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The Influence of a Company's Sustainability Initiatives on Its
Employee Retention
The Case of Lebanese Companies

By

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A thesis

Submitted in partial fulfillment of the requirements
for the degree of Master of Science in Human Resources Management

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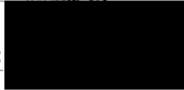
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DEDICATION

I would like to dedicate this paper to the companies that strive to adopt sustainability initiatives and hope this piece of writing can be of aid to achieving their goal.

I would also like to give my gratitude to my advisor who guided me throughout this journey and lighted the way of the work. Thank you for being patient and supportive.

Most importantly, this paper is devoted to my family and friends who have supported me every step of the way. Thank you for being the backbone and foundation of my success. Without your constant support, reaching this point wouldn't have been possible.

Family, Friends, this is only the beginning!

To many more accomplishments!

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The Influence of Company's Sustainability Initiatives on Its Employee Retention The Case of Lebanese Companies

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ABSTRACT

Companies focus on creating economic value for their shareholders while they ignore the negative impact of their activities on the environment and society. Hence, sustainability is becoming a crucial subject to the world to meet future generation needs by sustaining the environment and the welfare of the society. However, sustaining the society and the environment through corporate social responsibility practices externally starts by sustaining the social and environmental pillars internally which occurs by looking at the well-being of employees and the environment through sustainable HR and green human resources practices that are embedded under the pillars. Thus, sustainability practices/initiatives could have positive implications for the human resource practices of the companies. Given that, retaining employees has been one of the hardest challenges managements is going through. It is of importance to see how sustainability practices could help this. The purpose of this research is to examine if sustainability initiatives could lead to employee retention. Drawing upon different theories, the conceptual model generated hypotheses to analyze the impact of Sustainability pillars on Employee Retention mediated by Organizational Identification. Moreover, the relationship between the pillars and organizational identification is moderated by Organizational Green Culture. A survey was designed to measure the employee retention of the employees and was sent to the major companies in Lebanon and Sustainability practices of the companies were analyzed based on their annual reports using the GRI standard. The model was tested through the SMARTPLS software. The effect of the environmental pillar on employee retention was confirmed through organizational identification. However, the effect of the social pillar was not confirmed due to the small sample size and current Lebanese situation. Thus, with the presence of a strong green culture in an organization, both models of the pillars would influence retention through organizational identification. The model studied here is novel in the sense that no previous researchers to the best of our knowledge have studied the linkage between the four variables in one holistic model. The managerial implication is to motivate managers to include sustainability practices in their organization to reach the desired outcome.

Keywords: Sustainability, Environmental Pillar, Social Pillar, Sustainable HRM, Green HRM, CSR, Employee Retention, Organizational Identification, Organizational Green Culture.

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LIST OF ABBREVIATIONS

GHRM.....	Green Human Resource Management
SHRM.....	Sustainable Human Resource Management
OI.....	Organizational Identification
OGC.....	Organizational Green Culture

Chapter 1

Introduction

The first chapter introduces the topic of the study. It also includes the research questions and the framework of the paper.

1.1 Introduction

In the last decades, sustainability has become an inevitable concern in many businesses worldwide. Companies are becoming more aware of contributing to solving the urgent problems, challenging humanity, implementing mission-statements, and producing strategic plans. Moreover, they are increasingly investing in sustainable initiatives to improve efficiency and reduce inequity (Bertini et al., 2021). This is illustrated by the rise in knowledge and awareness of the crucial impacts it has on business operations and the detrimental consequences a business may face if it does not abide by the pillars of sustainability. Furthermore, its importance is also shown by actions taken by governments, and the execution of laws on businesses to achieve sustainable operations (Kotob, 2011). However, focusing on measuring a company's performance and profits, while taking minimal actions related to sustainability just to meet the rules and regulations, does not resolve the main environmental problems retaining to sustainability rather it is just performing basic damage control.

On the other hand, no global definition of Sustainability has been introduced as different entities look at it from their own perspective and method of working. According to Kotob (2011), some studies have defined sustainability by only looking at the ecological aspect of it, while others identified it as an interconnection between different dimensions such as, economics,

environmental aspects, and social impacts related to an organization. However, all studies led to the same most popular definition of sustainability today that is mentioned in literature and the Brundtland World Commission report (1987) which made it universal. It states the following: “the developments that meet the present generation needs without compromising the future generations to be able to meet their own needs”. Subsequently, practicing sustainability is about understanding its importance, and adopting strategies in businesses to meet their needs aligned with that of their stakeholders’ while implementing practices that protect and sustain different types of resources for the future generations.

Sustainability is not a new emerging concept, it emerged from the German Word Nachhaltigkeit in 1713. Kuhlman and Faringgton (2010) used it at that time for the wood supplies to prevent ruining soil fertility and to harvest more wood. Having said that, our ancestors might have cared about protecting nature for the future generation by recycling what they use of the tree through replantation. Thus, there have been two points of views related to consumption, the group that thought nature has been created in order for them to maximally utilize its resources, while others saw the need to replenish nature (Kuhlman and Faringgton, 2010). In 1798, the concept of “Mass Starvation” was born due to the scarcity of agriculture to feed a mass population. Its projection until 1970 with relation to overpopulation made many people prone to starvation, in which the only way to prevent such events is to control the population through governmental penalties (Ehrlich 1968.) In 1931, another eminent theory came out which talks about exploiting nonrenewable resources that would be exhausted in future generations (Kuhlman and Faringgton, 2010). Moreover, in the 19th century, industrial revolution, the concept of pollution and marine poisoning evolved, leaving chemicals in the food supply chain and atmosphere that can cause illnesses and cancer (Kotob, 2011). Hence, the rise

of these issues pushed the World to take sustainable actions and foster Darwin's theory related to survival of the fittest.

Going back to today's definition of Sustainability that is based on the three interdependent dimensions mentioned previously; reaching profits, preserving human wellbeing and happiness, as well as preserving the environment, governance should take actions. Today, this could be done through the production of policies and procedures that encourage maximizing and sustaining their economy and GDP while looking into whether they are sustaining their environment with the conceptions and resources, ensuring that human basic needs are met, and educating people about the awareness of consumption (Kuhlman and Faringgton, 2010; Kotob, 2011). For instance, in the business domain, many companies are now aligning their goals and strategies with tackling environmental, social, and economic issues to create value and maintain their firm while remaining sustainable (Fairfield et al., 2012).

1.1.1 HR and Sustainability

The Human Resource Department plays a role in the integration of Sustainability practices in the organization. Whether the aim is to tackle environmental, social, or economic dimensions with their challenges or to gain competitive advantage (Dwivedi et al., 2021). Hence, the link between sustainability and HRM is an open system (Chams and Garcia-Blandon, 2019).

According to the Resource-Based view model Barney (1991), HR practices plays a role in attaining sustainability and its practices will be embedded under the pillars of sustainability. The latter will be explained in the literature review.

1.1.2 CSR and Sustainability

Far from the Human Resources integration with the Sustainability pillars, a various number of recent research studies have focused on the interrelation of sustainability and CSR with

contemporary models (Sanchez et al., 2021). As a matter of fact, Corporate Social Responsibility has been taking the center of attention of researchers in the past few years. Being socially responsible and being active as an organization has been used as a competitive competency for companies to diversify themselves (Nguyen et al., 2020). Having said that, it is used by companies as a marketing strategy to generate more profits rather than the focus be on social and environmental well-being. Thus, the concept of CSR is embedded in Sustainability issues and pillars on both country and company level (Nguyen et al., 2020). Hence, recent researchers are tackling the concept of CSR and sustainability, in this research CSR will be considered embedded as an act of sustainability and will be embedded under it. Having said that, according to researchers, the sustainability initiatives are reached through CSR models in organizations. On another note, according to the linkage between HR and Sustainability mentioned above and since CSR is embedded in sustainability pillars, the linkage between HR and CSR has yet to be proven.

1.1.3 HR and CSR

As mentioned above, CSR is an act embedded under the sustainability umbrella. Furthermore, the Green HRM that falls under the environmental pillar proves this affirmation. Thus, according to (Jam and Jammal, 2020), Green HRM is substantial part of CSR. Having said that, the activities of CSR implemented in an organization are executed by the HR department. Thus, CSR rises within the HR functions which makes the relationship between these practices interrelated at different levels. However, as CSR is embedded in sustainability pillars and CSR activities are executed within HR functions, that leads us to prove the link between HR and Sustainability. Moreover, Green HRM practices from minimizing costs or papers to online recruiting are done in organizations to achieve and preserve sustainable environment and

encourage the workplace to become a green environmental workplace and socially responsible through CSR activities. Adding to that, HR practices that varies from workforce planning, training, health and safety, labor relation are practices of abiding the law, ethical standards, norms and from the social pillars considered part of CSR also (Jam and Jammal, 2020).

Hence, this link between Green HRM, HRM and CSR lead to enhance the performance and financial outcome becomes beneficial for employees and the company image by evaluating HR practices at a strategic level to developing CSR programs under activities performed also through Green HRM. However, through the CSR programming frameworks and the HR practices under the Sustainability pillars, organizational objectives are being attained. An organization mission, vision, brand, and culture are aligned with the enterprise purpose of existence. The enterprise purpose is expressed through the combination of processes to reach organizational objectives that could be defined as profit and reaching competitive advantage. According to (Singh, 2019), the hidden aspect and driver behind sustaining and developing an organization along with reaching high profits and winning competitive advantage is its employees. Having said that, the human capital is the key for organizations to be economically competitive (Kyndt et al., 2009). Hence, they are the most valuable and productive asset of the process in any organization (Singh, 2019). Having said that, organizations are focusing on retaining their employees to reach their objectives and economic evolution (Govaerts et al., 2011). Thus, retention could be defined as creating an environment with policies and practices that encourage the employee to stay while maintaining an efficient workforce and meeting different needs varying from employees to organizational needs and requirements (Ghani et al., 2022). Employee Retention has been the most handled topic in recent studies and is reputable as today the biggest challenge companies are facing (Kamalaveni et al., 2019). Moreover, Employees are the center concern of the Human

Resource Department. However, the activities implemented by the department leads to retaining employees but also helps them build a planning for the organization. In other words, retention defines the resources needed in the workforce for the future as the costs to meet objectives of the organization.

The most crucial challenge that companies are facing today with external factors is retaining its employees. It is the most current and crucial outcome for the Human Resources around the world. Moreover, it is a boiling topic that researchers are speaking about today and made it the topic of interest. (Ghani et al., 2022) specified in its recommendation to future studies to look at factors that influence retention today. Furthermore, the topic of Sustainability on an organizational level has been the recent topic that scholars are looking into (Sanchez et al., 2021). Hence, recent articles that have investigated in Green HRM considered in this research the environmental pillar and on the social pillar have done it on a narrowed scale such as in a specific country or specific industry and encouraged to look at their effect in different industries and countries specially in developing countries due to lack of looking into this emphasis (Jam and Jamal, 2020), (Fernando & Sutha, 2019), (Rawashdeh, 2018) and others. Having said that, in Lebanon, the topic is under researched area and researchers have not yet studied the combinations of sustainability pillars effect on employee retention.

1.2 Importance of The Study

The purpose of this research is to study the influence of Sustainability on Employee Retention in Lebanon. The concept of retention has been one of the biggest challenges in Lebanon with the current economic situation. Moreover, it has been stressful for companies in all sectors to retain employees due to the workplace environment that has been changed due to the current situation, job hopping and consecutive migrations. Hence, the latter made the topic of

interest more attractive that pushed the study to be in Lebanon because of the lack of awareness and focus on sustainability pillars. According to (Liu et al., 2020) recent studies emphasized that organizational identification serves as an important mediator between organizational integrations and employee outcomes. Based on this research and based on gaps to fill that will be mentioned in this paper, the research will look at organizational identification as mediating the effect of sustainability on employee retention. Thus, organizational identification will be defined in the literature review below. Moreover, this study proposes that sustainability in the presence of the moderator organizational green culture will influence its relationship with organizational identification and in turn employee retention as an outcome. Having said that, (Kamaleveni et al.,2019) highlighted that organizational culture is not explored when it comes to employee retention and could have a positive impact on human resources practices such as training and development and recruitment and affect satisfaction. Moreover, (Ghani et al., 2022) suggested that internal culture should be taken into consideration when speaking about retention and sustainability. The lack of papers that studied these relations pushed for this research, in which the study will be mediated and moderated by research questions to prove this recent topic in a conceptual model in Lebanon. More specifically, the study will show how organizational identification will mediate the relation between sustainability and employee retention in the presence of green organizational culture moderating its relationship with sustainability and work together to improve effect on the outcome. Therefore, we will only study the social and environmental dimensions.

1.3 Research Questions

The following research questions will be further analyzed through collected data:

- How Employee Retention is obtained from the Sustainable Activities of the company.

- How companies engaging in Sustainability Activities can affect Employee Retention.
- What role does Organizational Identification play in influencing Sustainability on Employee Retention
- What role does Organizational Green Culture play in the relation between Sustainability and Organizational Identification?

The framework of this study will be supported with a literature review explaining Sustainability pillars, considering Internal, External CSR and the Human Resource Management supported with theoretical framework embedded in Sustainability pillars. Moreover, the literature review will define Employee Retention, Organizational Identification and Organizational Green Culture. Chapter three will include hypothesis development and the proposed conceptual model. Methodology and analysis will be later discussed. Finally, the last chapter will present the paper limitations, future recommendations, and conclusion.

Chapter 2

Literature Review

This chapter covers a discussion of previous studies on Sustainability, Corporate Social Responsibility (CSR), Human Resources Management (HRM) and Green HR, Employee Retention, Organizational Identification and Organizational Green Culture. At the end of this literature review, a gap analysis on previous articles will be presented.

2.1 An Overview about Sustainability

In this literature we will not look at sustainability dimension on the country level but on the organization level.

According to (Meuer et al., 2019), between 1983 and 2018 1,870 publications were related to research on corporate sustainability including in the most ranked management journals. With the increase of awareness of what is behind climate change and the influence of sustainability on the business, organizations are contributing of finding solution to the social, economic, and environmental issues to limit the damage. By doing so, organizations are implementing in their strategies commitments toward a sustainable development and are aligning their policies, practices, and operations through the same direction. Moreover, embedding sustainability in the corporation is not only to tackle the dimensions issues and sustain them but also allow the firm to generate long-term benefits (Bhattacharya and Polman, 2017), (Porter and Kramer, 2011), (Whelan and Fink, 2016) cited in (Meuer et al., 2019). Moreover, ensuring ethical aspects and supply chain operational practices that supports sustainability criteria to cover risks of scarce resources and environmental issues that will be covered in the next section such as

transportation, packaging or working conditions (Carter and Rogers, 2008). Hence, developing innovative products and services for their customers as recycling and investing in their people and community, sustainability in companies is also about maintaining all their stakeholders. According to (Stefano et al., 2017), sustainability is defined as a sustainable development of attending present needs without compromising the need of the future generation. Reaching out for the community and resources, the dimensions of sustainability are environmentally, socially, economically and governance issues relating to energy, water, climate, health, human rights, corruption, and healthy marketplace (Fairfield et al., 2012). Thus, it must be adopted in the way we are living and not acting sustainable because of its integration in the organizational culture. In this literature review, we will define each dimension in the section below and will be looking at this relation afterwards. The intersection of the dimension could lead the organization to win competitive advantage (Kotob, 2010).

The first dimension to be discussed is the environment. Companies are implementing sustainability objectives to create a positive impact on the environment along on the lifestyle of their stakeholders (OKP holdings limited 2018, p. 58), (SBS transit 2019, p.4), (CapitaLand 2012, p.4). The environmental issues are tackled through operational efficiencies such as water, electricity, paper, pollution, and fuel consumption while minimizing the material wastage, carbon emission, global warming, climate change and noise pollution through different practices to secure the materials needed over a long-term; for instance, electric buses, earth hour and tree planting such as these companies have done (SBS transit 2019, p.29) (CapitaLand 2012, p16), (OKP holdings limited 2018, p. 61). Moreover, companies are implementing in their culture and organizational behavior environmental practices encouraging their suppliers, employees, and customers to have sustainability initiatives (Fairfield et al., 2012).

The second dimension is the social pillar. Sustaining while creating a more sustainable and effective workplace (Fairfield et al., 2012) through tackling social and governance issues such as participation in local programs (encouraging volunteerism, 114,00\$ spend per the year 2018 on donations, education programs, supporting sustainable community development encouraging biodiversity and helping the needy) (OKP holdings limited 2018, p. 64) (SBS transit 2019, p.34) (CapitaLand 2012, p16,58), minimizing risk of accidents through health, safety and security programs, strengthen the drive of responsible supply chain management, encouraging diversity with equal opportunities, gender lack discrimination and culture. Furthermore, social sustainability is also about 'building people' (CapitaLand2012, p.4) through staff recruitment, development, career advancement, well-being through work-life balance, retention, and engagement. Training and education programs for improving the moral of employees to fill their need as attracting and retaining talents. Thus, aligning with recognition and awards for green innovations (Fairfield et al., 2012), (CapitaLand 2012, p18-40), (OKP holdings limited 2018, p.68-57) which explains the relation with the environmental dimension.

