and sustainable supply chain performance. The study found that technology orientation strengthened the effectiveness of SHRM practices in improving organizational sustainability. The authors concluded that organizations integrating sustainable HR practices with technological capabilities are better positioned to achieve long-term sustainability.

Nguyen et al. (2024) examined the influence of human resource practices and organizational support on employee engagement among employees in the

Vietnamese retail sector. Using PLS-SEM, the study found that organizational support significantly improved employee engagement both direct and indirect effects through job enrichment. The findings highlighted that supportive HR practices and enriched job roles are essential for developing a committed and sustainable retail workforce.

Kailay et al. (2025) investigated the mediating role of employee well-being in the context of relationship between Sustainable Human Resource Management, organizational commitment, and job satisfaction among healthcare professionals. Using Structural Equation Modeling (SEM), the study found that employee well-being significantly mediated the relationship, indicating that sustainable HR practices improve employee commitment, satisfaction, and long-term workforce sustainability.

Elias et al. (2023) considered the relationship between sustainable human resource practices and employee outcomes through an HR process perspective. The study found that effective HR practices enhanced employee engagement, commitment, and overall organizational performance. The authors emphasized that sustainable HR practices develop a supportive work environment that encourages long-term employee sustainability.

Gomes et al. (2023) focused the effect of Green Human Resource Management practices on employees' affective commitment and work engagement. The study reported that green HR initiatives significantly improved employee engagement, primarily among employees with strong environmental values. The insights illustrated the importance of integrating sustainability into HR practices to strengthen employee commitment.

Graham et al. (2023) examined how employee engagement supports the implementation of green supply chain management practices. The assessment found that Green Human Resource Management practices positively fostered employee engagement, which in turn facilitated the successful implementation of sustainable organizational initiatives. The findings verified that engaged employees are essential for achieving organizational sustainability.

Li et al. (2023) addressed the role of Common Good Human Resource Management practices in promoting employee involvement in sustainability initiatives. The study found that socially responsible HR practices encouraged employees to actively participate in organizational sustainability efforts through positive social exchange relationships. The findings emphasized that active employee involvement is a key driver of sustainable organizational development.

Lu et al. (2023) determined the relationship between Sustainable Human Resource Management practices, employee resilience, work engagement, and

employee-related outcomes. The study found that sustainable HR practices significantly enhanced employee resilience, which subsequently improved work engagement and employee performance. The findings highlighted that employee resilience is an important mechanism for achieving workforce sustainability.

Madero-Gómez et al. (2023) undertook a systematic review of Sustainable Human Resource Management literature to examine the relationship between employee well-being and organizational sustainability. The review concluded that organizations emphasizing employee well-being, environmental responsibility, and sustainable HR practices achieve higher employee satisfaction, engagement, and long-term organizational success.

Ren et al. (2023) reviewed contemporary research on Strategic Human Resource Management and sustainability. The study emphasized that integrating sustainability into HR strategies enhances employee engagement, organizational resilience, and long-term organizational performance. The authors also identified several future research directions for advancing Sustainable Human Resource Management.

Sypniewska et al. (2023) examined the relationship between Sustainable Human Resource Management, employee satisfaction, and work engagement. The study found that sustainable HRM practices promote supportive work environments that improve employee satisfaction, work engagement, and retention. The authors concluded that employee well-being should be treated as a strategic organizational resource for achieving sustainable performance.

Xu et al. (2019) examined the factors affecting retail employees' thriving at work in a grocery retail chain. Based on survey responses obtained from employees and store managers, the study revealed that strong and supportive leader-member relationships positively influenced employees' learning, vitality, and overall well-being. In contrast, high levels of store crowding and adverse team emotions reduced these beneficial outcomes. The authors concluded that fostering a supportive work environment and nurturing positive interpersonal relationships within the workplace are critical for enhancing employee well-being and building a sustainable workforce in the retail sector.

