THE RELATION BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND FASHION RETAIL BUSINESSES’ SUSTAINABILITY PERFORMANCE: INVESTIGATING INTERNAL AND EXTERNAL ANTECEDENTS

Stacy H. Lee
Dr. Jung Ha-Brookshire, Dissertation Supervisor

ABSTRACT

The U.S. fashion retail industry’s working environment and high rate of employee turnover have caused short- and long-term negative organizational performance. However, little is known about fashion retail employees’ behaviors and attitudes toward fashion business’ organizational sustainability performance. Based on social exchange theory and on social and human capital theory, this research designed to investigate job satisfaction and ethical climate of U.S. fashion retail employees’ organizational citizenship behavior and its consequences on the triple bottom line of sustainability performance.

The study results found that two grand theories are helpful when explaining the role of employees’ organizational citizenship behavior in organizations’ overall performance. Moreover, employees’ positive attitudes toward their jobs are a central component of improving organizational sustainability performance. As one of the few studies to investigate the three dimensions of organizational sustainability performance, this study’s findings show that environmental performance is positively associated with financial and social performance, supporting the triple bottom line theory of sustainability.