Companies' economic performance that focuses on financial goals is the dimension to be sustained to win competitive advantage and reach organizational goals. However, while tackling the economic dimension to sustain, the following is done by being ethical while tackling economic performance, anti-corruption at the firm as well as physical and cybersecurity of information and meeting governance standards through operations to sustain economically (OKP holdings limited 2018, p. 61) (SBS transit 2019, p.35) (CapitaLand 2012, p.9). Moreover, meeting the investors' expectations and flexibility in the operations to increase the delivery and innovation to meet customers need and improve service levels and products development that meet sustainable objectives (Kotob, 2010). Furthermore, the implementation of sustainability

practices in organizations might change the way company operates and be sometimes additional costs disregard the reputation and branding it can create. Thus, this cost is only on the short run.

However, sustainability is also about maintaining their stakeholders through providing a sustainable value by engagement platforms of communications and commitments to their stakeholders which are their clients, employees, suppliers, shareholders, investors, partners community investments and government (OKP holdings limited 2018, p. 60) (SBS transit 2019, p.30-34) (CapitaLand2012, p.4). Thus, according to the reports, sustainability comes in sharing information on financial and non-financial performance with their stakeholders while having high ethical practices, transparency and accountability with their stakeholders. On the other hand, encouraging them to meeting their needs while using sustainability practices and sustainable initiatives (Fairfield et al., 2012). Having said that, ensuring meeting customer need with innovation and product developments to attract new customers and enhance the loyalty and satisfaction through sustainability practices such as communication (OKP holdings limited 2018, p. 60). Moreover, sustaining the relation with the suppliers with compliance safety while encouraging them through sustainable supply chain practices in transportation or packaging for instance (Kotob, 2010) and creating new relations with suppliers that pursue sustainable practices. Meeting investors and shareholders need while managing the relation, involving in management through meetings (SBS transit 2019, p.51), and improving the reputation of the organization and advantage that work in a sustainable manner. Hence, commitment to community activities through giving back and meeting government standards and communication with the regulators OKP holdings limited 2018, p. 60), (Fairfield et al., 2012).

High sustainability companies initiate positive consequences on future performance with maintaining and encouraging engagement. Having governance by training directors, ensuring

their diversity, independence, and risk management (SBS transit 2019, p.40) and on the other hand compensating executives in a time horizon of giving them shares to keep the engagement of sustainability practices (Eccles et al., 2014) while measuring and monitoring their external stakeholders such as suppliers' engagement on longer term do good social standard. Moreover, the following is an example of stakeholder engagement from different sectors. For instance, some companies create a Green Committee at their C-level that evolves members from different departments to encourage sustainability practices externally and internally while keeping count of the savings in reduction of waste and sustainability dimensions in the environmental management system with internal audits and managing the supply chain with external audits (CapitaLand 2012, p.17-20). Hence, companies with high sustainability value horizontal relationships rather than vertical building trust, a positive environment, and commitments to each other's (Eccles et al., 2014).

2.2 Sustainability and CSR

According to (Stefano, 2017), there is no general definition of corporate social responsibility known as CSR. Thus, it is known as a voluntary approach covering the social, economic, environmental, legal, and ethical concepts (Sanusi and Johl, 2020). Moreover, it influences the relationship of the organization and the stakeholders and how organizations deal with them all along with their financial gain (Ferreira and Real, 2014). As (Mahoney and Thorne, 2005) added, Corporate Social Responsibility has become a very important asset for companies to win competitive advantage. It is what a company gives back to its society ethically by obeying the law, being profitable and contributing to the community welfare by enhancing the society and the environmental sustainability. Having said that, organizations have included in their organizational strategy a goal to give back and not just attain maximum profits. However, the

concept of CSR has become very crucial in the last decades because of the fast market changes, technology, and the concerns it covers (Ferreira and Real, 2014) to improve the company's reputation and positively impacts the financial output (Ikram et al., 2021). Thus, according to the dimensions of sustainability stated in the section above and as (Stefano et al., 2017) stated, the distinction between the two terms is not clear. However, Sustainability and Corporate Social Responsibility share the same vision toward a better future while tackling the social and environmental issues (Montiel, 2008) (Van Marrewijk, 2003) cited from (Stefano et al., 2017) to thrive in the competitive market (Sanusi and Johl, 2020). The two concepts share the same concern considering their stakeholders and as committing ethically toward them (Luan et al., 2022). The following is defined in CSR as internal and external. Moreover, tons of articles studied their interdependency. According to (Sanchez et al., 2021), over the past years, 6888 articles contributed to the research topic. Hence, the two terms could quote the same with slight changes which (Meuer et al., 2019) stated Sustainability and CSR have the same actions and outcomes. In this literature review Sustainability and CSR (internal and external) are a merged concept.

The section below explains the heart focus of CSR is stakeholders that varies between internal and external.

2.2.1 Internal & External CSR

Internal CSR as (Stefano et al., 2017) defines, focuses on cause indistinct from the organization or members. In other words, employees are the main stakeholder when Internal CSR is mentioned. It is the practices done in the organization related to the employee's well-being. These practices could be categorized into physical and psychological with interdependency (Ferreira and Real, 2014). Internal CSR promote a healthy working

environment in the organization, while focusing on employee's health, safety, and social well-being, promoting equal opportunities to encourage diversity, justice into the organization justice (Ikram et al., 2021) and tackle discrimination. Internal CSR promote employee communication, succession planning, counseling about retirement and termination, security, employee equity, performance appraisal and encourage employee's participation in the organization as well as training them (Ferreira and Real, 2014) for career advancement, skill development and environmental awareness (OKP holdings limited 2018, p. 60). Moreover, Internal CSR is important for the organization as it involves social responsibility directed toward employee satisfaction within the organization while engaging them through its practices (Sanso and Johl, 2020). On the other hand, Internal CSR could promote internal branding by attracting potential employees because of the social status of CSR in the company (Ikram et al., 2021), (Sanusi and Johl, 2020) and increase employee engagement and identification by attracting good fit for the organization and retaining employees from leaving the organization for a low turnover rate and cost. It influences the ethical behavior of employees (Luan et al., 2022). In other words, as Sanso (2020) stated, internal CSR has been identified as a major area of business practice aim to identify, analyze, and control causes and effects of employee's job dissatisfaction in relation to job performance efficiency which could improve the performance output. Implementing internal social benefits programs, a better environment to maximize the financial revenue while having an impact on employee attitude and wellbeing, will promote employee performance (Luan et al., 2022). It is part of the organization to achieve sustainability and corporate image (Chams and Blandon, 2019) through internal CSR. For instance, (Mahoney and Thorne, 2005) stated companies are providing long-term incentives for executives to increase the market value and longer-term performance for the organization through CSR responsiveness and programs

internally and externally which will motivate the executives to consider being socially responsible and focus on its costs and benefits to reach on the long run performance focusing on objectives that has social implications.

Internal and External CSR are interrelated. Between connection of ethics in the social economy and lighting on the value of employees in the company, internal CSR encourages employee benefits, volunteer practices and firm environmental performance (Winkler, 2021). For instance, promoting awareness trainings on the environment and pushing employees' attitude with incentives through assessment (OKP holdings limited 2018, p. 60) and internal communication for creating external satisfaction for stakeholders (Ikram et al., 2021), explains the relation between internal and external CSR for environmental initiatives. Moreover, pushing executives with incentives to work on the interest of their external stakeholders (Mahoney and Thorne, 2005), the connection between organization and society (Sanusi and Johl, 2020) is explained by External CSR. Distinct from the internal CSR, it promotes good causes and activities, volunteerism, donations, sponsors, and philanthropic activities putting the firm in an ethical position (Hameed, 2016), (Stefano et al., 2017) strength the reputation among the external stakeholders such as suppliers, customers, partners, governance, investors, and the community with products for instance as well as socio-environmental concerns (Mahoney and Thorne, 2005) (OKP holdings limited 2018, p.75), (Al-bdour et al., 2010) cited from (Ferreira and Real, 2014). Having said that, the main efforts of the external CSR are external stakeholders' engagement and environmental concerns.

2.3 Human Resources Management

The definition of Human Resource has evolved during the centuries and has changed the perception of its importance. Through the 20th century, Human Resource was a function of

administrative and transactional work (Rotich, 2015) performing tasks as recruitment, paper roll and trainings to maintain a staff level and ensure an overall ongoing operation in the organization (Thoman and Lloyd, 2018). It was also known by the term ‘personnel management’ specialized and formally defined role that ensured a more short-term planning, reactive task, less employee focused (Rotich, 2015) and more productivity driven to meet production goals of the organization (Thoman and Lloyd, 2018). Through the industrial revolution and as organizations have evolved to be more employees driven, the understanding of the success that comes from the development of the most important asset that are employees rather than only focusing on productivity (Thoman and Lloyd, 2018), the human resource management was moving from personnel to a department not focusing on terminating and recruiting to maintain a firm, but to a proactive task focused on strategic fit and firm performance (Richman, 2015). Having said that, the HR has shifted its tasks from production focused and administrative tasks to developmental employee and strategic focus for the achievement of the organizational objectives through practices and techniques that develops and manage the human capital (Thoman and Lloyd, 2018). Hence, the responsible activities of the Human Resource Management are being more organic than bureaucratic, focusing on employee individually, proactive, and strategically integrated (Rotich, 2015). The practices vary from obeying the governmental laws and balancing organizational practices to employee recruitment, training and development, career development, performance appraisal and rewarding (Rotich, 2015). The strategic positioning of the Human Resource Department integrates the focus on employees as an asset to be developed through individual development as for instance skills, behavior, career development and succession planning, satisfaction, flexibility, talent management along with a positive diverse and ethical environment, health, and safety along with the organizational development and initiatives such as

merger and acquisition (Thoman and Lloyd, 2018), (Rotich, 2015) and (Richman, 2015). Hence, the human resource management policies and practices push to reach organizational goals and sustain profits by being innovative and investing in developing their employees' skills, knowledge, health, and creativity (Sociomed, 2015).

According to (Richman, 2015), through its strategic integration, the Human Resource Department focus is also on other stakeholders, employers and beyond the performance of the organization. The HRD steps to the boundaries of supporting the community to be socially responsible and changing human behavior by social awareness. We will be discussing in the following section the interrelation of Sustainability and Human Resource Management.

2.3.1 HR and Sustainability

Human Resource Management has been the focus academic interest when it comes to its relationship with Sustainability and CSR. According to (Guerci et al., 2019), the concept of Sustainable HRM has progressed with the role of HR divided into two categories: process and people as the HR theorist Ulrich (1997) cited in (Stefano et al., 2017). In addition to these two categories, HR has also a strategic role. We will be showcasing the interrelation between the two concepts by tackling each of these three roles separately.

The responsibility of HR is to develop environmental, social, economic, ethical, and human practices in the ground of the organization while achieving organizational goals such as high performance as well as social performance. The aim of the latter is to sustain, regenerate and develop while considering an ethical approach toward employees and legal standards as giving back to the community and participate in programs (Vogtlin and Greenwood, 2018), (Guerci et al., 2019). On the other hand, (Stefano et al., 2017), (SBS transit 2019, p.28), (CapitaLand 2012, p.4),(Guerci et al., 2019), (Fairfield et al., 2012), (Eccles et al., 2014) defined

Sustainability as ‘meeting the need of the present generation without compromising the future generations to meet their own needs’ through social, economic, environmental concerns driving their organizations to implement it in their strategy while meeting the needs of all the stakeholders (internally and externally) (Eccles et al., 2014) and (Guerci et al., 2019). Having said that, the role of HR is to implement it strategically preserving value and ethical dimensions while looking out for resources (Chams and Blandon, 2019).

Moreover, the stakeholder framework theory states that Human Resource Management is not only about fulfilling the need of their employees but matching them with all stakeholders internal the organization and externally while developing awareness on resources. Having said that, HR has a role toward external stakeholders (Stefano et al., 2017) which makes it merge under sustainability. Consequently, by following this theory, the practices applied in organizations to tackle the social and environmental dimension of sustainability externally with employee participation and social commitments in practices is driven by HR functions known as under the process, developing philanthropy approaches, training awareness of volunteering to tackle sustainability issues through its people while compensating them and designing a program to monitor the role of HR in their external stakeholders. The latter is to encourage initiatives to give back to the community and human rights and safe working conditions (Stefano et al., 2017). Therefore, organizations should fund different projects and execute environment-friendly initiatives, support their other stakeholders, and commit to safety standards and sustainability concerns (CapitaLand 2012, p.46). In other words, having a social engagement and activities which merge sustainability and HR.

First, the ‘process’ is implementing the HR’s five functions that are workforce planning and employment, (recruitment and selection), HR development (training and development,

performance appraisal and career planning), total reward (compensation and recognition with benefit plans), risk management (health and safety) and labor relation. Additionally, engaging, and empowering employees are equally important in the process role for a higher performance while also orienting CSR/Sustainability in these practices. Thus, in their sustainability report, (OKP holdings limited 2018, p. 70) committed to sustainability in recruiting and treat fairly with respect (CapitaLand Limited p.18) while providing trainings for upscaling skills (SBS transit 2019, p.32) to enhancing employees in their career development. Having said that, companies committed to sustainability ensure fair opportunities, reward, and remuneration monetary and nonmonetary value such as attending programs and masters for their benefit of development, ceremonies for recognition and awards such as in the retirement phase. (SBS transit 2019, p.33). Thus, aiming to attract and retain their employees as part of their sustainability. Sustainability commitments in companies maintain a low rate of turnover, sustain revenues, abide to ethical practices and an occupational safeguard environment for health and safety manners while giving awareness program, nurture its diverse people with equal proportions of gender, age, and culture (CapitaLand 2012, p.36) taking measures on discrimination (CapitaLand 2012, p.36). 'We continued to put in resources to promote sustainability across all aspects of our business. From environment to safety and security, staff recruitment to development, commuter engagement to reaching out to the communities we serve, we are and remain committed to ensuring a more sustainable future, for current and future generations.' Quoted from (SBS Transit p.28). Thus, the 'process' encourage employers and employees to give back is related to the environmental sustainability and enhance in the five functions to sustain in the business as also the work of five functions to sustain employees in the organization. In the section of 'Green HRM', we will see

how the process of HR could include greening to reach more the sustainability environmental pillar.

The second category in Sustainable HRM is 'people' in HR. it is also defined as the social concern in sustainability as a responsibility toward employee's relations, employee well-being and attitude, quality of lifetime in terms of safety diversity, health conditions, work-life balance, job security and continuity and satisfaction with its policies and procedures (Stefano et al., 2017), (Chams and Blandon, 2019). The following in all employee life cycle (App et al., 2012). Companies that tackle the social dimension in companies focuses on employees that are seen as a valued asset, the center of the company (CapitaLand 2012, p.65) and the main stakeholder focus of commitment and satisfaction for an organization to be accepted socially encouraging employee voice which is the evolvement of the work of HR for their well-being and sustaining the organizational performance (Vogtlin and Greenwood, 2018). Sustainability opens a room for innovation and creativity through a positive work environment and communication sessions to engage them in the organization and commit them ensuring their engagement and well-being offering a job security and satisfaction (Ferreira and Real, 2014) in career advancement that are processes of the work of HR. Hence, whether in its technical 'process' of implementation and designing or in its 'people', the role of HR will drive in sustainability concerns and practices to reach organizational goals and to reach the social dimension of sustainability (Stefano et al., 2017).

Finally, (Stefano et al., 2017) stated that economic and sustainability can co-exist through contribution of the human resource with values, philosophy, and behaviors toward sustainability through the people and process. Having said that, its strategic practices of making better the economic performance of the firm excel while having a pushing behavior of different level of

staff to reach it adding value in their strategic thinking financially and nonfinancial. Hence, the following is to sustain (Guerci et al., 2019). HR drives commitments to implement practices to be socially responsible to enhance the reputation of the company and attract, retain new talents while motivating employees to interact with the community. However, CSR defined as Sustainability enhance the corporate image (Chams and Blandon, 2019) for a better organizational performance which is a gap to prove and was viewed as an interest to increase performance looking into strategy, customers, and ethics in the HR role (Davis and Cranes, 2010) as cited in (Ferreira and Real, 2014). According to (Guerci et al., 2019) the HR contribute on the implementation of sustainability strategies in the organization to reach goals involve employees and while filling their need in the organization and continuity to grow while reaching other strategic goals (Vogtlin and Greenwood, 2018). The goal of CSR defined as Sustainability and HRM is related while also is beyond the boundaries of the organization (Vogtlin and Greenwood, 2018) and CSR/Sustainability is in the HR functions (Ferreira and Real, 2014). Thus, the practices of HR overlap the practices of sustainability (Stefano et al., 2017) and HR is embedded in the sustainability agenda (Ferreira and Real, 2014) through having a constructed strategy that meets the short- and long-term goal and through functions to reach goals is related to the economic sustainability.

2.3.2 Green HRM

According to (Muisyo et al., 2021), almost 80% of green customers prevent buying from companies that do not follow green practices and policies. However, to be unique and to sustain, organizations are adopting in their business strategy sustainability pillars such as protecting the environment with proactive green practices to be differentiated, to create a good reputation and to reach a competitive advantage with a higher productivity (Muisyo et al., 2021). The following

is being done by promoting products and services that are green, eco-friendly and by promoting a green culture in their organization. Having said that, promoting a green culture and projecting a sustainable strategy with green practices involve the functions of the Human Resource Department. According to (Al-Swidi et al., 2021), environmental problems are destructive human activities.