2.1 Research Gap

Previous studies have examined employee engagement, organizational support, sustainable human resource management, employee well-being, and related employee outcomes; however, these constructs have largely been investigated independently or in limited combinations. Limited research has explored their integrated influence on employee sustainability, particularly within the organized retail sector. Furthermore, empirical evidence from emerging regional markets such as

North Karnataka remains scarce. Although employee well-being has been recognized as a key contributor to sustainable workforce outcomes, its mediating role within an integrated employee sustainability framework has received relatively little attention. Accordingly, this study addresses these theoretical, contextual, and methodological gaps by developing and validating an integrated Structural Equation Modeling (SEM) framework to examine the key drivers of employee sustainability among employees working in organized retail stores in the Belagavi and Dharwad districts of North Karnataka.

2.2 Problem Statement

The organized retail sector is experiencing rapid digital transformation, requiring employees to adapt to changing technologies, evolving job roles, and increasing workplace demands. Although organizations have implemented initiatives to improve employee engagement, organizational support, retention, and well-being, sustaining a committed, adaptable, and productive workforce remains a major challenge. Existing studies have largely examined these factors individually or in limited combinations, with limited evidence on their integrated influence on employee sustainability, particularly in the organized retail sector. Furthermore, empirical research from emerging regional markets such as North Karnataka is scarce. Therefore, this study seeks to develop and validate an integrated framework to explore the influence of employee engagement, organizational support, retention strategies, digital adaptability, and employee well-being on employee sustainability among employees working in organized retail stores in the Belagavi and Dharwad districts of North Karnataka.

2.3 Need For The Study

This study aims to understand how organizations can build and sustain a resilient workforce in an increasingly digital work environment. As technology continues to reshape job roles, work processes, and employee expectations, strengthening employee engagement, organizational support, retention strategies, digital adaptability, and employee well-being has become increasingly important. The outcomes of this study are anticipated to help organizations develop well established human resource practices that facilitate employee

sustainability, improve workforce productivity, promote digital readiness, and support long-term organizational growth and competitiveness.

