



College of Business and Economics

Department of Management

M.Sc. in Management, Specialized in Quality Management and Organization Excellence

**EXPLORING HOW SUSTAINABLE HUMAN RESOURCE MANAGEMENT
PRACTICES, INFLUENCE, EMPLOYEE RETENTION: THE ROLES OF
PSYCHOLOGICAL EMPOWERMENT AND ORGANIZATIONAL COMMITMENT:
THE CASE OF ZEMEN BANK**

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATES ADDIS ABBA
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DEGREE OF MASTER OF M.S.C IN MANAGEMENT**

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DECLARATION

I, **Hana. Shewakena** hereby declares that the thesis entitled " Exploring how sustainable human resource practice, influences, employee retention: the roles of psychological empowerment and organizational commitment in the case of Zemen Bank, is my original work. I have carried out the present study independently with the guidance and support of the research advisor, Zelalem G/tsadik (Ph.D.). All other authors or sources utilized in the research have been properly credited. Furthermore, this study has not been submitted for consideration for any degree program at this or any other school.

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Statement of Certification

This is to certify that the thesis prepared by **Hana Shewakena**, entitled "Exploring how sustainable human resource practice, influence, employee retention: the roles of psychological empowerment and organizational commitment: In the case of Zemen Bank." which is submitted in partial fulfillment of the requirements for the degree of Masters in Management, complies with the regulations of the college and meets the accepted standards concerning originality and quality.

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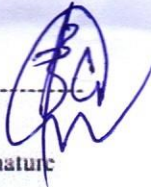
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List of Acronyms

CGVs-Common good values

ER- Employee retention

HRM - Human resource management

SDG -Sustainable development goals

SHRM- Sustainable human resource management

SPSS - Statistics Package for social Science

UN-The United Nations

ZB- Zemen Bank

Abstract

Purpose: *The general objective of the study was to explore how sustainable human resource practice, influence, employee retention: the roles of psychological empowerment and organizational commitment: In the case of Zemen Bank.*

Design, methodology, and approach: *Both primary and secondary sources were used in the research. Data collected from 281 respondents was considered. The research hypotheses were then evaluated using multiple regression analysis.*

Findings of the investigation: *Data collected from 281 respondents suggests that sustainable human resource management practices positively affect employee retention. The finding revealed that SHRM, psychological empowerment, organizational commitment has a positive and statistically significant correlation with employee retention. From the findings, it was concluded that sustainable human resource management practices have direct impact on employee retention. This emphasizes the importance of implementing effective HR practices to reduce turnover and retain valuable employees. Finally, it is recommended that the mediating roles of psychological empowerment and organizational commitment serve as vital pathways through which sustainable HRM practices foster stronger employee retention and reduce turnover as in the case of Zemen Bank.*

Keywords: *sustainable HR, psychological empowerment, organizational commitment, employee retention, mediation, mixed-methods research.*

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CHAPTER ONE

INTRODUCTION

This portion of the research contains the following: an introduction, the study's background, a problem statement, fundamental research questions, the study's purpose, its relevance, its delimitation, an operational definition of words, and the study's organization.

1.1. Background of the study

The growing worldwide awareness of sustainable development has made the sustainable components of human resource management (HRM) more crucial for organizations. (Cooke & He, 2010; Ren et al.,2020). As a result, Sustainable human resource management (SHRM), which connects corporate sustainability to HRM practices, has emerged as an important area of research in HRM (Bush, 2020; Ehnert et al., 2016). Triple bottom-line HRM, which considers how HRM affects a wider range of outcomes, including financial, environmental, human, and social consequences, is the most popular conceptualization of SHRM (Kramar, 2014; Macke & Genari, 2019). However, because the triple bottom line emphasizes accepting more responsibility while performing several roles that call for incompatible behaviors, this strategy may have unintended consequences. In order to successfully accomplish social, environmental, and economic goals, for instance, workers usually find that they lack the time, energy, or resources required, which increases stress and anxiety levels (Bush, 2020). Alternative strategies are required to close the gap between SHRM practices and their influence on intended results because of such unforeseen, uncontrollable repercussions (Dyllick & Muff, 2016). HRM methods have become more popular as a way to promote staff retention because of their emphasis on long-term employee well-being and organizational sustainability. In this particular setting, the intermediation of sustainability and retention is significantly influenced by psychological empowerment and organizational commitment. As the era of the knowledge worker progresses, retaining employees is becoming a more significant issue for businesses. (Lumley et al.,2011). As Harrie (2007) mentioned, the labor market belongs to employees because talented candidates in the global job skills market have the luxury of choice (Harris,