Green HRM is a new crucial concept that has emerged and not been well researched deeply on its knowledge. According to (Tomer and Rana, 2020), the term has been coined in 1996 by Wehrmeyer after that companies environmentally managed taking actions on pollution, reducing waste, packaging, and needed to adopt in their organization green practices where HR plays a role to put it into action (Tomer and Rana, 2020). Green Human Resource Management aligns the relationship between human resource policies and practices and the environmental management systems. As (Wagner, 2013) stated, environmental performance leads to a better economic performance. It is about integrating green behavior and actions to achieve a positive impact and protection on the environment. Moreover, it is also to sustain the rest of the available resources for future generations. However, creating a green image and using eco-friendly activities through energetic recruiters who are excited within green organization (Jam and Jamal, 2020) and integrating green in the HR functions such as recruiting with a green screening conscious as online advertisements (Tomer and Rana, 2020), selecting candidates through an online tracking (Jam and Jamal, 2020) with green beliefs knowledge and abilities, awareness training programs, compensating employees for green roles and implementing green practices, and assessing employees in the performance management system by evaluating green goals while motivating and supporting toward behavior and efficient practices. This is to motivate a green behavior and engage them in a change that will give them satisfaction of the difference

they make on the world. Hence, Green HRM promotes green initiatives on the employee level such as it encourages recycling, carpooling, paperless work, tele-commuting, and e-learning if a training is needed (Tomer and Rana, 2020). Thus, according to (Tomer and Rana, 2020), GHRM will not only tackle a sustainability pillar and promote the public image of the company with reaching CSR regulation and enhancing an environmental performance but will attract skilled employees and will improve their morals with the commitment not only to their job and the company but toward the environment and efforts of green abilities aligning it with the goals and strategies of the organization (Rawashdeh, 2018). Thus, the following would lead to enhancing performance and productivity, reaching green objectives, promote a green culture, optimum use of resources solving environmental problems with the skills earned, and a lower turnover rate.

According to the AMO theory (Ability, Motivation and Opportunity) the power of the organization to engage and contribute to green activities inside and outside their organization with a supportive culture and eco-friendly environment for green practices is done through the engagement of employees. GHRM functions encourage employees in green activities by providing trainings to promote awareness in greening the organizational culture and creating an eco-friendly environment. For instance, accepting green offices and other practices in the organization. These trainings give the ability of implementing a green conscious and sustainability culture in the organization (Al-Swidi et al., 2021). Moreover, according to (Chams and Blandon, 2019), GHRM promote green attitude in the organization by pushing employees to volunteer. The latter is done through motivating employees in the three different functional practices. Training awareness of its importance, including green goals in the performance management system and rewarding systems and providing the opportunity to share innovative ideas to engage in environmental elements as a push to awareness and motivation. Thus, the

implementation of the green practices is supported by incentives. Moreover, involving employees in decision making for innovative green practices that could be done as alternatives with a healthy working environment enhances creativity, a sense of belonging and attach to do green practices (Ikhitkar and Verma, 2017). Thus, the latter would motivate employees enhancing sustainability of productivity, satisfaction, teambuilding, and desire to work while creating a harmonious relationship with management to improve the quality of the product, financial positions, image of an organization in the market and to customers (Ikhitkar and Verma, 2017).

However, according to the Social Identity Theory, being part of a group in the society leads to develop collective positive habits. However, the following is promoted in organization participating in environmental programs (Al-Swidi et al., 2021). In other words, sharing environmental goals, green values, and objectives with employees as vision to HR. According to (Al-Swidi et al., 2021), green HRM promotes green behavior in terms habitual and periodic such as in job duties, conservation of energy, recycling, waste carpooling, pro-environmental behavior for the environment and society. Moreover, GHRM implement a workforce planning that encourage green competencies in terms of green skills and talents and is supported by green trainings and workshops (Chams and Garcia-Blandon, 2019), (Al-Swidi et al., 2021). However, green HRM contributes with HR functions to reach financial and social goals while promoting internal green environment system for the external corporate image and in the whole organization (Al-Swidi et al., 2021) promoting it by implementing the green HR practices.

On another note, the operationalization theory adds to develop green tasks such as green skills and enhancing proactive attitude toward social and environmental matter to interact with the environment and achieve value and reputation for the organization with sustainable outcomes

(Chams and Blandon, 2019). In a world of fast trends and innovation, HR is seen to protect the base resources to sustain. However, sustainability practices assist HR to reach the top of the ladder in success and performance (Wagner, 2013), habitual (Al-Swidi et al., 2021). According to (Guerci et al., 2018) the Human Resource part of job is to develop sustainability mind-sets, and as mentioned above the HR promote the physical, social, and economic well-being of employees. Thus, improving a company's social performance through a green HRM design system of implementing practices enhancing sustainability with short-term and long-term goals. However, the overlap and the merge between the HR and practices and Sustainability is obvious again. Environmental concerns are a dimension of sustainability such as water, emission, climate change biodiversity and waste (CapitaLand 2012, p.16). Companies are building a green commitment and green practices and facilities (SBS transit 2019, p.29) with awareness programs (CapitaLand 2012, p.72) to tackle the environmental issue with actions and awareness's (OKP holdings limited 2018, p.75) by 'upholding CSR to promote a greener environment by executing environment-friendly initiatives in all our undertakings and have an impact on the community' (OKP holdings limited 2018, p.70). In our literature review, we will look at the similarities that are obvious between Sustainability and Green HRM and will merge the concept of GHRM with sustainability.

2.4 Employee Retention

It has been proven that employees are a key resource to reach organizational goals and reach a competitive advantage with profitable success (Ghani et al., 2022). Having said that, organizations cannot build a success without good skilled and motivated teams (Fernando and Sutha, 2019). This led companies to be attached to a various number of procedures and policies to retain and motivate their talents for the success of the organization. However, it has been a

challenge for retaining employees and it is an emerging issue in the workforce management (Fernando and Sutha, 2019). Employee Retention is defined as the various techniques adopted by organizations to encourage and attract the employees to remain in the organization for the longest period (Singh, 2019). These techniques vary from appraising and appreciating the work of employees, employee voice, communication, support and trust, flexible compensation, recognition, well defined career development and opportunities for advancement, job related training, learning and development, job flexibility that encourages a work-life balance and needs met known as job satisfaction (Singh, 2019). Adding to that, participation in decisions (Kamalaveni et al., 2019), commitment toward employees and demographic changes, equality generational motivational preferences (Singh, 2019) and cultural differences practices are also considered (Hytter and Anders, 2007). Moreover, (Govaerts et al., 2011) added that a combination of competitive compensation packages and learning process correlates a strong retention activity. Furthermore, the meaningful work capabilities recognition, empowerment, managerial integrity and leadership style, positive relationships with colleagues and performance contribution are also techniques of retention. Thus, (Govaerts et al., 2011), (Kyndt et al., 2009) emphasized on the fact that training, development and learning opportunities is a strong employee retention technique since when employees feel they are advancing they will limit looking for new opportunities. Having said that, the improvement of employee needs at the workplace along with practices and strategies mentioned above as development opportunities, focuses on the process of selection and the work effort on organizational environment are organizational efforts for employees to stay (Al-Hajri, 2020).

Furthermore, the aim of retaining employees is not only to reach high profits, satisfy customers and competitive advantage since they are the main asset of success but preventing

talented employees from leaving to also minimize turnover expenses, time of new recruits that influences the execution of the activities, customer trust and other employees. Moreover, human capital investments, knowledge, skills, and others. According to (Kyndt et al., 2009), a high percentage of risk put the organization at danger when a skilled employee leaves the company because of the knowledge management, value, culture, and confidential information the employee takes with him. Thus, employee retention is one of the hardest challenges that companies are facing today. The latter is because of social developments such as globalization, fast pace of technology and innovation, growing competition, demographic changes with the baby boomer's generation retiring leading to loss of knowledge and experiences. Furthermore, bad management, lack of safety, lack of support, inconvenience culture and environment, uncertainty, (Kamalaveni et al., 2019), the loss of investments and growth in employees and the trend of the 'new generation' unaccepting traditional career in one company unlike seniors that have work experience and tenure made attracting and retaining employees a hard task. Hence, through all these challenges, companies are put under pressure to sustain their competitive frame specially in maintaining their skilled employees and be proactive of developing their skills, knowledge for effectiveness ahead of these economic pressures (Kyndt et al., 2009) and (Govaerts et al., 2011). Moreover, these challenges are leading to a "war of talents" (Fishman, 1998) cited (Govaerts et al., 2011) and pushing organizations to a process of retention to meet business objectives and reach competitive advantage. This process retains skilled and experienced employees and reduce loss of the cost of investments and turnover rate (Govaerts et al., 2011).

2.5 Organizational Identification

Organizational identification has been a topic of interest for the past 30 years (Edwards, 2007). It is defined as a psychological notion in organizations and is defined as degree to which employees define themselves as a member of the organization (Ashforth and Mael, 1989), (Haslam, 2004) and (Schuh et al., 2016). In other words, it is how much a person identify with organizational mission, vision, values, and culture (Bauer and Lim, 2019) and experience a sense of oneness (Schuh et al., 2016). Moreover, organizational identification concept is derived from the social identity theory. The social identity theory explains the human psychological and social belief of his categorization into groups and relations. The latter depends on their interests and knowledge of belonging to a certain social group. For instance, people categorize themselves through affiliations, culture, memberships, gender, and other self-identification (Bauer and Lim, 2019). The value and emotions are shared in this group and organizes a surrounding which provides for individuals a shared identity, certain behavior and believes (Hogg, 2016). Thus, the concept of social identity creates a sense of belonging to their environment and taking actions that aligns with their group. Hence, according to (Bauer and Lim, 2019), in the environment of an organization, organizational identification could explain why people join, are involved, and remain in an organization. Having said that, employees who have a strong connection and identify with the organization, have a strong impact on different manners such as motivation, engagement in decision making, turnover and commitment (Bauer and Lim, 2019). Having said that, organizational identification is not only a way of unity among the corporation and its employees but has also showed a lump sum of different impacts. The positive impact of organizational identification may be many but is also vastly known for its decrease in employee turnover for it provides its employee with a sense of belonging which links both identity with

objectives given and present in the organization's structure. This provides the employee with a higher work motive and increases motivation as well as commitment to the establishment and performance. Adopting a social identity perspective studying the relationship of both work and employee values strongly affects work motivation and job satisfaction (Murray et al., 2015). Thus, the latter is because of the employee needs, acceptance and social identity that are fulfilled within the organization. Having said that, employee self-concept and self-esteem are enhanced by organizational identification focusing less on job roles and more on their in-role performance (Liu et al., 2020). Moreover, those who identify and take the extra mile to increase their in-role performance and reach milestones through the participation in activities, help in enhancing the performance of the organization and achieve its goals (Edwards, 2007). This is explained by the tendency to perform better, demonstrate organizational citizenship behaviors such as voicing constructive suggestions or helping coworkers, and the tendency to have an increased job satisfaction (Blader and Tyler, 2009), (Schuh et al., 2016). In other words, organizational identification is a strategy to maintain and motivate the workforce while competing focusing on turning the organizations atmosphere to a friendlier and team-oriented workplace by providing a unity of shared values, desires, personalities, and goals to create a feeling that their life and work are positively inter-related and balanced. This unity transforms the organization into a single unit that shares a common goal which will play an important role in differentiating its competitive counterparts by providing a barrier that will differentiate it from others. Hence, the goals of the organization are embedded in the individual because of the employees that link themselves to the elements in the social scene along with their beliefs and self-defining to defend and stay in the organization. This psychological relationship that this technique implements not only does it

benefit the employee with a healthier work ethic and lifestyle but at the same time sets standards and ensures advertising to the organization by constructing a reputation.

However, Employees who have problems having a common understanding with this approach may show counterproductive workforce behavior and this can have a long-term effect since creating an identity will need a long-term plan. This conflict may also affect the employment of potential employees which may affect the idea of talent management in the organization and harm its future and reputation. Hence, to limit negative drawbacks, working on reaching organizational identification contribute to the organization's management, to act on employees' identification, by designing the workplace, work jobs and tasks, team empowerment, and leadership. Moreover, when deciding the decoration of a workplace, employees experience a strong sense of social identification while choosing how the workplace will be arranged for them and by them (Knight and Haslam, 2010). Moreover, inviting employees to work together on a strategic plan that focuses on their shared challenges and objective, employees create the formulation of a plan, discussing challenges, defining strategies and execution for objectives. hence, this creates a group commitment and a sense of belonging to work for its success (Batalha and Reynolds, 2012). Thus, through leaders, employees are encouraged to be active members in their teams, integrating newcomers and sharing a group aspiration of the notion "we" in a way that all the team's effort will be canalized to fulfil the team's objective and organization objectives (Huettermann et al., 2014), (Reicher et al. 2005), (Steffens and Haslam, 2013).

2.6 Organizational Green Culture

Climate changes is taking place around the globe because of the impact on the environment from different industries and countries each at different pace (Tahir et al., 2019). Having said that, environmental changes has become a serious warning for developing and

developed countries as it is seriously posing environmental challenges (Tahir et al., 2019). Therefore, environmental standards are rising the concern to business owners to minimize their impact on the environment. Hence, the environmental management is still not considering seriously despite the raise of climate changes, global warming, pollution on a rapid pace lately (Liu and Lin, 2020). According to (Mushtaque et al., 2019), the lack of concern would lead to social movements and social protests because of the global warming, sickness, and new diseases occurring. Hence, people are more aware of the impact industries make and they have started feeling the consequences. Thus, deceiving stakeholders would lead to a lot of loss for the organizations and creating a positive social corporate image by pretending they are eco-friendly environment will lose stakeholders' trust. Having said that, the human resource department along with its employees are designing an organizational green culture to avoid dangerous environmental impact through an environmental management.

Green Organizational Culture is a new concept (Al Swidi, 2021) that has been diversified to be described by other terms such as eco-friendly culture, environment- friendly culture, sustainability-oriented culture, green conscious, triple bottom line and so on (Liu and Lin, 2020), (Al Swidi, 2021). Several studies have defined green organizational culture in a way. Hence, all of them included the set of values, norms, beliefs, symbols, shared mental assumptions about environmental issues and management to guide all practices and actions and protect the environment. Thus, culture is from the foundation concept the owner decides on when creating its business and one of the reasons employees' integrations in an organization is based on this match. Having said that, green organizational culture shapes the perceptions and behaviors of organization members (Tahir et al., 2019) to behave properly toward the environment while reaching their economic objectives (Liu and Lin, 2020). Moreover, organizations start by being

more friendly when it comes to resource material efficiency, work on decreasing pollution, and find new ways to conduct their activities in a more sustainable way (Liu and Lin, 2020). Hence, with globalization, earthquakes, cyclones, and other natural disasters that have become more frequent; companies are shifting for environmental concerns with their process of product development, consumption, and innovative green products and services (Liu and Lin, 2020). Therefore, green organizational culture adopts innovation performance with technology that prevents pollution, saves energy, recycle waste and is environmentally friendly as also adopts green marketing and so on (Mushtaque et al., 2021). Thus, as mentioned in the Green HRM section, a huge percentage of customers do not buy products from companies that harm the environment. Furthermore, green organizational culture is an ecological balance (Al Swidi, 2021). Having said that, it involves people to carry out green culture to promote ecological development on the environment and sustain the economy development of an organization to reach competitive advantage by taking the environment into account (Al Swidi, 2021). Having said that, green culture promotes this economic and ecological development to reduce pollution and protect the environment through implementation of CSR activities, enhance the implementation of a green strategy successfully (Al Swidi, 2021) and long-term growth (Khan and Terason, 2021). The following is done through internal recycling, reusing and other internal eco-friendly activities. Thus, the human resources play a role in building a sustainable culture and with its functions transforms the business to a sustainable one (Liebowitz et al. 2010). Engaged employees are the ones satisfied with their jobs in an organization, they feel that their personal values are represented in the organization's culture. Job satisfaction is crucial for employees to be highly and positively connected and engaged with the strategic goals and objectives of the organization (Macey and Schneider, 2008). Moreover, HR Management is

responsible for creating a work environment that generates positive energy and motivation for its employees to benefit from. Thus, having their voice heard, leadership approach toward them and designing the workplace are some examples. Moreover, the human resources play a role in encouraging green culture by participation into environmental activities, boosting motivation, rewards training sessions of awareness and new behaviors. Thus, as explained in the section above, Green HRM through its practices, policies, and procedure is becoming environmentally friendly and enhancing the green culture (Khan and Terason, 2021). Hence, the work is also being done with the people who embrace the development of a particular culture (Mehta and Mehta, 2017). Having said that, organizational green culture affects people to reach green behaviors. Green organizational culture impact not only the behaviors of employees to be greener and improve the environmental performance of employees but also plays a crucial role in implementing green activities, green leadership skills that motivates employee to do so while working on environmental support through the products development and initiatives mentioned before (Liu and Lin, 2020). Having said that, according to (Tahir et al., 2019), the triple bottom line concept was coined by Jhon Elkington that includes the three pillars of sustainability: economic, social, and environmental. Organizational green culture motivates to decrease pollution and efficiently use resources tackling the sustainability pillars to meet future generation needs. Thus, with its belief translated into action through the human resource department that is tackling the concept of Green HR. Moreover, beside the beating the negative impact on the environment, economic value is created and strengthen the community with the human resources practices motivating employees by incentives and knowledge. Thus, sustainability is implemented through engagement of employees of social sustainability internally mentioned in the HR section including wellbeing of employee's green organizational identification (Tahir et

al., 2019). Having said that, the concept shapes the perception, values, and beliefs of employees and the organization to start behaving differently and be more involved in environmental issues as also be more engaged in the organization. Hence a supportive green organizational culture facilitates and makes the impact on the environment, on employees, the management, goals, and the whole process management (Ikram et al., 2021).