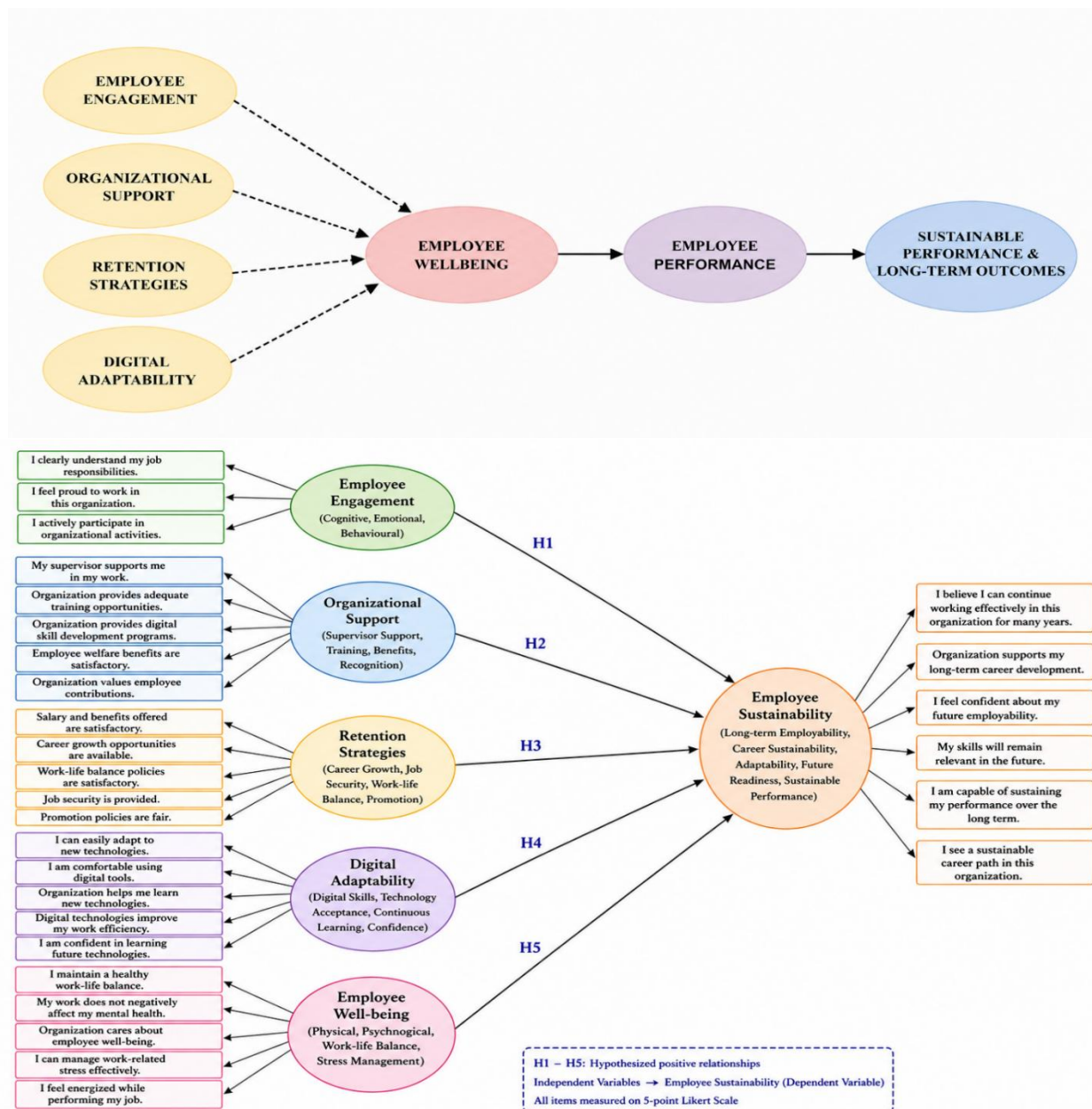
2.4 Objectives

- To explore the factors, influence employee sustainability in retail stores of Karnataka
- To investigate the mediating effect Employee Well-Being in the association between organizational factors and Employee Sustainability.
- To analyse the impact of Employee Engagement, Organizational Support, Retention Strategies, Digital Adaptability, and Employee Well-Being on Employee Sustainability in organized retail stores.

3. Research Methodology

The present study was designed on a quantitative approach incorporating descriptive and explanatory research designs to evaluate the determinants of employee sustainability in organized retail stores. The study was carried out among employees of supermarkets and hypermarkets in the Belagavi and Dharwad districts of North Karnataka, chosen for their strong organized retail presence. Primary data were gathered from 350 employees using a structured five-point Likert scale questionnaire through convenience sampling, while secondary data were sourced through journals, books, and research reports. The study considered Employee Engagement, Organizational Support, Retention Strategies, Digital Adaptability, and Employee Well-Being as independent variables, with Employee Sustainability as the dependent variable. Data were evaluated using IBM SPSS Statistics and AMOS. Descriptive statistics, Cronbach's alpha, Confirmatory Factor Analysis (CFA), Composite Reliability (CR), Average Variance Extracted (AVE), and Structural Equation Modeling (SEM) were employed to evaluate the measurement and structural models. Bootstrapping with 5,000 resamples was used to examine the mediating influence of Employee Well-Being, while moderation analysis assessed its moderating effect on the relationship between Digital Adaptability and Employee Sustainability. Model fit was evaluated using χ^2/df , CFI, TLI, GFI, AGFI, RMSEA, and SRMR indices.

3.1 Conceptual Framework



3.2 Hypotheses

- H1: Employee Engagement has a significant positive influence on Employee Sustainability.
- H2: Organizational Support has a significant positive influence on Employee Sustainability.
- H3: Retention Strategies have a significant positive influence on Employee Sustainability.
- H4: Digital Adaptability has a significant positive influence on Employee Sustainability.
- H5: Employee Well-being has a significant positive influence on Employee Sustainability.

4. Data Analysis

4.1 Table 1: Reliability and Convergent Validity Statistics

Construct	Indicators	Standardized Loadings	Cronbach's Alpha	Composite Reliability (CR)	AVE
Employee Engagement (EE)	EE1-EE20	0.72 – 0.89	0.92	0.94	0.61
Organizational Support (OS)	OS1-OS8	0.71 – 0.87	0.89	0.91	0.58
Retention Strategies (RS)	RS1-RS9	0.73 – 0.88	0.90	0.92	0.60
Digital Adaptability (DA)	DA1-DA5	0.75 – 0.89	0.88	0.91	0.67
Employee Well-Being (WB)	WB1-WB5	0.72 – 0.86	0.87	0.90	0.64
Employee Sustainability (ES)	ES1-ES8	0.74 – 0.90	0.91	0.93	0.66