2007). Psychological empowerment, characterized as the conviction that one can manage and impact one's workplace emerges from long-term human resource management strategies that offer workers independence, proficiency, purpose, and self-governance. When employees feel empowered, they experience increased motivation, engagement, and a sense of ownership, leading to a stronger desire to remain with the organization. Organizational commitment, characterized by a strong identification with and attachment to the organization, is also fostered by sustainable HRM practices. These practices create a positive and supportive work environment where employees feel valued, respected, and recognized for their contributions. This sense of belonging and appreciation strengthens organizational commitment, reducing the likelihood of employee turnover (Kramar, 2014). The relationship between sustainable HRM practices, psychological empowerment, and organizational commitment creates a positive cycle of employee retention. Employee empowerment through SHRM practices increases engagement and organizational commitment. The efficacy of sustainable HRM methods is further reinforced by these favorable employee attitudes, which further improves employee retention and corporate performance. Essentially, psychological empowerment and organizational commitment are the cornerstones of sustainable HRM practices, and they are powerful forces behind employee retention. Organizations may ensure long-term success and sustainability by cultivating a vibrant and engaged workforce through the implementation of sustainable HRM practices. The objective of the study was to explore how sustainable human resource practice, influence, employee retention: the roles of psychological empowerment and organizational commitment: In the case of Zemen Bank,"

1.2. Statement of the Problem

The SHRM-CGV sees worker interests and prosperity as an essential piece of an association's human and social objectives, the accomplishment of which will clear the establishment for HRM to assist associations with meeting different objectives. Consequently, the advancement of representative prosperity is one of the center objectives of SHRM-CGV (Visitor, 2017; Kramar, 2014), and this study focuses on it. Nonetheless, to persuade firms to take on SHRM-CGV and endeavor toward normal great organizations inside the ongoing monetary arranged institutional and authoritative settings, it is basic to persuade firms that such practices not in the least don't hurt business effectiveness or execution, yet additionally have extraordinary potential to improve

representative execution. Accordingly, it is essential to experimentally test the possible impacts of SHRM-CGV on both representative prosperity and execution, as HRM exploration shouldn't confine itself from training (Cooke et al., 2021). However, there is a lack of theory and empirical evidence regarding whether and how the implementation of SHRM-CGV will improve employee performance and well-being (Stahl et al., 2020). This study adds to a superior hypothesis because of SHRM rehearses on representative maintenance exact proof. If an organization is strategically placed, human resources are without a doubt its foundation (Yamamoto, 2011). They can give creative arrangement and guarantee that associations accomplish an upper hand. Armstrong (2009), referenced that the best associations are the one that draw in, create and hold people who can deal with a worldwide association that is receptive to clients and the potential open doors being introduced by innovation. Since they are the most crucial resources of any establishment holding proficient and experienced laborers in financial industry in Ethiopia is exceptionally fundamental in the general execution of the foundation. Turn into a worldwide test. This is a direct result of globalization, monetary development and lack of talented work. Accordingly, numerous associations both public and private remembering banks for Ethiopia are finding it hard to hold esteemed workers. Gurbuz and Meert (2011) elaborate that the upkeep organization and advancement of HR can't be underestimated. Because motivated employees increase an organization's marketability and competitiveness. Today, be that as it may, maintenances of an important representative. Economical Human Asset the board (HRM) rehearses is significant for representative maintenance. The jobs of mental strengthening and authoritative responsibility in economical HRM rehearses have been concentrated widely. Notwithstanding, there is a need to investigate how feasible HRM rehearses impact representative maintenance. This paper plans to address this hole in the writing by investigating the connection between supportable HRM rehearses, representative maintenance, and the jobs of mental strengthening and hierarchical responsibility. The literature on sustainable HRM practices, employee retention, and the roles of psychological empowerment and organizational commitment is reviewed at the beginning of the paper. The writing audit uncovers that manageable HRM rehearses are related with more elevated levels of worker maintenance and that mental strengthening and authoritative responsibility assume significant parts in interceding the connection between maintainable HRM practices and representative maintenance. A conceptual model of sustainable HRM practices, employee retention, the roles of psychological empowerment and organizational commitment are