2.7 Gap Analysis

Recent research studies have investigated in Sustainability, role of HR whether green or sustainable and CSR (internal and external) as the independent variables that could have influence on many factors. As identified in the literature review, many papers defined CSR, one of the essential roles of HR (sustainable or Green) as concepts under the goal of the sustainability pillars. Moreover, previous research has identified several factors that could be influenced from sustainability varying from employee related, external stakeholders, environmental, organizational performance, and processes. The aim of the literature is to motivate managers to include sustainability practices in their organization to reach the desired outcome. The focus of the desired outcome will not be for a better environmental performance, better systems, a better organizational performance and to have a green culture but to motivate managers to include sustainability in their practices influencing outcomes related employees. Thus, employee retention has been the center of interest of researchers since it is a challenging and recent topic companies are facing today. For instance, as (Fairfield et al., 2012) cited to fill the findings and provide more pointed, practical advice to managers on how to improve their business practices given the importance of integration of sustainability practices. The paper will look at the limitations of the below articles and will integrate these independent variables under the umbrella of the sustainability pillars. Having said that, the articles below will reveal some gaps

about the mediator of the relation and moderator. Thus, the relation will be mediated with the organizational identification variable and the relation between sustainability and the mediator will be moderated by organizational green culture.

Table 1: Existing literature on the various variable used in this study

Authors	Journal Name	Independent Variable	Dependent Variable
Fernando & Sutha, 2019	Dissertation, Uva Wellassa	Internal CSR	Employee Retention
Portocarrero & Winkler, 2021	Academy of management	HRM practices (green, influence of managers performance evaluation of environment, 2types of ICSR: socially responsible employee benefits and corporate volunteering practices)	Environmental Performance of the firm and outcomes
Chams & Garcia-Bladon, 2019	Resources, Conservation, Recycling	SHRM (HRM practices)	Sustainable development goals
Voegtlin & Greenwood, 2018	Academy of management	External CSR/HR	External CSR/HR
Al Swidi et al., 2021	Journal of Cleaner Production	Green HRM / Green leadership behavior / Environmental concerns	Green employee behavior/ Organizational environmental performance
Wagner, 2013	Journal of Business Ethics	Green HRM/ HR Benefits (investing in internal CSR is the benefit from HR) benefits for: Job satisfaction and staff retention/recruitment	Environmental Management System
Fairfield et al., 2012	Organization Management Journal	Foundational organization enablers, decision drivers, and internal inhibitors	Sustainability implementation and organizational performance/decision drivers
Ikram et al., 2021	Journal of Open Innovation	Internal branding (hr involvement)	Employee Retention
Rawashdeh, 2018	Management Science Letters	Green HRM: green recruitment and selection, green training and development, green reward	Environmental performance
Sanusi & Juhl, 2020	Corporate Social Responsibility and Environmental Management	Internal CSR/ Wellbeing /Job stress/technology acceptance	Job continuity/ sustainable performance
Guerci et al., 2019	Journal of Business Ethics	SHRM	Job satisfaction and Intention to
Eccles et al., 2014	Management Science	CSR -High sustainability companies /low sustainability companies	Organizational processes (incentives based on this, engagement,...) and
Stefano et al., 2017	Human Resource Management	HR ROLE	CSR and CS
Bauer & Lim, 2019	Sustainability	Communication Factors: relationship with one's supervisor, internalcommunication, mission statement and external social media postings	Volunteer behavior - Organizational Identification and retention
Ferreira & Real, 2014	Journal of Workplace Learning	CSR: Internal, External, General	Employee engagement/vigour, absorption, and dedication
App et al., 2012	Management Review	SHRM - Employer branding	For SHRM Employer branding/retention and attraction/ Sustainable competitive advantage - For Employer branding: life cycle
Tomer & Rana, 2020	ICRMAT 2020 Proceedings of the International Conference on Research in Management & Tec	GHRM	HRM Functions
Nquven et al., 2020	Social Responsibility Journal	CSR Model/ Sustainability	Sustainability/ CSR Model
Al-Hajri, 2020	ACDMHR	Green HRM	Employee Retention
Mesequer-Sanchez et	Sustainability	CSR	Sustainability
Ghani et al., 2022	Sustainability	HR practices, strategies, and theories	Employee Retention
Jam & Jamal, 2020	Journal of Management	Green HRM	Employee Retention/Organizational
Dwivedi et al., 2021	International Journal of Organizational Analysis	HR practices and theories	Organizational Sustainability
Kyndt & Dochy, 2009	Springer	Organizational Factors	Employee Retention
Wang et al., 2017	Frontiers in Psychology	CSR/Moderated and Mediated of OI and Moral	Employee Outcomes
El-Kassar et al., 2017	Journal of Promotion Management	CSR/Corporate Ethics	Organizational Citizenship
Farooq et al., 2016	Academy of Management Journal	Internal and External CSR	Organizational Identification and Multifoci outcomes
Luan et al., 2022	Frontiers in Psychology	CSR Mediated by OI and Perceived Supervisor Moral Decoupling and Moderated by Employee Bottomline Mentality	Cheating Behavior
Liu & Lin, 2020	Frontiers in Psychology	CSR/ Moderated By Green Organizational	Food Safety

Let us start with the first common independent variable across five articles, CSR and its different components.

According to (Voegtlin and Greenwood, 2018), few papers had taken seriously the integration between CSR and HRM while encouraging further research to find the linkage of the theoretical concepts. Furthermore, (Stefano et al., 2017) studied the HR role on Sustainability and CSR and stated that this contribution between CSR and HR is a scarce research resource 'HRM/CSR/Sustainability community has yet to explore'. A recent article by (Dwivedi et al., 2021) emphasized that HR practices are limited to check its effect on organizational sustainability and is a broad area to be studied further of this linkage. The authors encouraged to have fruitful research studies to investigate in a research sustainability issues from an HR systems perspective and to answer question regarding the functional boundaries of HR and CSR/Sustainability that remain largely unexplored. However, as mentioned above, CSR and its concept are often categorized and merged with Sustainability. Hence, this gap leads the paper to tackle the unclear integration between Sustainability and HR outcomes. Moreover, (Chams and Garcia-Blandon, 2019) highlighted in their research gap that the relation between SHRM and Sustainability needs further research. To conclude, the role of HR within sustainability remains relatively underdeveloped. This led to fill the research of to show how sustainability could influence an HR outcome and to show the integration would make an impact on employees.

Furthermore, the new research published in 2020 in the Corporate Social Responsibility and Environmental Management by (Sanusi and Johl, 2020) focused specifically on internal CSR's influence on job continuity and suggested to further investigate other strategic variables that would impact the job continuity. Hence, the gap in this review is finding another independent variable with the same dependent variable and outcome. On the other hand, given

the practices of internal CSR and the importance it gives to the people of the organization, ICSR is categorized under one of the three pillars of sustainability that is the social pillar. However, sustainability has two additional pillars not tackled in this review, which are economic and environmental. Having said that, filling this research gap can be done by portraying the effect of sustainability on job continuity which is defined by (Sansu and Johl, 2020) as the ability of employees to bind themselves in their organization. In other words, being retained in the organization. In addition to that, CSR was not fully explored in the research and this research was based on a previous literature review and not data, which is also another gap to fill.

Similar gap is presented in the study made by (Ikram et al., 2021) where the authors explored internal branding in relation to internal CSR for the sake of managing employee retention and encouraged the reader to broaden the study of the relation between Internal CSR and Retention to different regions than the studied country Pakistan. In other words, (Ikram et al., 2019) stated that CSR should be investigated under different settings and contexts to better understand the factors and dynamics of CSR impacting employees since it was not explored deeply in the existing literature that may determine outcomes such as motivation and engagement. Adding to that, a study by (Ferreira and Real, 2014), suggested to learn more about the relation between CSR and HRM by stating that ‘the relation between CSR and HR outcomes is still not fully tackled since the concept is still recent and is still a subject that needs further research. Moreover, external practices of CSR that promote HR outcomes through HR practices were not tackled as also (Fernando and Sutha, 2019) encouraged future researchers to focus on both internal and external CSR activities and how it influences on the employee retention. Moreover, (Fernando and Sutha, 2019) have declared to investigate Internal CSR activities more closely to develop retention programs in the future. In this literature review, the focus of the HR

outcome will be more objectively measured and understood by managers on how many employees are kept and measure the turnover ratios. Thus, the focus will be on employee retention. Having said that, the gap between sustainability and impacting employees will be filled in this literature in different context.

Across the articles mentioned in the table, few studies have tackled deeply the concept of Green HRM and the different area it influences leaving behind limitations on further investigation on its impact on several outcomes, from which retention aspect will be studied in this research paper (Tomer and Rana, 2020). (Jam and Jamal, 2020) emphasized that GHRM is recently brought into concern by scholars, many organizations are not fully aware of the going green concept. Additionally, the authors stressed on the fact that further investigation should be done not only on the concept of green itself, but also on its impact on employee commitment and perception vis-a-vis green practices as well as to focus on the influence on motivation and sustaining employees. In other words, retaining them. Also, recent journals written in (2021) by (Al-Swidi et al. 2021) and (Rawashdeh, 2018) studied GHRM impact on organizational performance and employee outcomes namely employee green behavior; but only gathered data in one specific country that are Qatar and Jordan respectively. The gap needed to be filled here is the fact that additional research should be done on GHRM in different sectors, industries, emerging countries, and culture. Adding to that, (Al-Swidi et al., 2021) called for another investigation that is studying the effect of GHRM on other dependent variable than employee green behavior such as employee attitude that is the psychological state of the worker in the workplace. As mentioned before, the aim of the research is to measure objectively understandings for managers such as the time of employees kept in organization and since this paper is on an objective measure for managers and motivated to cover the new concept of

GHRM, the literature will focus on its effect on employee retention, another employee outcome. Having said that and since GRHM is under the environmental pillar of sustainability, the gap to be filled is the interrelation and effect of sustainability on employee retention rather than commitment or attitude. Furthermore, the discussed review did not use quantitative data to explain the concept of GHRM, while this will be explored in this paper.

Most research has studied the social dimension through the CSR programs, and few considered the human resources. This is explained because of the focus of the social pillar is on the benefits of external stakeholders more than internal stakeholders. According to (Sanchez et al., 2021) it is recognized as the weakest pillar of sustainability which means there is no clarity in its definition and measurement. Thus, in this study the linkage between sustainability and HR activities embedded under the social pillar will fulfill this gap with its effect on the outcome of the HR process known as employee retention internally and the social entities externally.

The different hypothesis in the articles shown in the table investigated about future of HR and SHRM. The topic search of the study made by (Guerci et al., 2019) was defined as the intersection between SHRM and CSR, as HRM practices covered by the CS principles, thus aiming at economic, social, environmental, and human sustainability simultaneously). The authors showed that this can increase their job satisfaction and decrease their intention to leave by implementing sustainable HRM. However, the authors encourage in their research gap to examine the effects of sustainable HRM in different context on actions and behaviors of all the employees within the organization in a condition to not only focus on employee level but focus also on determining whether SHRM has an impact and a link to employee level attitude and on future HRM concepts that is part of adopting sustainability practices on employee concerns. As

mentioned before, the paper will focus on determining the linkage of sustainability in that case social pillar employee level of retention as a specific outcome of attitude and employee concerns.

Moreover, papers also showed gap related to the mediation and moderation effect. In their study (Kyndt and Dochy, 2009) focus on factors that influence employee retention. Furthermore, the authors specified for future studies to look at other factors to verify the relationship found and since the research focuses one mediator, the author suggested for future research to conduct the influence on employee retention by new factors introducing more mediators and moderators to the model. In their findings, (Jam and Jamal, 2020) suggested for future research to check variables of influence between GHRM and Employee Retention. (Wang et al., 2017) have studied the influence of Sustainability on Employee Outcome mediated of organizational identification in China and are calling to take other employee outcome into account and in another country which in this literature review will be employee retention and Lebanon. Moreover, research has suggested that sustainability could generate employee company identification (De Roeck et al., 2014). Hence, organizational identification creates a categorization in a company, and CSR under sustainability serves for this purpose which made this study explore how organizational identification could mediate the relation between the two variables. Furthermore, in their study, (Bauer and Lim, 2019), studied the direct effect of organizational identification on employee retention in none profit organizations. The study recommended for future papers to study this relation in an indirect effect and in profit organization as looking into other variables. Thus, according to (Liu et al., 2020), organizational identification serves as an important mediator between involvement of organization and employees' performance and behaviors. Drawing on these studies, this paper suggests that organizational identification will mediate the effect of sustainability on employee retention.

Moreover, according to (El-Kassar et al., 2017), few research studied a model that examines CSR under sustainability and internal stakeholder since the attention of studies were on external stakeholders while incorporating few factors such as organizational identification. Hence, (Farooq et al., 2016) suggested that the focus of future studies might consider the different activities of CSR in this research embedded in sustainability and the different activities such as philanthropic, human resources, leadership... that will be under the social and environmental pillars on employee outcomes. Thus, despite internal or external, organization identification stays localized as a mediator (Farooq et al., 2016). Based on the recommendations above, this research will focus on organizational identification as a mediator between sustainability and employee retention while organizational green culture as a moderator of sustainability and the mediator.

Having said that, in their research, (Luan et al., 2022), studied the relation between CSR under sustainability and its effect on cheating behavior which is an employee outcome mediated by organizational identification. Hence, they have perceived supervisor moral decoupling and the relation of CSR and organizational identification moderated by employee bottom-line mentality. The authors stated to reexamine the research model using a more careful design. Adding to that, the authors suggested for future studies to investigate the effects of different attributes on the CSR and its effect on employee model than the moderator which in this research will be green organizational culture by making it simpler and moderating one relation. Adding to that, (Hardy and Carlo, 2005) stated that Sustainability and Organization Identification studies never had another influencing element. In this research it would be organization green culture. Few have investigated in CSR and organizational green culture (Liu and Lin, 2020). Furthermore, (Al-Swidi et al., 2021) highlighted that Green organizational culture is a new concept that needs further research. The authors also used two theoretical frameworks in their study to elaborate

about green organizational culture and suggested in their future recommendation to look at others. In this study several frameworks will be used. Thus, they finally recommended to use a moderator rather than a mediator while looking at other variables than employee related such as management support related. (Tahir et al., 2019) in their future recommendation, to examine empirical the connection between TBL concept of sustainability which means pillar and employee retention. Thus, in the study, the mediator was organizational green culture between GHRM and employee behavior. This leads the study to fill the gap by using organizational green culture as a moderator between GHRM that is as mentioned before under the sustainability environmental pillar and a management support variable that would be the work on organizational identification.

Thus, Sustainability pillars varying from the social to environment has been brought by recent journals and studies in the past 3 years which makes the topic of recent and intensive to be tackled. Previous researchers have mentioned factors that effect of employee retention such as HR practices and processes and encouraged to look at some factors in these practices to ensure retention. Some spoke about how green can also affect retention, but few combined sustainability pillars with the HR linkage internally and investigated in which are the factors that influence retention. Several research looked at retention on a specific industry and not generally. (Nguyen et al., 2020) specified to look at corporate social responsibility and sustainability in different industries other than the study looked at in their research. (Al Hajri, 2020) encourages to look at the effect of Green HRM practices on employee retention in other industry from the one the study has been made on. In their studies, (Sanchez et al., 2021), (Jam and Jamal, 2020), (Fernando & Sutha, 2019), (Rawashdeh, 2018) emphasized the same. Thus, what has been mentioned pushed this research to focus on Lebanon in different sectors specially that it is an

emerged country which makes the topic in interest attractive. Thus, all these limitations in the different research, the conclusion of the integration of Sustainability and HRM still needs further investigation where some papers encouraged to look at the impact on employees. The new emerging concept of GHRM that is crucial also needs further research. Having said that, despite the available literature on Green HRM and its link with employee retention that is under the environmental pillar of sustainability, the relationship has not been studies from sustainability viewpoints and examined by the organizational identification as a mediator (Ghani et al., 2022). The goal of this study is to tackle this gap. Thus, based on the gaps mentioned above, no research has studied Sustainability and Organizational Identification moderated by Green Organizational Culture and the impact on employee retention mediated by organizational identification. Having said that, this influences the future of an organization on the long run. Some factors have been identified to retain employees by researchers but there are others that takes the attention of an employee on the long run. Thus, using the CSR model to create a brand image to increase the economic performance and Human Resources practices to ensure a safe workplace and a green place, this research will tackle how strategic Sustainability internal and external will be as a weapon could to retain employees in Lebanon. Sustainability is an important factor for organization to maintain internal and external stakeholders by fulfilling their needs, ensuring a positive workplace, profits, welfare of the society and community and an impact on the environment. The literature review has revealed information of Sustainability pillars, employee retention, organizational identification and organizational green culture from previous research but emphasized that few paid attentions to Internal Sustainability and few used for the aim of retaining.