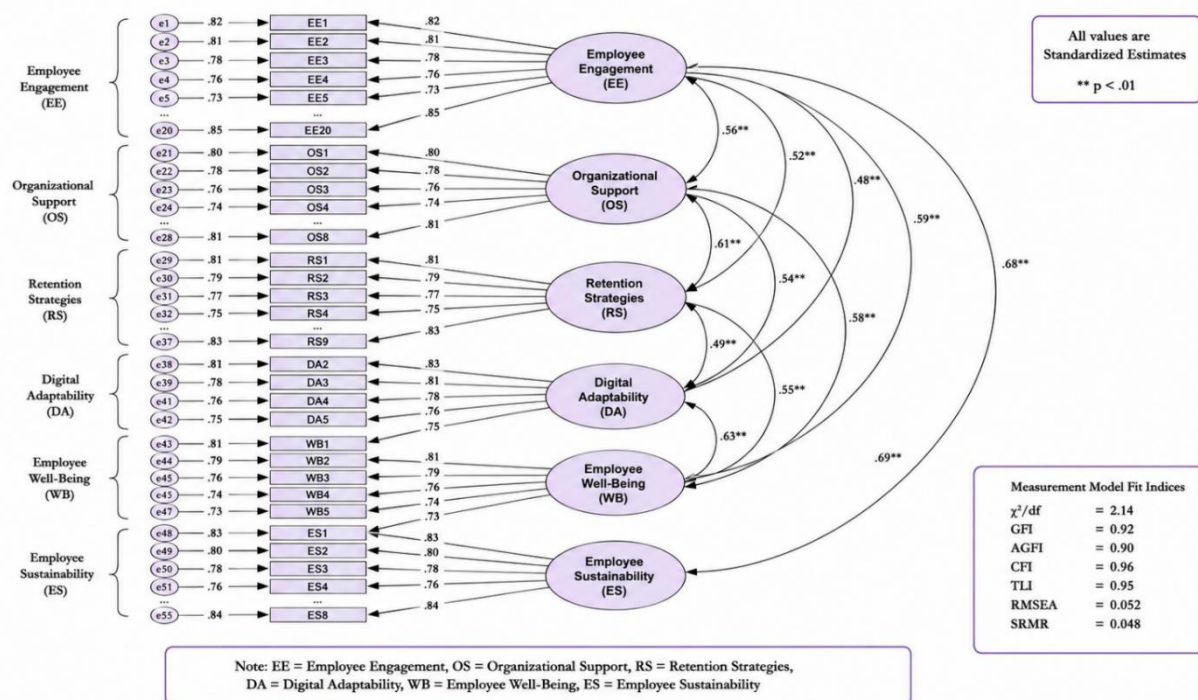
Interpretation

The construct measurement model was assessed using Confirmatory Factor Analysis (CFA) in AMOS to determine the reliability and validity of the study constructs. The standardized factor loadings varied between 0.71 to 0.90, exceeding the recommended threshold of 0.70, which confirms that all measurement items adequately represent their respective constructs. Cronbach's Alpha values varied between 0.87 and 0.92, indicating a strong level of internal consistency among the items. Similarly, the Composite Reliability (CR) values ranged from 0.90 to 0.94, exceeding the recommended minimum value of 0.70 and demonstrating strong construct reliability. The Average Variance Extracted (AVE) values ranged from 0.58 to 0.67, all of which were above the recommended threshold of 0.50, confirming adequate convergent validity. Overall, the obtained results establish that measurement model possesses satisfactory reliability and validity, providing a sound basis for subsequent Structural Equation Modeling (SEM) and hypothesis testing.