then presented in the paper. The model proposes that manageable HRM rehearses establish a positive workplace that encourages mental strengthening and hierarchical responsibility. Mental strengthening and authoritative responsibility, thusly, increment worker fulfillment and decrease representative turnover aims. The model additionally proposes that economical HRM practices can impact worker maintenance straight by expanding representative commitment and lessening worker burnout. The implications of the findings for HRM practice are discussed at the conclusion of the paper. The discoveries propose that HR experts can assume a significant part in advancing manageable HRM rehearses that will assist with holding workers. Enhancing employee engagement, fostering psychological empowerment and organizational commitment, and creating a positive work environment are all priorities for HR professionals. Subsequently, this exploration will be directed to investigate and comprehend the connections between reasonable HRM rehearses, mental strengthening, authoritative responsibility, and representatives' maintenance: the instance of Zemen Bank.

1.3. Research Questions.

The primary research questions that this study sought to address were:

1. To investigate the connection between employee retention and sustainable human resource management (HRM) techniques.
2. To examine how psychological empowerment functions as a mediator in the relationship between employee retention and sustainable HRM strategies.
3. Investigate how organizational commitment influences the relationship between employee retention and SHRM strategies.
4. To assess effects of sustainable HRM practices on employee retention through psychological empowerment and organizational commitment.

1.4. Objectives of the Study

1.4.1. General Objectives of the Study

The general objective of the study was to explore how sustainable human resource practice, influence, employee retention: the roles of psychological empowerment and organizational

commitment: In the case of Zemen Bank," By achieving these objectives, the study aims to contribute to both academic knowledge and practical implications for organizations seeking to improve employee retention through effective HRM strategies.

1.4.2. Specific Objectives of the Study

The study's specific objectives were: -

1. To determine which particular sustainable human resource management practices are most positively correlated with employee retention.
2. To examine the mediating role of psychological empowerment in the relationship between sustainable HR practices and employee retention.
3. To analyse the moderating effect of organizational commitment on the association between psychological empowerment and employee retention.
4. To examine the associations between sustainable HRM practices and employee retention and the mediating roles of psychological empowerment

1.5. Significance of the Study

The aim of this study was to explore how sustainable human resource practice, influence, and employee retention play the roles of psychological empowerment and organizational commitment. The results of the study are beneficial because they may add both theoretical and practical knowledge to the available literature on the assessment of influence and employee retention: the roles of psychological empowerment and organizational commitment in the case of Zemen Bank. Theoretically, this study may contribute to filling the research gap in the area of influence and employee retention: the roles of psychological empowerment and organizational commitment in the case of Zemen Bank. First, it can help us understand how, theoretically, the study benefits from the growing knowledge of sustainable HRM practices and their impact on employee retention. It also explores the mediating roles of psychological empowerment and OC connotation among sustainable HRM practices and employee retention. Practically, the study provides insights into how organizations can foster psychological empowerment and organizational commitment among their employees, develop effective HRM strategies, and improve organizational performance. Finally, the study can also be significant for policymakers,

practitioners, and researchers. The findings of the study were used to develop policies and programs that promote SHRM practices that are aligned with common good values.

1.6. Scope of the study

The geographical scope of the study, methodological, chronological, and conceptual scopes are all included. A. Geographically, the investigation was restricted to the Zemen Bank case. The investigator attempted to limit the geographic scope to gather primary data from Zemen Bank. The objective of this research was to explore and understand the relationships between sustainable HRM practices, psychological empowerment, organizational commitment, and employee retention. By achieving these objectives, the study proposes was contribute to both academic knowledge and practical implications for organizations seeking to improve employee retention through effective HRM strategies, as in the case of Zemen Bank, which was selected.

Conceptually, the study was limited to exploring and understanding the relationships between sustainable HRM practices, psychological empowerment, organizational commitment, and employee retention in the case of Zemen Bank.