Chapter 3

Theory Framework Model and Hypothesis

In this chapter, the first part will discuss the theories used in the paper followed by showing the relationship between the variables. The relationships are questioned through hypothesis and showed in the conceptual model.

3.1 Theoretical Framework

In this paper, four theoretical frameworks were considered. The motivation is to combine these theoretical frameworks explain that employees are an asset that are worked on and with to sustain in the organization and change their behavior to take the extra mile to be socially responsible and sustain the organization. Introducing Sustainability Theory that has been explained in the introduction section based on threat of survival and continuity because of the mass exploitation of nonrenewable resources, overpopulation and other factors that pushed governance to put penalties and sustain the environment along with the people and the economy. Working on not compromising future generation needs starts today while meeting the present generation needs World Commission (1987). At the organizational level, sustaining the business to survive economically is merged with sustaining the employees internally while preserving the environment. Thus, this theory meets the stakeholder theory Edward (1984) that stresses on interconnecting the relationship between the business goals, external and internal stakeholders for sustaining the fundamental objective of the business. Hence, the work of the human resource management takes place fulfilling all stakeholders needs where its work has been merged in the literature review under the sustainability pillars. Following this theory, HR functions are known

as under the process, developing philanthropy approaches, training awareness of volunteering to tackle sustainability issues through its people while compensating them, and designing a program to monitor the role of HR in their external practices. These practices are applied in organizations to tackle the social and environmental dimension of sustainability externally with employee participation and social commitments in practices. The latter is done to promote community service projects, human rights, and secure working conditions. Hence, these practices tend to have a positive effect on employee outcomes. Having said that, the above theories meet at a point with the AMO theory (Ability, Motivation, Opportunity), Bailey (1993). The social pillar at organizations works on strengthening the necessary skills, providing the appropriate motivation and offer opportunities to grow. Thus, the latter consequently provide employees to perform better, be satisfied and engage to stay in the organization. On the other hand, tackling the environmental pillar internally by providing trainings gives the ability of implementing green conscious and sustainability culture in the organization, motivating employees with awareness trainings, goals to achieve, recognition and compensation, and finally giving the opportunity to participate with their innovative green ideas for a better work environment and promoting a green organizational culture. The latter creates a sense of belonging, teambuilding, and desire to work while fostering a positive working connection with management to increase the product quality, financial situation, and brand perception among customers. Moreover, the interdependency between Sustainability theory, Stakeholder theory and AMO theory is also aligned with the Operationalization theory Cantor and Lands (1985) that adds to make the concept into actions. Having said that, developing green tasks such as green skills and enhancing proactive attitude toward social and environmental matter to interact with the environment and achieve value with sustainable outcomes while working on and with employees through

processes and practices to remain. Thus, emphasizing on green culture as an act. Hence, the four theories work on providing internal social and environmental pillar to create sustainability and in turn focus on employees to feel oneness to remain at the organization. Having said that, the Social Identity theory meets at this point and was used in the literature to highlight the belonging of a group in a society that leads to develop collective habits and behavior. The theory was used to promote a green organizational culture in an organization to participate in environmental programs by creating and sharing environmental goals, values, objectives, and behaviors among employees through the processes of HR that includes green skills, actions, and awareness to create these habits. Moreover, the theory was used to enhance the concept of organizational identification. Therefore, the latter creates an identification for employees that they belong in this organization and are an essential stakeholder for the success of the company. According to (Lange, 2015), theory and empirical evidence show that the CEOs organizational identification influences the CEO's leadership approach as well the impact towards the establishment and the relationship of the organization and the employee. Thus, identifying with the organization might help sustainability pillars to influence employee outcomes. In this research, the organizational identification mediates the relationship between sustainability and employee retention while the organizational culture mentioned above and promoted in the theories moderates the relation between sustainability and organizational identification. Hence, the Social Exchange theory and Categorization theory were not used in the literature review but will be mentioned in the following section between the relationship of employee retention and sustainability and organizational identification and employee retention respectively.

Based on what have been discussed, the literature review explained each variable with the above frameworks and the gap analysis of past researchers motivated to study the possible

relation through possible hypothesis and to generate the conceptual model of the study. The possible relation between Sustainability pillars (social and environmental), Employee Retention, Organizational Identification and Organizational Green Culture will be mentioned below.

3.2 Hypothesis Development

Below are the hypothesized relationships based on the relationships between the variables written.

3.2.1 Sustainability and Employee Retention

3.2.1.1 Social Pillar and Employee Retention

Employee Retention is one of the outcomes of the Human Resources processes. As the two categories of HR known as process and people explained in the literature review, there is no good team that could be built without the human resources (Fernando and Sutha, 2019) embedded under the social pillar of sustainability in this paper through internal and external activities. According to (Ghani et al., 2022), HR activities are being restructured through a strategic development from traditional activities to social when it comes to retaining employees. In other words, the aim of the concept Sustainable HR focuses on employee concerns to develop a strong preserving program since it is the function that influences the most employee retention (Ghani et al., 2022). Because it relates to a valuable resource that is the human capital (Al-Hajri, 2020). The latter is to manage employee and their needs in the workplace. As mentioned before, the role of Sustainable HR is divided into two categories: process and people as the HR theorist Ulrich (1997) cited in (Stefano et al., 2017). Having said that, the life cycle of employee in an organization is influenced by Human Resources practices through its five functions known as recruitment and selection by choosing the right profile, training and development for new opportunities and job satisfaction, performance appraisal for a greater vision of standing and feedback, compensation and benefits that focuses on

employee advancement, learning and growth (Kamalaveni et al., 2019). Moreover, the people in HR focuses on employee motivation, security, recognition, communication, leadership support, work environment and life-balance and other variables to increase their performance, engagement and satisfaction on hand and the contribution to organizational performance and reducing turnover on another hand (Ghani et al., 2022).

Skilled employees are a gold keeper despite the external challenges. Thus, the focus on the social initiatives is the new attraction. For instance, employees are treated as customers with the support and strong relationships to retain them. The following is done through equity model by satisfying their needs and expectations in the different stages of employee life cycle and by investing in them to bring out the best performance for sustainable development of the organization (Singh, 2019). The latter is being done through sustainable HRM as a tool to manage the workforce and employee problems that varies from dissatisfaction, stress level, imbalance, management, and other related issues. Moreover, new initiatives other the traditional financial pay to motivate employees is to participate in corporate social responsibility initiatives. Thus, this initiative motivates employees and build a relationship and a socialization to identify more in the organization and feel driven by the mission of the company (Singh, 2019). Hence, these social initiatives that the sustainable HR push them toward giving back to the community also creates an awareness on the environment which will be discussed in the next section.

3.2.1.2 Environmental Pillar and Employee Retention

The Human Resource Management is publicly considered under Sustainability's pillars (Ahmad, 2015) cited in (Al-Hajri, 2020). Having said that, far from the social activities embedded under the social pillar mentioned above to satisfy and retain employees, companies are integrating green practices in the HR functions to increase environmental concerns and initiating positive

results on the environment. Moreover, the concept of GHRM is an emerging new concept in the bases of human resources that is used to motivate employees in their daily life to consider environmentalism while creating a satisfaction and rewarding system that encourage and increases their morals and awareness (Al-Hajri, 2020). Thus, companies are creating a sustainable culture despite the doubt of execution as initiatives to manage inefficiencies of resources, reduce costs, maximize profits and adopting environmental activities as reducing waste aiming to retain employees by proving beneficials to employees (Jam and Jamal, 2020).

Thus, besides the development of green skills and awareness among employees, GHRM is playing a role pushing employees toward CSR activities. As the social pillar known as sustainable HRM get under the two categories of process and people, Green HRM includes in its process functional practices of green thinking such as green training, green hiring, green remuneration and benefits. The latter is to influence the people positively as motivating employees to reduce the turnover rate and be socially responsible to order to increase employee retention. Having said that, objectives are set and clear mindset of adopting green concepts and trainings to run activities according to green management direction is defined (Jam and Jamal, 2020).

Turnover leads to new recruits. Knowing that recruitment and hiring new employees is not an easy task and is a cost that requires a lot of time, it has an influence on the process performance, execution of activities and daily operations to get the things done. Moreover, hiring new employees minimize customers trust, affect other employees, and affect operational quality level which at the result will affect business objectives and competitive advantage reach (Jam and Jamal, 2020). For that, HR tries to sustain employees by retention techniques mentioned before to keep in the organization the performance levels, employee's intellectual creativity, skills, and productivity in complementary with the strategic management of Green HRM. For example, green recruiting

attracting right candidates. Hence, sustainable HR along with Green HR management practices are impacting the productivity of the firm with sustainability practices and corporate social responsibility activities. Thus, these are translated to employees through the implementation of sustainable strategies that are encouraging employees and engaging them creating a unique environment in the workplace.

Based on the theories, employees tend to feel obligated when companies implement the sustainability pillars to sustain the environment and society internally and externally. Moreover, CSR influence on outcome were related to citizenship behavior, job performance (Wang et al., 2017). This paper will look at another outcome which is employee retention.

Based on what has been discussed, the following hypothesis could be positioned:

H1: Sustainability practices have a positive effect on Employee Retention.

H1a: Environmental pillar has a positive effect on Employee Retention.

H1b: Social pillar has a positive effect on Employee Retention.

3.2.2 Sustainability and Organizational Identification

Based on what has been discussed in the theoretical framework, Organizational Identification is the perceived oneness with an organization as if the organization success and failure is their own. Thus, the latter has been explained from the social identity theory where the employee habits, values and behavior of employees are collective with the group they belong with. Thus, as mentioned in the literature review, CSR is under the sustainability pillars and according to (Luan et al., 2022), employees identify with an organization if it has a good image and reputation. Having said that, organization consider several stakeholders and contribute to the

social welfare to have a positive image through social responsibility, voluntary actions, benefit to external stakeholders and promote organizational identification. Employee are attracted to companies who have social responsibility actions because it provides them with a sense of worth and commitment to the social welfare and to impacting the environment positively as they are contributing that will create a feel of belonging (Shin et al., 2016). Moreover, employees identify within an organization if there is moral, ethical climate, (Luan et al., 2022), well-being, work-life balance, and other processes. Adding to that, an organization that adopts CSR programs ethical, contributing to the community to last externally (El-Kassar et al., 2017) also work on internal stakeholder through internal CSR (Farooq et al., 2016) looking into employee benefits such as well-being security, motivation, respected by the organization, integrating with the human resources function to engage the employee, train, reward and satisfy through the functions mentioned in the literature review and on their wellbeing. Thus, awareness programs, green practices, green HRM and employee contribution on ideas for being green and adopting practices internally creates value for employees that will change their behavior and categorize with green initiatives which leads to organizational identification and being environmentally friendly internally and externally. Having said that, CSR practices include philanthropic, legal, ethical practices that are under the pillars of economic, environmental, and social. According to (El-Kassar et al., 2017), CSR scale is perceived as society, employees, customers, and government. This study has adopted the focus on the social and environmental pillar and on employees as internal stakeholders. Thus, research have proved that employees engaged in CSR tend to experience higher level of organizational identification because external work gives satisfaction and belonging of the external prestige (Farooq et al., 2016) and internal creates a good environment to be in and develop a sense of belonging (Shin et al., 2016) and a fulfill self-

enhancement need. Thus, companies engaging in CSR internally and externally through the social and environmental pillar tend to create a higher level of identification. Based on the above discussion, researchers have suggested that Sustainability could increase Organizational Identification. Based on that, the following hypothesis has been developed:

H2: Sustainability is positively related to Organizational identification.

H2a: Environmental pillar is positively related to Organizational identification.

H2b: Social pillar is positively related to Organizational identification.

3.2.3 Organizational Identification and Employee Retention

Previous researchers have raised the bar about how much the topic of employee retention is challenging for management and is crucial. According to the AMO theory mentioned before, companies are providing the skills needed for employees to have the ability to perform their tasks, working through the human resources practices and processes to ensure their wellbeing and motivating them with recognition programs and rewards. Moreover, opening opportunity growth to employees with career developments programs and paid masters. Thus, the latter is to increase employee performance, decrease turnover cost, add value to the employee to engage and satisfy him to remain within the organization. As mentioned above about the social identity theory, organizational identification focuses on creating a sense of belonging among employees through harmonizing the values and habits within those of an organization (Bharadwaj and Yameen, 2020). Thus, employees are the most important asset within an organization since they enhance the process to reach organizational goals and objectives. according to (Kyndt and Dochy, 2009), organizational commitment is the first indicator of employee retention. Having said that, organizational commitment is not specificized to the job itself, but is influenced by the

norms, values, practices, and climate of an organization. Moreover, aside from that, personal commitment plays a role. Hence, when an employee personal commitment of values and objectives matches the organizational commitments, this means employees have a strong identification within the organization creating a sense of membership and belonging and finally are engaged to perform well (Kyndt and Dochy, 2009). According to (Hytter, 2007), loyalty, trust, commitment, and identification, and attachment with the organization have a direct influence on employee retention. Organizational identification has shown great benefits towards many companies that have considered to adopt it in a more studied and evaluated approach, for it serves as the link between the employee and the employing organization. Moreover, the turnover cost the organization not only salaries, but time, performance loss and customer trust. For that, with a better interrelation between their values and organizational values, organizational identification will provide employee outcomes. Having said that, when an employee identifies with an organization, he would be more motivated to work, perform, satisfy, and feel engaged which as an outcome make it hard on him to leave. Several researchers have studied the positive connection between organizational identification and employee outcomes such as behavioral citizenship, employee performance and self-esteem (Bharadwaj and Yameen, 2020), (El-Kassar et al., 2017). Thus, the author suggested to address the connection between organizational identification and the reduction of employee's intent to leave. Hence according to (Van Leeuwen, 2001) the relation between organizational identification and turnover is negative. Noting that engaged employees that are satisfied with their jobs, identify with the organization when their self-esteem is fulfilled since it reduces uncertainty. Latest research has proven the importance of organizational identification for employees and organizations alike. The research shows that when employees identify and feel connected with their organization, they tend to

perform better, are more likely to demonstrate organizational citizenship behaviors such as voicing constructive suggestions or helping coworkers as they tend to have increased job satisfaction and are less likely to quit (Schuh et al., 2016). According to (Bharadwaj et al., 2021), Self-Categorization theory suggests that employees are more likely to have the desired behaviors with a high level of identification. Based on what has been discussed above, organizational identification impacts employee outcomes. Accordingly, this paper hypothesized that:

H3: Organizational Identification has a positive effect on Employee Retention.

3.2.4 Organizational Identification mediates the relation between Sustainability and Employee Retention

Organizational identity is derived from the social identity theory that explains the belonging of a member within a group and therefore at the organizational level within the organization environment. Moreover, if an employee identifies with an organization, it would be very hard to leave (Bharadwaj and Yameen, 2020). The latter is because the employee finds himself with the ethics, culture and values the company does. Having said that, CSR philanthropic and contribution within the environment and the society creates a motivation for employees to participate since it presents them and engage them to remain and identify within the organization. (Biswas and Suar, 2014) stated that employees would stay longer when an organization does CSR programs. Thus, CSR programs tend to create a strong retention for employees (Bharadwaj and Yameen, 2020). The latter is because of the social activities done inside the organization through the human resource functions and practices mentioned in the literature review to satisfy employee and reach employee outcomes along with the environmental concerns through the culture and the new emerging concept of green HRM practices that

motivates employee internally to behave greener and to identify with the organizational values. Having said that, this enhances the identification. Moreover, according to the social exchange theory, when an organization adopts sustainability practices, it creates an image of contributing to the community along with the internal social practices to sustain employees in the organization. Adding to that, as what has been mentioned before about the internal sustainability through the work of human resources processes and practices to ensure in its five function green practices along with its processes in encouraging people adopting green practices and behavior as doing actions such as carpooling on one hand and rewarding for the engagement of community in another hand. Moreover, at the social level, sustaining employees takes place through the processes and practices of HR to ensure wellbeing, communication along with the functional practices to establish a career growth trainings and recognition and in another hand pushing for philanthropic and giving back to the community for welfare. Thus, the following creates an obligation for employees to replicate and to return the favor with their performance through all the practices to sustain and engage. According to the AMO theory, it is considered as part of social and environmental pillar explained in the section theoretical framework which influences employee retention. Thus, this creates engagement and identification with values that matches CSR. Hence, the latter shows a circle. To conclude, when someone identifies with sustainability activities, employees will identify with the organization which would lead to employee retention (Bharadwaj and Yameen, 2020) in their work, examined the mediation of organizational identification between CSR branding and employee branding, (Kim et al., 2020) studied external CSR and employee intent to stay mediated by organizational identification and (El-Kassar et al. 2017) studied the effect of CSR on organizational citizenship behavior mediated by organizational identification. According to (Luan et al., 2022), it has been found that

organizational identification, is an important mediator between CSR and employee related outcomes such as commitment, organizational citizenship behavior and job satisfaction. Alternatively, Sustainability leads to organizational identification, organizational identification leads to employee retention. Thus, therefore, Sustainability will lead to employee retention indirectly through organizational identification. Based on the connection mentioned between, sustainability and organizational identification, organizational identification, and employee retention in the section above, and based on the previous researchers that focused on an employee outcome this paper proposes the following hypothesis:

H4: Organizational Identification mediates the relationship between Sustainability and Employee Retention.