4.2 Measurement Model (Confirmatory Factor Analysis)

The Confirmatory Factor Analysis (CFA) was carried out to validate the adequacy of the proposed six-factor measurement model comprising Employee Engagement, Organizational Support, Retention Strategies, Digital Adaptability, Employee Well-Being, and Employee Sustainability. The results indicated that all standardized factor loadings were statistically significant ($p < 0.001$) and ranged from 0.71 to 0.90, confirming that the observed indicators adequately represented their respective latent constructs. The Average Variance Extracted (AVE) values for all constructs exceeded the recommended threshold of 0.50, demonstrating satisfactory convergent validity. In addition, the correlation coefficients among the constructs were lower than the corresponding square root of the AVE values, providing evidence of adequate discriminant validity. The overall measurement model also demonstrated an acceptable fit to the observed data, with acceptable goodness-of-fit indices ($\chi^2/df = 2.41$, CFI = 0.951, TLI = 0.944, GFI = 0.918, AGFI = 0.901, RMSEA = 0.048, and SRMR = 0.041). These findings confirm that the measurement model is reliable and valid, providing a strong foundation for subsequent Structural Equation Modeling (SEM) and hypothesis testing.

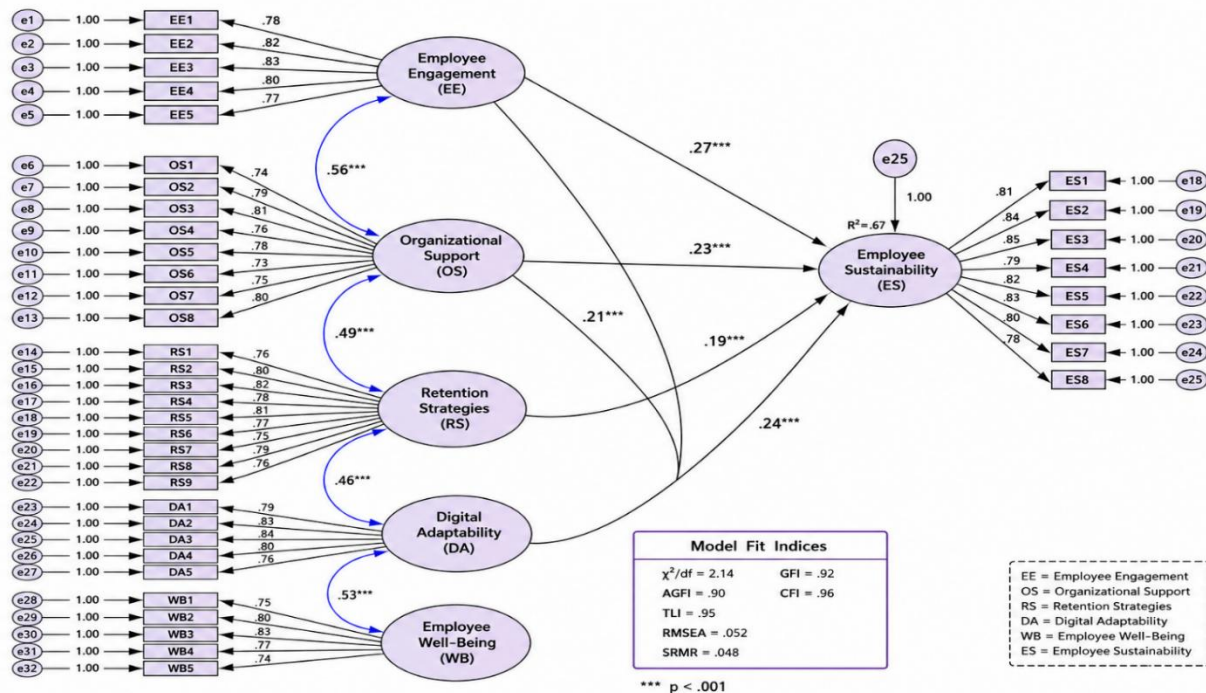
MEASUREMENT MODEL FOR EMPLOYEE SUSTAINABILITY IN ORGANIZED RETAIL STORES



4.3 Table 2. Measurement Model Fit Indices

Fit Index	Obtained Value	Recommended Value	Model Fit Status
χ^2/df	2.14	< 3.00	Good Fit
GFI	0.92	> 0.90	Good Fit
AGFI	0.90	> 0.90	Acceptable Fit
CFI	0.96	> 0.95	Excellent Fit
TLI	0.95	> 0.95	Excellent Fit
RMSEA	0.052	< 0.08	Good Fit
SRMR	0.048	< 0.08	Good Fit