1.7. Limitation of the Study

This research required tremendous efforts in terms of a literature review, contacting various organizations, obtaining data, and analyzing the data to achieve fruitful results. However, because of time and budget constraints, research was limited to permanent employees of the organization. On top of that, the study was limited by the sample size. It means that it does not use the overall population. The study's scope is restricted to examining and comprehending the connections among psychological empowerment, organizational commitment, employee retention, and sustainable HRM practices the Zemen Bank case. Only the internal operations of the company—psychological empowerment, organizational commitment, staff retention, and sustainable HRM practices—are the subject of this study. It was directed toward the organization's managers and staff. Furthermore, in addition to its proximity, the head office provides the most compelling data from the workers who are closest to the decision-making apparatus of the organization. Lastly, the researcher faced some constraints, including a shortage

of up-to-date reference materials and research works, specifically in the Ethiopian context, which would also narrow the content of the work.

1.8. The study paper's structure

There are five chapters throughout the entire study. A basic overview of the study is provided in Chapter 1, which covers its background, problem description, aims, significance, scope, limitations, methods employed in the study, and organizational structure. Chapter Two presents a survey of the research-related literature. Methodology and research design are covered in Chapter 3. Data analysis and discussion are covered in Chapter 4, and a summary of the main conclusions, recommendations, and ideas for the next research are presented in Chapter 5. The study also included an index of acronyms, a list of tables and figures, references, and appendices.

1.9. Operational Definition of Terms

Sustainable Human Resource Management (SHRM) can be defined as: The strategic and integrated management of human resources that optimizes the balance of economic, social, and environmental objectives, while ensuring long-term organizational success, employee well-being, and societal prosperity Kramar, S. (2010).

Psychological empowerment can be defined in operational terms as: A multidimensional, subjective state characterized by four key cognitions: meaning, competence, self-determination, and impact. Individuals experiencing psychological empowerment feel: Spreitzer, S. M. (1995).

Organizational Commitment: The psychological state encompassing an individual's emotional attachment (affective), sense of obligation (normative), and calculated decision (continuance) to remain with an organization. This attachment is characterized by a desire to remain, a feeling of belonging, and a belief that leaving would incur costs. (Allen & Meyer).

Employee Retention: "The length of time that employees stay with an organization." Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2014).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

The primary goal of this literature review is to present the opinions and points of view of various authors discussing the relationship between sustainable HRM practices and employee retention. The mediating roles of psychological empowerment and organizational commitment are incorporated into these theories. The objective is to provide a theoretical framework that serves as an analytical framework. The section also looks at actual data from a number of publications, using sustainable human resource management practices as a prism through which to explore the roles of psychological empowerment and organizational commitment.

2.1. DEFINING KEY CONCEPTS

2.1.1. SHRM practices

Because of the predicted benefits that SHRM is expected to provide to organizations and their stakeholders—including customers, employees, and the external environment—HRM scholars and practitioners have been paying more and more attention to it during the past ten years. Based on the emphasis on various internal and external objectives, several SHRM kinds have been defined in the literature (Aust et al., 2020; Kramar, 2014). Dyllick and Muff (2016) state that the main goal of HRM initiatives is still to maximize profits and shareholder value by minimizing negative effects on businesses, reducing business risks, improving reputation and employee appeal, and meeting evolving customer demands. Thus, socially conscious HRM is appropriated for financial advantage (Voegtlin et al., 2022). Study interest in this field has increased recently, with an emphasis on trainings and other senior managers about the significance of taking the environmental dimension of HRM into account (e.g., Ren et al., 2022). Like socially conscious HRM, green HRM's environmental goal is anticipated to serve financial objectives, and companies frequently implement green practices as a result of pressure. The third kind of HRM is known as "triple bottom line" HRM, and it is designed to assist businesses in achieving the triple bottom line of profit, people, and the environment (Ehnert et al., 2016). It places a strong emphasis on the business's economic, social, and environmental goals and employs HRM

competencies to carry out HRM sustainably and support corporate sustainability (Aust et al., 2020; Bush, 2020). The implementation of HRM practices, policies, and strategies that "enable the achievement of financial, social, and ecological goals, with an impact inside and outside of the organization and over a long-term time horizon" is hence the definition of SHRM (Ehnert et al., 2016, p. 90).

According to this viewpoint, businesses have adjusted to the pursuit of profit to varying degrees in order to meet external demands for greater social and environmental responsibility. As a result, businesses implement SHRM strategies in an effort to reduce the financial risks connected to people management techniques and to increase or improve shareholder value through improved task performance and organizational reputation (Aust et al., 2020; Shen & Benson, 2016). In other words, all three forms of SHRM are fundamentally centered on an organization's financial goals (Kramar, 2014), and businesses implement these HRM practices largely for commercial objectives.