H4a: Organizational Identification mediates the relationship between Environmental pillar and Employee Retention.

H4b: Organizational Identification mediates the relationship between Social pillar and Employee Retention.

3.2.5 Sustainability and Organizational Identification Moderated by Organizational Green Culture

According to the Social Identity theory, the sense of belonging employees has in an organization is because of the value, habits, behavior, and thoughts they have developed to be part of a group and to share the same behavior that creates a sense of belonging to the environment they categorize in. Moreover, being a part of a group encourages others to adopt similar habits and reinforce their behaviors (Al-Swidi et al., 2021). Thus, this theory has been used to derive the concept of organizational identification. Having said that, it helps to explain the connection between organization and employees. Hence, organizations that tend to have

norms, values, and practices oriented for the environment by promoting a green organizational culture, tend to work on aligning their employees in the same manner. Thus, the latter makes employees share the same values, green behaviors, and habits to share the mental assumption collectively which creates a sense of belonging and an organizational identity. Having said that, these practices motivate employees to be engaged in environmentally friendly activities and in the organization. Moreover, according to the AMO theory, Green HRM provides environmental concerns through training to have the ability for a sustainable culture and have a green conscious, motivates employees to enhance environmentally friendly practices through compensation and recognition and give the opportunity to share their green ideas and have the freedom to implement it in the organization. Thus, this creates a sense of engagement as a belonging through the ideas shared along with promoting the organizational green culture. Moreover, the Operationalization theory make sure that the concept is into the actions. In an organizational green culture products are being innovated considering green initiatives such as reuse or technology that reduces waste and efficiency of resources. Moreover, as mentioned before, employee's behavior is carrying out the ecological development through green development. Thus, employees which are the internal social pillar focus on strengthening their skills with the appropriate support and opportunities to grow to perform better, be satisfied and find themselves in the organization. Hence, the three theories, relate the identification with the green organizational culture along with sustainability pillars that enhance the belonging. Adopting organizational green culture to reduce the impact on the environment with the emission of CO₂, deforestation, give back to the community by resolving social problems or volunteering as an example, companies are mapping the individual emotional and physical contribution of being in a green mindset to attain sustainability goal to the environment and health. Hence, when an

employee identifies with an organization, he will belong to the values, be more engaged, perform better and sustain which tackles the social pillar and will relate to the environmental activities and processes when values are shared, and opinion is taken into consideration. Having said that, sustainability culture and CSR could refer to promote an organizational green culture with looking over renewable energy to meet future generation needs, being environmentally friendly and by sustaining a culture that looks for the social equity, economic efficiency, and environmental accountability. Hence, (El-Kassar et al., 2017) linked CSR that is under Sustainability as mentioned before to organizational citizenship behavior through organizational identification. It has been shown that CSR through organizational identification can be changed by factors such as the importance of CSR according to (El-Kassar et al., 2017). Adding to that, according to (Chang, 2015) of culture share beliefs and norms, it shapes the perceptions and behaviors of employees which identifies them. This paper will look at how Sustainability tends to have a stronger effect on Organizational Identification in the presence of an Organizational Green Culture as a factor. Thus, most businesses could reorganize their culture to accommodate new implementation of sustainability and identification. This discussion in mind, the following is hypothesized:

H5: Organizational Green Culture moderates the relationship between Sustainability and Organizational Identification.

H5a: Organizational Green Culture moderates the relationship between Social pillar and Organizational Identification.

H5b: Organizational Green Culture moderates the relationship between Environmental pillar and Organizational Identification.

3.3 Conceptual Model

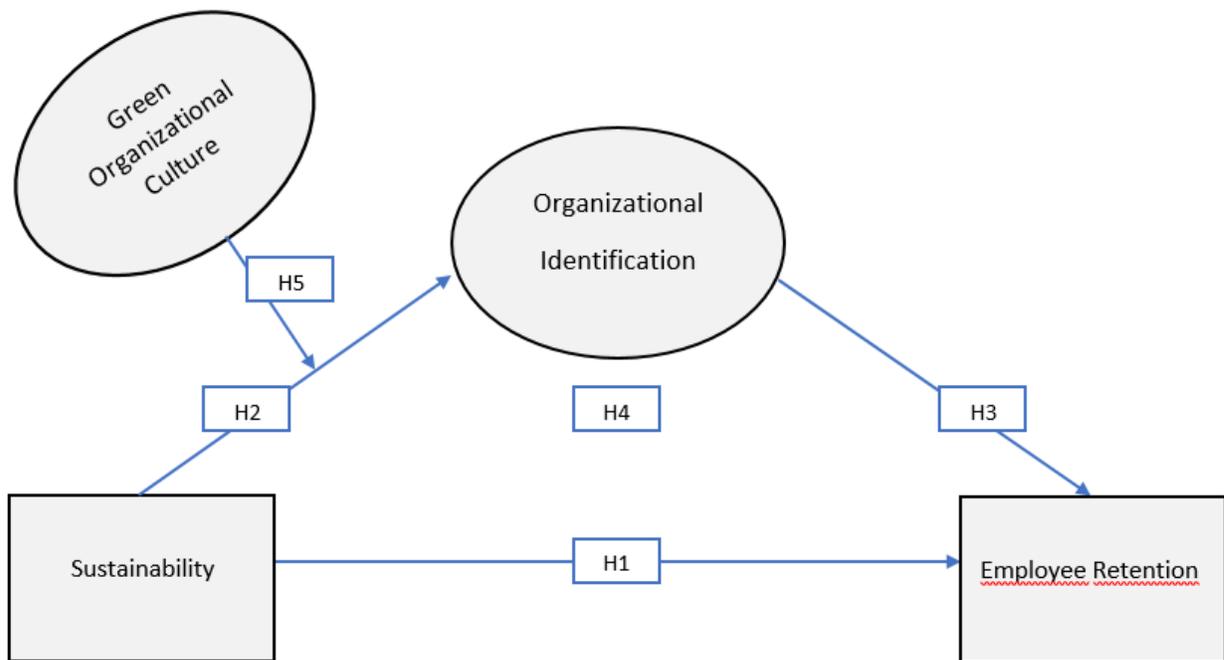


Figure 1: Conceptual Model 1

To summarize, the hypothesis derived from the proposed conceptual model are:

- H1: Sustainability practices have a positive effect on Employee Retention.
- H2: Sustainability is positively related to Organizational identification.
- H3: Organizational Identification has a positive effect on Employee Retention.
- H4: Organizational Identification mediates the relationship between Sustainability and Employee Retention.
- H5: Organizational Green Culture moderates the relationship between Sustainability and Organizational Identification.

Thus, the above model will be tested based on the individual pillars of sustainability.

Therefore, the following sub hypotheses that will be tested are:

- H1a: Environmental pillar has a positive effect on Employee Retention.
- H1b: Social pillar has a positive effect on Employee Retention.
- H2a: Environmental pillar is positively related to Organizational identification.
- H2b: Social pillar is positively related to Organizational identification.
- H4a: Organizational Identification mediates the relationship between Environmental pillar and Employee Retention.
- H4b: Organizational Identification mediates the relationship between Social pillar and Employee Retention.
- H5a: Organizational Green Culture moderates the relationship between Social pillar and Organizational Identification.
- H5b: Organizational Green Culture moderates the relationship between Environmental pillar and Organizational Identification.

Chapter 4

Research Methodology and Statistical Analysis

The following section will examine the different methods used to gather and analyze the data. With a description of the process to collect data, participants and instrumentalism, this thesis will provide evidence to answer the hypothesis and prove the research question.

4.1 Participants

To collect data for this study, a questionnaire was distributed via email to employees working in companies based in Lebanon. The sample population consisted of 127 participants. A total of 125 usable responses were used for this study. The latter is because they work at companies that has sustainability reports. 6 sustainability reports were analyzed based on the GRI index model to measure the environmental and social performance of a company.

4.2 Measures

An online survey was used to collect data from the sample population. It consisted of four sections. Demographics, Employee Retention, Organizational Identification and Organizational Green Culture. The demographic section consisted of questions about gender, age, education level, number of years in the current organization, occupation, number of employees in the organization they work in and type of industry.

The survey was based on a 5-point Likert scale through responses ranged from 1 (strongly disagree), to 5 (strongly agree). The first part of the questionnaire after the demographics adopted 9 items related to employee retention. The items were coded as ER1, ER2, ER3.... Furthermore, it was adopted from (Govaerts et al., 2011) and used in other studies such as

(Kyndt and Dochy, 2009). The questions addressed to employees were about if their work gives them satisfaction if the work is important to them and other questions shown in the index section below. The negative oriented items in the employee retention scales were reversed before proceeding with the data analysis.

The second part was adopted from the scale used in several articles related to organizational identification such as (El-Kassar et al., 2017), (Kim et al., 2020), (Homburg et al., 2009) from (Mael et al., 1992). It included 6 items to measure the identification level of employees within the company through questions such as ‘this organization’s successes are my successes’. The items were coded as OI1, OI2.

The last part of the survey consisted of 6 items related to organizational green culture adopted from (Wang, 2019). The items were coded as OGC1, OGC2... The aim was to measure adoption of a green culture in organizations through questions related to awareness, objectives, action, and preservation of the environment.

The global standard index for sustainability reporting known as the GRI index model was used to analyze the reports of the companies and quantify the data. The latter was to analyze and understand the impact and contribution of the companies to sustainable development based on environmental and social performance. The work was done on companies that used the GRI guideline and the work was done on their 2020 sustainability reports. These companies were rewarded for core ISO subjects and engaged with the UN global compact that is a strategy policy initiative, for businesses that are committed to aligning their operations and strategies with universally accepted principles committed to international standards in matters such as human rights, labor, environment, and anti-corruption. The blueprint to achieve more sustainability is by

achieving 2030 and 2050 strategies through the 17 sustainable development goals addressing future global challenges.

The reports were analyzed based on a 1 to 5 scale. The latter consists of 1 that means no disclosure and 5 high level of disclosure, description, action, and details. First, 6 items were quantified for the environmental indicators. The indicators were used based on their definition and were quantified based on the contribution mentioned in the company's reports. They were used to analyze the saving energy, water, waste management, biodiversity, stewardship, and carbon emission that the company contributes to. The indicators were coded as ENV1, ENV2... Second, 7 items were quantified for the social indicators based on a scale of 1 to 5. The item indicators were coded as SOC1, SOC2... Reports were analyzed based on indicators about labor rights and practices for the internal stakeholders and community and society for the external stakeholders.

4.3 Ethical Consideration and Instrumentation

Abiding to the IRB exemption, the participants have filled out the survey anonymously and first received a description of the subject and later were asked as a consent to participate in the survey. The proposed conceptual model was constructed, and the data was analyzed through partial least square structural equation modeling (PLS-CEM) technique determine the knowledge to proof and test the hypothesis and explore if there is evidence to support them and address the research questions.

4.4 Descriptive Analysis

To test the hypothesis, the analysis will consider first the environmental pillar module, followed by the social and then the full model in the presence of the moderator.

The sample consistent of employees from different sectors in Lebanon. The demographic responses are summarized in Table 2, 3, 4, 5 and 6.

The sample consists of 125 individuals, of which 59.20% of the respondents were female and 40.80% were male. The frequency distribution of their range age is shown in Table 2. The descriptive analysis of the educational level showed that 39.20% of the respondents hold a bachelor's degree, 2.40% a high school degree, 56% a master's degree and 0.80% a PHD degree. 1.6% of the respondents hold other degrees. Results are shown in Table 3. Moreover, 36% of the respondents have been within the organization for the past 3 years, 11.20% of them have been in the organization within an interval from 4 to 6 years, similarly 11.20% remained in the organization for the past 7 to 9 years and 41.60% are in the organization more than 10 years. The frequency and the results are shown in table 4. As for the level of occupation shown in table 5, 44% hold a non-managerial position, 36% hold a managerial position, 12.80% hold a supervisory level and 7.20% hold a top management position. Finally, results of number of employees within the organization are shown in table 6. 57.60% of the respondents are in a company size between 101 and 500 employees 31.20% for 501 to 1,000 employees and the remaining 11.20% are for 1,000 or more employees.

Table 2: Distribution by Gender

Age and Gender	Frequency	Percentage
Female	74	59%
20 - 24	12	10%
25 - 34	27	22%
35 - 44	28	22%
45 - 54	5	4%
55 +	2	2%
Male	51	41%
20 - 24	4	3%
25 - 34	16	13%

35 - 44	17	14%
45 - 54	13	10%
55 +	1	1%
Grand Total	125	100%

Table 3: Distribution by Educational Level

Education Level	Frequency	Percentage
Bachelor's Degree	49	39%
High School Degree	3	2%
Master's Degree	70	56%
Other	2	2%
PhD Degree	1	1%
Grand Total	125	100%

Table 4: Distribution by Number of years in the Organization

Number of Years in the Organization	Frequency	Percentage
0 - 3 Years	45	36%
4 - 6 Years	14	11%
7 - 9 Years	14	11%
More than 10 Years	52	42%
Grand Total	125	100%

Table 5: Distribution by Occupation

Occupation	Frequency	Percentage
Managerial Position	45	36%
Non-Managerial Position	55	44%
Supervisory Level	16	13%
Top Management	9	7%
Grand Total	125	100%

Table 6: Distribution by Company Size

Number of Employees	Frequency	Percentage
101-500	72	58%
501-1,000	39	31%
More than 1,000	14	11%
Grand Total	125	100%

4.5 Outer Model Analysis

To test the reliability and validity, Cronbach Alpha values were used. The four variables, Sustainability, Employee Retention, Organizational Identification and Organizational Green Culture were tested for reliability and validity of the scale measuring were checked for the four variables and the results are shown in Table 7.

Table 7: Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
ENV	0.879	0.909	0.676
ER	0.885	0.907	0.526
OGC	0.927	0.942	0.734
OI	0.865	0.896	0.596
SOC	0.906	0.894	0.589

Table 7 has shown that the Cronbach's Alpha values are above 80% which confirms a high scale of reliability for the four variables.

In addition, the high scale of reliability is confirmed with the AVE values that are above 50% for the five variables. Thus, this result is greater than the minimum required 50%. As the table shows, the resulted values for environmental pillar, employee retention, Organizational

green culture, Organizational Identification, and social pillar are 67.6%, 52.6%, 73.4%, 59.6% 58.9% respectively.

Moreover, to further validate the model, the validity scale is verified in the Discriminate Validity Matrix shown in Table 8. The valid scale shows a higher value if the vertical value is higher than the horizontal value next to it while looking horizontally. In other words, the values on the diagonal are greater than the values in their respective rows or columns.

Table 8: Discriminant Validity

	ENV	ER	OGC	OI	SOC
ENV	0.822				
ER	0.103	0.725			
OGC	0.084	0.123	0.857		
OI	0.173	0.536	0.155	0.772	
SOC	0.933	0.086	0.093	0.143	0.767

4.6 Inner Model Analysis

The second step of analysis considers the inner model. The first model will consider the environmental pillar on employee retention and the mediating effect of organizational identification.

The ENV2 item was removed due to the low factor loading resulted.

The table 9 below shows the following results. The direct effect of the environmental pillar on employee retention does not have a significant effect in the presence of the mediator (Path coefficient=0.01 p-value = 0.915 > 0.05). The results show no confirmation of H1a. Furthermore, the environmental pillar has a direct effect on organizational identification (Path coefficient=0.0172 p-value = 0.048 < 0.05). This translates to the higher the environmental practices the organization engage with, the more employees identify within their organization. This confirms H2a. In addition, organizational identification has a significant direct effect on

employee retention (Path coefficient=0.543 p-value = 0.000). This means that organizational identification and employee retention is highly significant. The higher the identity, the higher the retention. Thus, this confirms H3.

Table 9: Mean, Stdev, T-values, P-values (Total Effect)

	Path coefficient	Sample Mean	Standard Deviation	T Statistics	P Values
ENV -> ER (H1a)	0.01	0.014	0.094	0.106	0.915
ENV -> OI (H2a)	0.172	0.192	0.087	1.98	0.048
OI -> ER	0.543	0.555	0.071	7.652	0.000

Adding to that, Table 10 shows that OI is marginally significant providing some evidence that environmental pillar leads to employee retention through organizational identification. Path coefficient=0.093, p value =0.054 indicating slight significant. It has an indirect effect on environmental pillar and employee retention. Thus, OI fully mediates the relation between the two variables which confirms H4a.

Table 10: Mean, Stdev, T-values, P-values (Indirect Effect)

	Path coefficient	Sample Mean	Standard Deviation	T Statistics	P Values
ENV -> OI-> ER	0.093	0.106	0.048	1.929	0.054

Figure 2 illustrates Model 1 that shows the relationship between the variables and its significance. The SmartPLS calculations are shown in Figure 2. The Measurement model showed that for each construct, the average of all factor loading were higher than 0.7. Moreover,

the Bootstrapping results showed that all factor loading were significant further indicating a high scale of reliability.