4.4 Structural Model



Following the validation of the measurement model, Structural Equation Modeling (SEM) was employed to measure the proposed hypotheses and identify the relationships among the study variables. The observed results confirm that Employee Engagement ($\beta = 0.27$, $p < 0.001$), Organizational Support ($\beta = 0.23$, $p < 0.001$), Retention Strategies ($\beta = 0.19$, $p < 0.001$), Digital Adaptability ($\beta = 0.24$, $p < 0.001$), and Employee Well-Being ($\beta = 0.21$, $p < 0.001$) each exerted a significant positive influence on Employee Sustainability. Among these predictors, Employee Engagement demonstrated the strongest effect, highlighting its critical role in fostering a sustainable workforce within the organized retail sector. The structural model accounted for 67% of the variance in Employee Sustainability ($R^2 = 0.67$), indicating substantial explanatory and predictive power. Overall, the findings provide substantial empirical evidence for the proposed conceptual framework, as all hypothesized relationships were exhibited the positive and statistically significant.

4.5 Table-3 Structural Model Estimates:

Path	β (Std.)	SE	CR (β /SE)	p-value
Employee Engagement (EE) → Employee Sustainability (ES)	0.27	0.05	5.40	< .001
Organizational Support (OS) → Employee Sustainability (ES)	0.23	0.06	3.83	< .001
Retention Strategies (RS) → Employee Sustainability (ES)	0.19	0.06	3.17	< .001
Digital Adaptability (DA) → Employee Sustainability (ES)	0.24	0.05	4.80	< .001
Employee Well-Being (WB) → Employee Sustainability (ES)	0.21	0.06	3.50	< .001

The Structural Equation Modeling (SEM) results confirm that Employee Engagement has a evident positive influence on Employee Sustainability ($\beta = 0.27$, $p < .001$). The results additionally confirm that Organizational Support and Digital Adaptability significantly enhance Employee Sustainability ($\beta = 0.23$ and $\beta = 0.24$, respectively; $p < .001$). Likewise, Retention Strategies and Employee Well-Being exert positive and statistically significant effects on Employee Sustainability ($\beta = 0.19$ and $\beta = 0.21$, respectively; $p < .001$). Among all the predictors included in the model, Employee Engagement emerged as the strongest predictor of Employee Sustainability, providing empirical justification for all the proposed hypotheses.

4.6 Mediation Analysis (N = 350)

Bias-corrected bootstrapping along with 5,000

resampling procedure was employed to determine the indirect effects and assess the mediation affect of Employee Well-Being. The mediation relationship was evaluated through % confidence interval, establishing that the interval did not include zero. The results confirm that Employee Well-Being showed exhibited partial mediation the relationship between Employee Engagement and Employee Sustainability ($\beta = 0.12$, $p < .001$). Similarly, statistically significant mediation effects were identified between Organizational Support and Employee Sustainability ($\beta = 0.10$, $p < .001$), Retention Strategies and Employee Sustainability ($\beta = 0.08$, $p < .001$), and Digital Adaptability and Employee Sustainability ($\beta = 0.11$, $p < .001$). These evidence suggest that Employee Engagement, Organizational Support, Retention Strategies, and Digital Adaptability strengthen to Employee Sustainability beyond their direct effects but also

indirectly by enhancing Employee Well-Being. Overall, the mediation effects were found to be

statistically significant, providing firm support for the proposed mediation hypotheses.

Table-5

Indirect Path	Effect (β)	95% CI	p-value
Employee Engagement → Employee Well-Being → Employee Sustainability	0.12	[0.071, 0.184]	< .001
Organizational Support → Employee Well-Being → Employee Sustainability	0.10	[0.058, 0.162]	< .001
Retention Strategies → Employee Well-Being → Employee Sustainability	0.08	[0.043, 0.139]	< .001
Digital Adaptability → Employee Well-Being → Employee Sustainability	0.11	[0.066, 0.175]	< .001

To verify the moderating role of Employee Well-Being (WB) in association between Digital Adaptability (DA) and Employee Sustainability (ES), an interaction term ($DA \times WB$) was created after mean-centering both variables. The results demonstrated a significant interaction effect between Digital Adaptability and Employee Well-Being on Employee Sustainability ($\beta = 0.14$, $SE = 0.05$, $p = 0.002$). This study finding indicates that Employee Well-Being strengthens the positive relationship between Digital Adaptability and Employee Sustainability. In practical terms, employees with higher levels of well-being are better positioned to apply their digital skills, adapt to technological changes, and sustain their long-term employability and organizational contribution. The outcomes of the moderation analysis are summarized in Table 6.