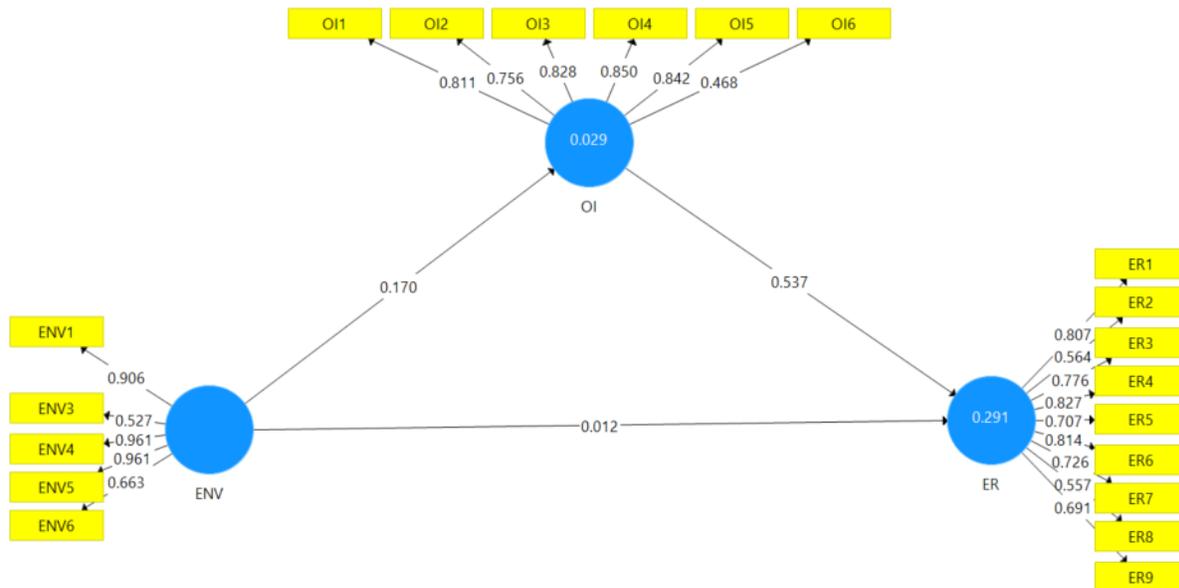


Figure 2: Structural Model 1

The second model will consider the relation between the social pillar of sustainability effect on employee retention mediated by organizational identification.

The result for the social pillar effect on employee retention mediated by organizational identification was ran and did not support the mediating effect. Thus, the social pillar by itself will not lead to employee retention through organizational identification. Therefore, there is no mediation between the social pillar and employee retention. Hence, H1b and H2b and H4b were not supported through the model.

Figure 3 shows structural model 2 that reveals the relationship between the variables and its significance. The SOC7 item was removed due to factor loading that was low.

When the path coefficient is high, the p-value is low which explains the significance of the relations. The relation between social pillar, ER and that of social pillar and OI does not indicate

significance with a path coefficient of 0.013 and 0.136 respectively. Thus, the relation between the social pillar and organizational identification might have a slight significance but it is more considered as non-significant. This is due to the small sample size. However, as shown in figure 2, the relation between OI and ER has a strong correlation with a path coefficient of 0.541.

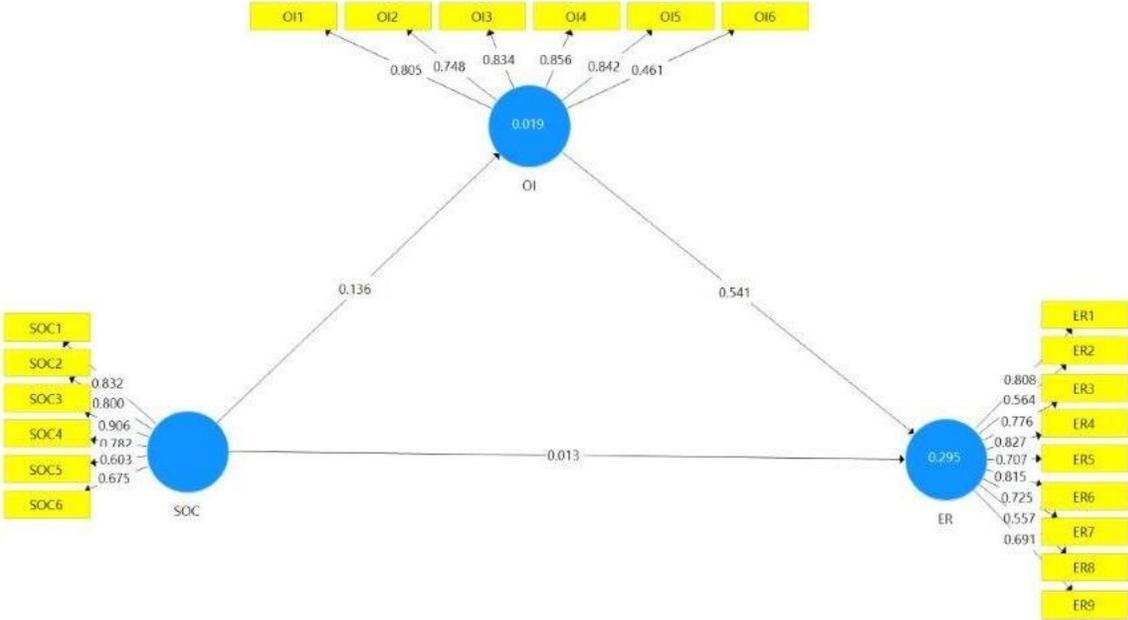


Figure 3: Structural Model 2

The next step is to evaluate the two pillars with the presence of the moderator GOC.

First, we will look at the social pillar.

The results suggest that in an organizational green culture, the effect of social pillar practices on organizational identification is stronger. Having said that, according to the results, the moderating effect of OGC between the social pillar on OI is relatively high with a coefficient of 0.147. However, the effect is not significant as the p-value is 0.257 (> 0.05). The insignificant of this relation because of this relatively high effect is due to the sample size. It would be interesting if the study will be replicated for a larger sample size to see this effect become significant and to confirm H5b.

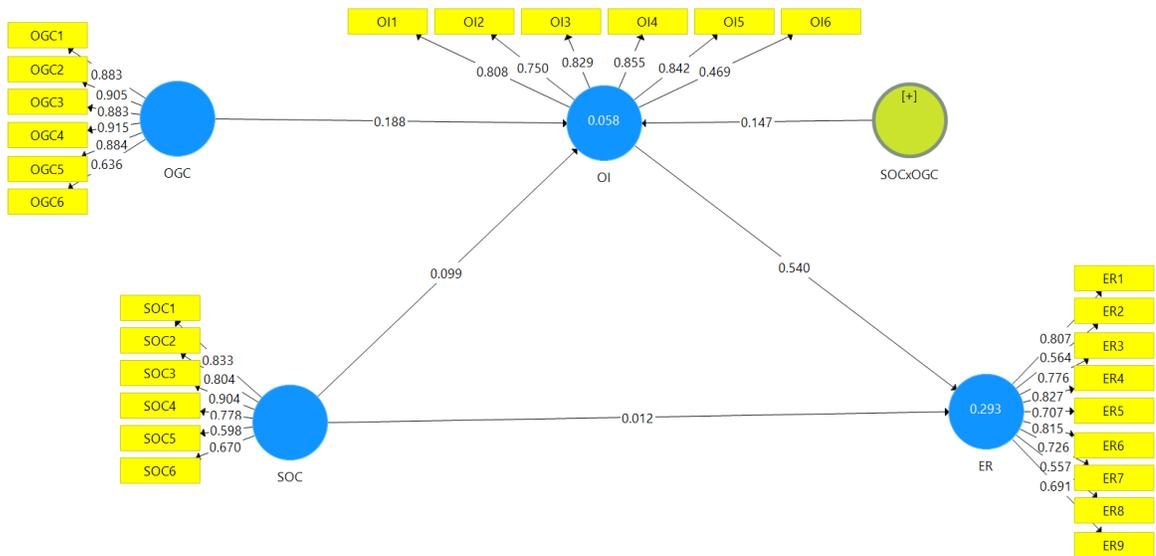
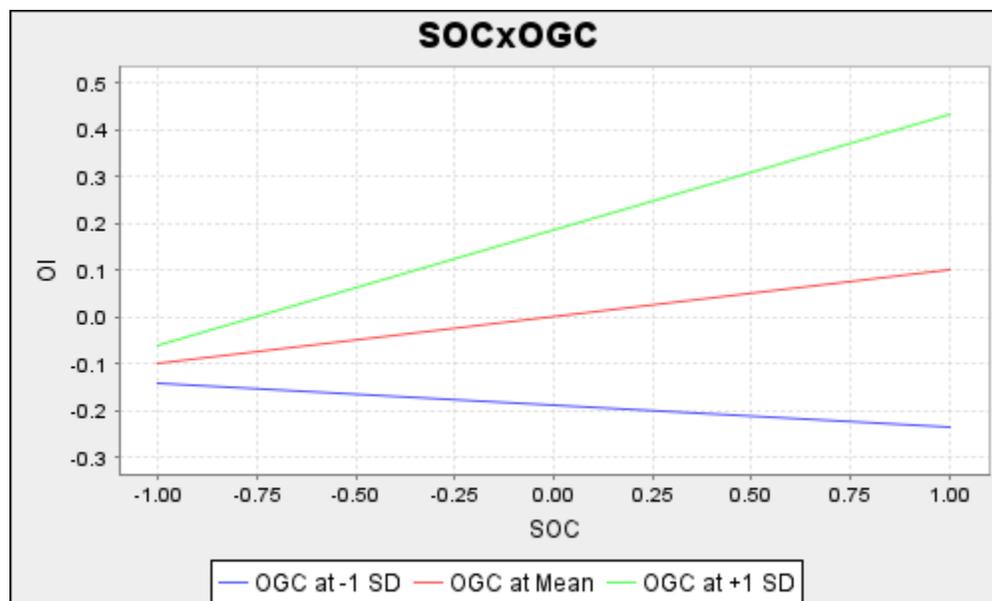


Figure 4: Structural Model 3

On another note, the simple slope analysis that we got after effecting the analysis show the following. When OGC is high, the effect of social pillar on organizational identification is very

high and positive (green slope). Moreover, for a moderate OGC, the effect of the social pillar on OI is reduced but remain positive (red slope). As for the low engagement in organizational green culture, the slope analysis shows a flat curve indicating no effect of the pillar on organizational identification (blue slope). Thus, based on these analyses, we can conclude that OGC do effect the relation between the social pillar and on organizational identification. It looks highly strong if an organization adopts OGC. Having said that, an organization that has strong OGC could lead to having have a significant relation between social and OI which proves model 3 to be significant and that OI mediates the relation between the social and employee retention. In other words, through identifying with the strong OGC, social practices could influence retention.



Graph 1: Simple slope analysis 1

As for the environmental pillar with the presence of the moderator, the following findings are provided.

Similar to the social pillar, the moderating effect of green organizational culture on the relationship of environmental pillar and organizational identification was again positive and high

as seen in figure 2 but not coefficient with a value of 0.149 and p-value 0.170 (> 0.05). Thus, the nonsignificant consequence is due to the sample size. In the same manner of the social, it would be interesting if the study will be replicated for a larger sample size to see this effect become significant and confirm H5a.

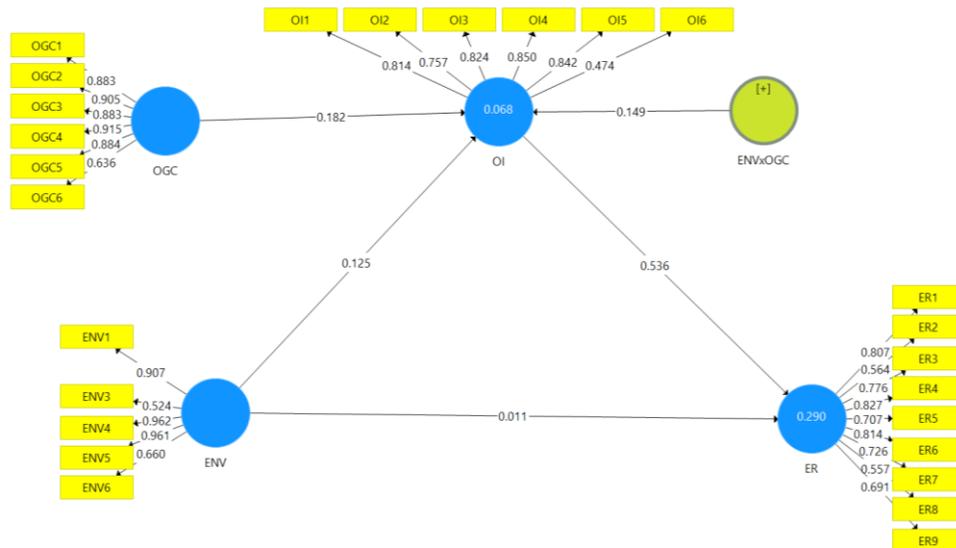
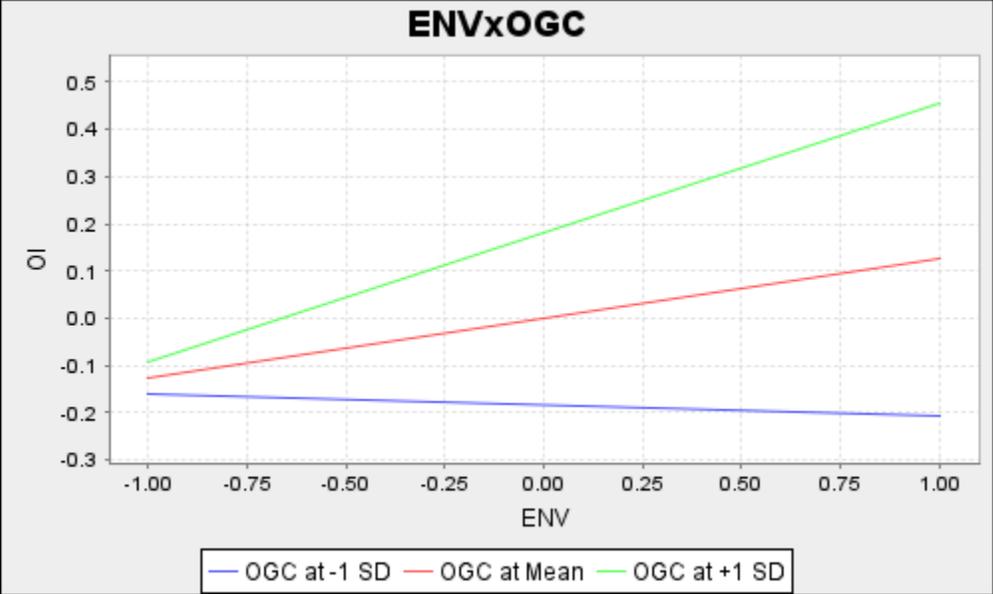


Figure 5: Structural Model 4

As for the slope analysis, the findings confirmed that when high organizational green culture is present in an organization, the effect of the environmental pillar on OI is positive and strong. For a moderate presence of OGC, the effect of the environmental practices and activities is reduced but remain positive which affect the relation positively. As for a low presence of OGC, there is no effect of the environmental pillar on organizational identification as the slope shown is a flat curve. It will reduce a little bit for the moderator organizational green culture. Thus, OGC moderates positively the relationship if it is strongly present in a company and

change the effect of environmental pillar on employee retention through organizational identification from marginally mediated to strongly mediated.



Graph 2: Simple slope analysis 2

Chapter 5

Discussion implications, limitation, and future recommendations

This final chapter include the discussion, implications, limitation, future recommendations and conclusion.

5.1 Discussion

In our first hypothesis, the study aimed to test the relationship between sustainability and employee retention. Moreover, sub hypothesis was derived from the model to test the sustainability pillars impact individually. Thus, based on the results, environmental pillar does not directly influence employee retention in the presence of the mediator OI. However, based on previous research and according to the literature review, the Green HRM is working under the environmental pillar to adopt and motivate employees for environmental activities along with creating a reputation for the organization promoting environmental performance and the retention of employees (Muisyo et al., 2021). Moreover, as GHRM has a positive direct effect on employee retention, our result does not align our findings with previous significant findings as (Jam and Jammal, 2020) and (Likhitkar and Verma, 2017) that found a positive direct effect from GHRM on employee retention because of the mediating effect. Moreover, the relation between the social pillar and employee retention is also not significant. This makes both hypotheses not supported with the results. However, the social pillar reduce turnover and increase retention due to the work of HR to sustain through its function practices and policies (Ghani et al., 2022), through the concept of Sustainable HRM (Singh, 2019) and (Sansu and Johl, 2020) that focused on internal CSR influence on employee outcome. Having said that and

according to previous research, when an organization participates in sustainability objectives at its strategic level and engage in the environmental and social pillar, it makes an impact on retaining employees. Our results did not support the model and the first hypothesis due to the small sample size and the crisis the country is passing by adding to the pandemic that resulted an impact on the employee's respondent and are working in Lebanese companies through the crisis. Having said that, Lebanon is an emerging country where sustainability initiatives are not a priority for them. Moreover, the current global situation because of external factors made it hard to keep employees in companies. Moreover, in our results, H2a confirmed that when a company engages in environmental practices it influences the identification. Thus, this is aligned with previous research by (Luan et al. 2022) that elaborated that employee identify with companies that have a good reputation through contributing to the environment and the social welfare. Moreover, the feel of belonging if they contribute on impacting the society and the environment positively creates identification (Shin et al., 2016). Furthermore, (Farooq et al., 2016) specified that GHRM practices such as green employee initiatives and awareness programs change the behavior of the employees to identify with the organization. Thus, the social theory states that identifying with the organization value, habits and belonging will lead to employee outcomes. The results and latter prove that organizations that implement environmental practices lead to creating a sense of belonging. Moreover, (El-Kassar et al., 2017) and other researchers spoke about CSR programs, philanthropy, help the community and social practices such as employee wellbeing, trainings and others tend to have a higher level of identification. Thus, engaging internally and externally in social activities tend to have a higher identification. However, in our study, the results found no significancy between social pillar and organizational identification which does not match previous research. Hence, H2b is not supported in this study and no

significancy was found. Thus, the social practices do not lead to organizational identification. The model of the social pillar is influenced to the sample size and the practices of employees that are not leading to retain employees because of external factors of the country. On the other hand, H3 was proved that there is a high significant between organizational identification and employee retention. In other words, when an employee identifies with the organization, it would be harder for him to leave because as the social theory and self-categorization theory suggested, the belonging, the desired behaviors and the opening opportunities decrease turnovers. This finding matches with a lot of previous researchers such as (Bharadwai and Yameen, 2020), (El-Kassar et al. 2017) and (Van Leeuwen, 2001). Moreover, H4 sought to reveal a full mediating role of OI on sustainability and employee retention. The significance between environmental pillar and employee retention was found to be positive in the presence of the mediator. Thus, H4a was confirmed. Having said that, when an organization engages in environmental practices, this will lead to employee identifying with the company. Thus, this will lead to employee retention. Through identification with these practices, environmental practices will impact the retention of employees. This finding agrees with a lot of paper findings such as (El-Kassar et al., 2017) that showed CSR leads to employee good practices and organizational citizenship, (Rawashdeh, 2018) and (Al-Swidi et al., 2021) that studied the positive impact of Green HRM on employee outcome and behavior. On the other hand, the results were negative for a mediation effect of OI on the relation between the social pillar and employee retention. Thus, there is no mediation between the two variables. However, previous research such as (Bharadwaj and Yameen, 2021) found that OI partially mediates the relation between CSR and Employee Retention and (Luan et al., 2022) found that OI mediates the relation between CSR and an employee outcome. The summary does not support the social theory. Hence, the social module is

not significant due to the lack of responses and the situation the country is passing through economically and emotional instability that is pushing everyone to leave. As for the sustainability initiatives, not everyone is aware of these reports in Lebanon, and few take them into account because of basic needs not meant. On another note, in the presence of the moderator, the hypothesis H5a and H5b were not confirmed. However, based on the results above, GOC moderates the relation between sustainability pillars and organizational identification depending on how strong it is present in the organization. According to social identity theory, the values, habits, and behaviors that creates a sense of belonging to the environment where employees categorize in, consequently it creates an identification. Having said that, a culture is built on norms and values. According to (Chang 2015), a culture is share beliefs that shapes behavior and perception of employees which will lead to identify with the organization. Adding to that, when employees identify with the organization that has the values and norms that are green of the culture, this will promote the environmental practices of the sustainability pillar and employees will accept and engage which will result in retention. Moreover, according to the AMO and operationalization theory, strengthen the skills of employees and giving them the opportunity to give their innovative green ideas will result in satisfaction and engagement of this culture. Hence, adopting the green mindset with the culture of giving back to the community and going green with attainable rewardable goals will lead to the social pillar of individual well-being, communication, engagement, and emotional contribution to this culture. Thus, when a company has this type of culture, it would result confirming H5 that emphasize that OGC moderates positively the relation between sustainability pillars and organizational identification. Hence, when this relation is strengthened, sustainability

practices and activities implemented in the organization through identification would lead to employee retention. To confirm that, a larger sample should take place.

On the other hand, responses vary by age, gender and educational level as mentioned in the result section. As mentioned above, in the results of the number of years in the same organization has the highest percentage of 41% for those who stayed more than 10 years. Thus, according to (Ghani et al., 2019) sustainability pillars work through CSR and HR practices and processes to influence retaining employees. As such staying for more than 10 years as results shows the correlation between sustainability activities and retaining employees. The percentage of female that completed the survey more than men confirms the diversity for the social pillar as previous authors has specified. The percentage distribution of employees in company size explains the unawareness of employee leave due to the crisis all companies are going through in Lebanon. Thus, the high percentage of respondents coming from the smaller scale explains the latter.

5.2 Implication

The study aims to illustrate the theoretical contribution based on linking the sustainability variables social and environmental to employee retention. This relation is explained in this research through organization identification. Results of previous studies have shown the importance of sustainability practices adopted in organization and how much if implied it could affect different outcomes on organizational and employee level. Since companies are struggling to retain employees, applying sustainability will affect them. Moreover, an organizational green culture has shown in the findings that if its present, it changes the effect of sustainability and its pillars on employee retention and organizational identification. This encourages the businesses to adjust their culture to be greener oriented to apply sustainability activities. The model studied

here is novel in the sense that no previous researchers in the best of our knowledge has studied the linkage between the four variables in one holistic model. Thus, theories have been used in the literature review and hypothesis section to show the importance of identifying and motivating employees to create value for the internal stakeholders with the organizational initiatives as implementing sustainability practices. As for the practical framework, HR managers should start being aware of the impact they could make on the society by contributing through their practices and trainings. Moreover, they could make use of this and increase retention of the employees by engaging in environmental and social practices. According to (Muisyo et al., 2021), almost 80% of green customers do not buy from companies that do not respect green movement. Thus, managers should adopt environmental framework to win competitive advantage and new customer trust on one hand, work on their reputation by going green and working on changing employees' mindsets on a smaller scale. The latter is to sustain the environment and to sustain the business by retaining employees using environmental sustainability as a strategy of engagement in the workplace environment and recognition activities. HR managers should enhance identification with culture and become more trustworthy. Furthermore, HR managers should adopt sustainability pillars as the social for the welfare specially in Lebanese companies to make a society welfare and make the employee wellbeing in the organization. Thus, they should use sustainability as a strategy of engagement for a good cause outside. The study of (Kim et al., 2020) revealed that philanthropic programs are a factor of identification. As (Ferreira and Real, 2014) suggested, HR managers should imply social sustainability because it opens a room for innovation, creativity, communication sessions, treat employees fairly with a positive work environment to ensure their engagement, satisfaction, and security. Moreover, it also tackles the HR process such as career advancement. Hence, as the module showed, this latter

embedded in sustainability pillars will help managers to know how to use their practices and processes to retain employees. Having said that, these practices would lead to engagement and retention, but it has been showed that it identifies with the company since they see like themselves. As the module showed, environmental practices would lead to retention if identification were implied since they will have the same values and green orientation. Employee self-identification will fill their self-esteem and actualization needs in the organization. Hence, managers could create identification when they match their practices as recruitment and selection with company values and try to imply a green culture to create this identification and promote the environmental practices. Thus, it could be a way to retain employees in this hard time the country is passing through. There are a lot of studies that showed how a transform a culture and communicate it.

5.3 Limitation and Future Recommendation

The study has some limitation that could lead to future research. First, it has used a small sample for testing. This led to the hypothesis and the data did not support. Adding to this, it has relied on companies that have sustainability reports and analyzed these reports on a GRI index model. However, the reports dated from 2020 due to the pandemic that removed a lot of sustainable practices done by companies. Thus, the contradiction between previous researchers and the non-significant result regarding the direct and indirect effect of the social pillar on employee retention through organizational green culture and identification is due to the small sample size. Moreover, the study has been made on employees working in Lebanon in the time of the pandemic COVID-19 and economic crisis the country is passing through that is likely to be ranked in top 10 most severe globally episodes. This means that some could feel its personal

and might backfire because of external factors as the high unemployment, emigrations, and layoff. Another limitation is that the study only measured the perception of employees. Moreover, the study did not tackle the effect of the economic pillar on the financial performance and employee retention as both pillars do. Thus, future research examines the module on a larger sample, in an emerged country that think green and collaborate with other companies and in other circumstances as the pandemic. Adding to that, future research could implement this study on sustainable banking that is a new concept. Moreover, we recommend that future research could analyze the sustainability activities of a company with qualitative data from manager rather using the GRI index and expand the items. Third, we recommend examining the effect of other pillars of sustainability on factors. The study focused on internal stakeholder more than external. Thus, recommendation for future research could looking into the potential of HR managing external stakeholders. Moreover, future research could look at theories not used to explain the contribution of CSR whether internally or externally and to explain the module as intention to stay and the green process such as moral identity, social learning theory, collective theory, parson theory and hygiene theory. Finally, we recommend for future researchers to investigate other factors than employee retention that sustainability could influence such as employee engagement since it was not also covered in previous researchers based on (Fujimoto et al., 2016) and (Fernando and Sutha, 2019) encouraged future researcher to focus on both internal and external CSR activities and how it influences on the employee retention. Having said that, researchers mentioned in the gap analysis had other recommendation not covered in this paper. We recommend future research to fill these gaps such as (Sanusi and Johl, 2020) that recommended to look at the employee outcome on ICSR. We encourage future research to study the other way around, impact of employee retention on sustainability or employee outcome on

sustainability. Lastly, (Chams and Garcia-Blandon, 2019) recommended for future studies to identify the existence of a cause-effect relationship between green competencies and green behaviors for inducing sustainable performance. Similarly, the focus of the paper is on employee and not the influence of sustainability on the company overall and competitive advantage. However, employees are an asset and a competitive advantage for the company if they are retained that will reach an advantage for the organizations. Future researchers could explore how sustainability with all its three pillars leads to higher profit and achieve competitive advantage or how GHRM could maximize the profitability of the firm.

5.4 Conclusion

The study aimed to investigate the effect of sustainability pillars on employee retention. Some of the findings confirmed the research question and some did not support the theory. The study revealed that through organizational identification, the environmental pillar impacts the retention ratio of employees. The outcome of the analysis has showed that employees feel their needs are fulfilled when identified with the organization notions specially when green culture is embedded in the workplace. Having said that, the culture strength the relation between the environmental practices of and within the organization for employees to identify their habits with the culture of the workplace. Moreover, due to the sample size, the outcome of the analysis for social practices did not confirm its impact on employee retention. However, all previous researchers confirmed the contribution of the human resources practices and policies to retain employees internally along with the external practices to sustain the society welfare. Specially that the human resources functions are embedded under the pillar. Thus, this is due to the small size and the crisis the country is going through where basic needs are the focus that is a first

factor of influence on employee retention and on the awareness of sustainability. Knowing that it is also a challenge for all organization around the world because of external factors. The study has offered a lot of insights about the history of sustainability and on its three pillars. Moreover, it has focused on human resources practices and policies toward employee through sustainable HRM and Green HRM that underline the social and environmental pillar to sustain employees along with sustaining the external environment. Thus, previous researchers had shown how crucial is to retain employees in these times due to technology advancement, globalization, and other external and internal factors. Having said that, it has been shown how much implementing sustainability practices could lead to employee outcomes. On another note, the recent crisis has shown how fragile the world is and how crucial it is to reconsider current models. Although profitability is crucial for sustainable growth, businesses also need to create value that has a positive impact on employee, society, and the environment. Thus, sustainable development must be an integral part of every company's strategy to meet future generation needs. Although the study suffers from some limitations; it has revealed interesting findings and future proposition for researchers. Hence, this paper has shown the importance of the new crucial concept that should be taking seriously because of the positive consequences it could make.

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Appendix

1. Would you like to participate in this survey? *

Mark only one oval.

- Yes
 No

The influence of company's Sustainability initiatives on its Employee Retention:
The case of Lebanese companies

2. Gender *

Mark only one oval.

- Female
 Male
 Prefer not to say

3. Age *

Mark only one oval.

- 20 - 24
 25 - 34
 35 - 44
 45 - 54
 55 +

4. Education Level *

Mark only one oval.

- High School Degree
 Bachelor's Degree
 Master's Degree
 PhD Degree
 Other

5. Number of Years in the current organization *

Mark only one oval.

- 0 - 3 Years
 4 - 6 Years
 7 - 9 Years
 More than 10 Years

6. Occupation *

Mark only one oval.

- Non-Managerial Position
- Supervisory Level
- Managerial Position
- Top Management

7. Number of Employees in your organization *

Mark only one oval.

- Less than 50
- 50-100
- 101-500
- 501-1,000
- More than 1,000

8. Type of Industry *

Mark only one oval.

- Advertising
- Education
- Chemical industries
- Logistics and Supply Chain
- Management consulting
- Insurance
- Manufacturing
- Telecommunication
- Non profit organization
- Others

Employee Retention

Kindly rate the below statements from 1 to 5 (1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)

9. Within this company my work gives me satisfaction *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

10. If I wanted to do another job or function, I would look first at the possibilities within this company *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

11. I see a future for myself within this company *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

12. If it were up to me, I will definitely be working for this company for the next five years *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

13. The work I am doing is very important to me *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

14. I love working for this company *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

15. I intent, within a period of three years, to go working in another company *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

16. I have checked out a job in another company previously *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

17. If I received an attractive job offer from another company, I would take the job *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

Organizational Identification

Kindly rate the below statements from 1 to 5 (1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)

18. When someone criticizes the organization, it feels like a personal insult. *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

19. I am very interested in what others think about this organization *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

20. When I talk about this organization, I usually say 'we' rather than 'they' *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

21. This organization's successes are my successes *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

22. When someone praises this organization, it feels like a personal compliment *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

23. If a story in the media criticized the organization, I would feel embarrassed *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

Organizational Green Culture

Kindly rate the below statements from 1 to 5 (1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)

24. Our firm makes a concerted effort to make every employee understand the importance of environmental preservation *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

25. Our firm has a clear policy statement urging environmental awareness in every area *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

26. Environmental preservation is a high priority activity in our firm *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

27. Preserving the environment is a central corporate value in our firm *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

28. Our firm links environmental objectives with our other corporate goals *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

29. Our firm develops products and processes that minimize environment impact *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

GRI INDEX MODEL

ENVIRONMENTAL					
Energy	Water	Waste Management	Greenhouse Gases (GHG)/Carbon Emissions	Biodiversity (ecosystem and balance of species)	Product and Service Stewardship
Measuring direct and indirect energy consumption (kW), Energy saving and reduction policies/initiatives, Energy-efficient or renewable energy services and adoptions	Percentage and total volume of water recycled and reused, Water sources directly and indirectly affected by water withdrawal	Processes/Measures to monitor and manage waste, Pollution, recycling and collection systems and extent of efficacy	GHG/Carbon emissions and consumption, Reduction and offsetting measures, identification procedures, Related policies/initiatives to implement measures	Consideration of impact on biodiversity in areas of operation, Initiative/Measures to minimize impact and restore affected aspects of biodiversity	Additional design improvements, Green packaging and shipping
1:No description 2:Simple/brief description of policies 3:Detailed description of policies with measurements (substantiated) 4:Above with actions taken to mitigate the negative effects 5:Above with future targets and plans	1:No description 2:Simple/brief description of policies 3:Detailed description of policies with measurements (substantiated) 4:Above with actions taken to mitigate the negative effects 5:Above with future targets and plans	1:No description 2:Simple/brief description of policies 3:Detailed description of policies with measurements (substantiated) 4:Above with actions taken to mitigate the negative effects 5:Above with future targets and plans	1:No description 2:Simple/brief description of policies 3:Detailed description of policies with measurements (substantiated) 4:Above with actions taken to mitigate the negative effects 5:Above with future targets and plans	1:No description 2:Simple/brief description of policies 3:Detailed description of policies with measurements (substantiated) 4:Above with actions taken to mitigate the negative effects 5:Above with future targets and plans	1:No description 2:Simple/brief description of policies 3:Detailed description of policies with measurements (substantiated) 4:Above with actions taken to mitigate the negative effects 5:Above with future targets and plans

SOCIAL - LABOUR RIGHTS AND PRACTICES				
Diversity and equal opportunity (Practice)	Labour/Migrant relations & Industrial relations/unionisation	Occupational Health and Safety	Training and Education	
Fair employment practices and equal remuneration, Employment of disadvantaged groups in relation to work required, Anti-discrimination policies and corrective actions against discrimination	Feedback and communication channels with employers, agents and respective support organizations, Labour-management relations	Comprehensive and relevant health and safety measures in place, Accident and emergency procedures and provisions, Insurance and/or support for injury and disease	Skill upgrade and education for staff of various levels, Career development opportunities for employees	

SOCIAL - HUMAN RIGHTS	SOCIAL - COMMUNITY AND SOCIETY		
Human Rights	Community Involvement	Product Responsibility	Philanthropy/Charitable Contributions
	Identify adverse impact on local communities , Measures/Practices to mitigate or rectify the impact, Engagement through media and virtual platforms	Ensuring safety and quality of products and services , Consideration of impact of product on consumers and broader society	Voluntarism programs