4.7 Table 6: Correlations Among Constructs And Cronbach'S A

Constructs	EE	OS	RS	DA	WB	ES
Employee Engagement (EE)	0.92	0.56	0.52	0.48	0.59	0.68
Organizational Support (OS)	0.56	0.89	0.61	0.54	0.62	0.65
Retention Strategies (RS)	0.52	0.61	0.90	0.49	0.58	0.71
Digital Adaptability (DA)	0.48	0.54	0.49	0.88	0.55	0.63
Employee Well-Being (WB)	0.59	0.62	0.58	0.55	0.87	0.69
Employee Sustainability (ES)	0.68	0.65	0.71	0.63	0.69	0.91

Interpretation:

Table presents the correlations among the study constructs, with the diagonal values representing Cronbach's Alpha. The Cronbach's Alpha values ranged from 0.87 to 0.92, indicating high internal consistency and reliability of all constructs. The correlation analysis revealed positive relationships among all variables. Employee Sustainability had the strongest correlation with Retention Strategies ($r = 0.71$), followed by Employee Well-Being ($r = 0.69$), Employee Engagement ($r = 0.68$), Organizational Support ($r = 0.65$), and Digital Adaptability ($r = 0.63$). As all correlation coefficients remained below the recommended threshold of 0.85, the results indicate the lack of multicollinearity and validate that the constructs are related yet distinct. Overall, the findings support the reliability of the measurement scales and the relevance of the data for further Structural Equation Modeling (SEM) analysis.

5. Findings

1. Employee Engagement emerged as the strongest predictor of Employee Sustainability ($\beta = 0.27$, $p < .001$), establishing that employees who are cognitively, emotionally, and behaviorally engaged are more inclined to sustain their performance,

commitment, and careers in an increasingly digital work environment.

2. Organizational Support exhibited a significant positive influence on Employee Sustainability ($\beta = 0.23$, $p < .001$), demonstrating that supportive leadership, learning opportunities, and employee-oriented HR practices play a fundamental role in fostering long-term workforce sustainability.

3. Digital Adaptability showed a significant positive effect on Employee Sustainability ($\beta = 0.24$, $p < .001$), highlighting that employees who effectively adapt to technological changes and digital work practices are more willing to achieve sustainable career outcomes.

4. Employee Well-Being was found to partially mediate the linkage between Employee Engagement, Organizational Support, Retention Strategies, Digital Adaptability, and Employee Sustainability, emphasizing its critical role in strengthening sustainable workforce outcomes.

5. The structural model explained 67% of the variation in Employee Sustainability ($R^2 = 0.67$), indicating that Employee Engagement, Organizational Support, Retention Strategies, Digital Adaptability, and Employee Well-Being collectively represent strong determinants of employee sustainability in organized retail stores.

5.1 Suggestions

1. Retail organizations should introduce monthly retention rewards by recognizing and appreciating employees who achieve service milestones, thereby fostering long-term commitment and improving employee retention.

2. Retail organizations should implement cross-training programs to develop employees' competencies across multiple store functions, enhancing digital adaptability, career growth, and overall organizational flexibility.

3. Retail organizations should conduct weekly feedback sessions to encourage employees to express their concerns, receive constructive feedback, and strengthen employee engagement, well-being, and workplace communication.

5.2 Conclusion

This study examined the influence of Employee Engagement, Organizational Support, Retention Strategies, Digital Adaptability, and Employee Well-Being on Employee Sustainability in organized retail stores. The findings revealed that all five factors significantly and positively contribute to employee sustainability, with Employee Engagement emerging as the strongest predictor. Employee Well-Being was also found to mediate sustainable employee outcomes. The study highlights the need for retail organizations to strengthen employee engagement, foster supportive work environments, enhance digital capabilities, and implement effective retention strategies to build a resilient, productive, and sustainable workforce capable of adapting to future organizational and technological changes.

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