The new SHRM-CGV method, which is based on the "outside-in" perspective, differs from the three accepted HRM models. SHRM-CGV replaces the traditional "inside-out" models with "outside-in" models, which would reinterpret the role of HRM and the purpose of business, in response to the mounting criticism and unsustainable outcomes of the way HRM research currently approaches sustainability (Dyllick & Muff, 2016; Hollensbe et al., 2014). By adopting a "outside-in" perspective rather than concentrating on the business itself, HRM practices can be developed to foster greater concern about how a business can use its resources, capabilities, and experiences to make it useful in addressing some of the major ecological and social challenges, such as pandemics, corruption, natural disasters, climate change, and unemployment.

While adopting the SHRM-CGV approach may seem like a drastic step for businesses, there are several common good-oriented movements that demonstrate that trailblazers worldwide have already embraced SHRM-CGV and moved towards the common good business purpose, such as opportunities for decision-making participation, transparent and fair career mechanisms, and the development of CGVs through training (Honey man & Jana, 2019; Felber, 2015). Other businesses have, to differing degrees, used similar strategies in order to gain legitimacy and conform to institutionalize standards (Adebanjo et al., 2016; Jakhar et al., 2020). Our theoretical

and empirical understanding of SHRM's "outside-in" perspective is improved by the current work.

Following the ability (A)-motivation (M)-opportunity (O) logic (i.e., the AMO model; Appelbaum et al., 2000), three bundles of SHRM-CGV: the ability bundle, the motivation bundle, and the opportunity bundle are examined. The ability bundle aims to enhance employees' ability to act and perform. It includes practices such as branding strategies to attract individuals looking for a work environment with high ethical and sustainable standards, recruitment and selection practices to hire people sharing the same values as those of the organization, and extensive training and development programs to align individuals with organizational values. The motivation bundle increases employee commitment and motivation to take sustainable courses of action through contingent rewards. Employees can participate in a variety of activities, including job design, industrial relations, well-being initiatives, and charitable giving, thanks to the opportunity bundle (Guerci et al., 2015). Consistent with earlier research (e.g., Cooper et al., 2019; Ho & Kuvaas, 2020), we integrate these three sets of SHRM practices when analyzing organizations' SHRM-CGV (Becker & Gerhart, 1996).

2.1.2 Employee Retention (ER)

Retention is a crucial indicator of a company organization's strength and is less expensive than hiring new staff (Kundu and Later, 2016; Presbitero et al., 2016). Businesses invest a great deal of resources—cash, time, and energy—in training staff members to adjust to the work environment. In some cases, losing a valuable employee can result in a loss of 2.5 times the employee's pay (Kapoor, 2015; Nazia and Begum, 2013).

Businesses must establish a culture that keeps workers to stimulate economic growth (Singla, 2017). Reward, recognition, and respect—the three Rs—help retain employees because they increase productivity in a positive work environment (Nazia and Begum, 2013) and enhance employee fit within the company (Presbitero et al., 2016). With the aid of pay, EWP, and TAD, Presbitero et al. (2016) established the direct and indirect effects of HRPs on employee retention. Because good practices result in JS, which increases ER, ER is thus heavily dependent on HRPs adhered to inside the organization (Krishna, 2019; Papa et al., 2018; Rombaut and Guerry, 2020). The present research is being carried out in the textile industry so that innovative HRPs

and their impact on employee retention can be known to strengthen the work culture of an organization.

3. Psychological empowerment

According to Thomas and Velthouse (1990), psychological empowerment is commonly understood as intrinsic task motivation made up of four cognitive elements: impact, competence, meaningfulness, and choice. Given that psychological empowerment possesses all three characteristics of an attitude—evaluation, cognition, and behavior, as described by Greenberg and Baron (2003)—we suggest that it be categorized as a work-related attitude. First, based on what Thomas and Velthouse (1990) call a "environmental event," or experienced-based expectations about the results of a certain work's completion, an employee reacts emotionally to the activity. This can be compared to the cognitive component of an attitude. Next, an individual's perception of the task's meaningfulness, his or her ability to perform it, its impact on overall organizational performance, and degree of self-determination require what Thomas and Velthouse (1990) have termed 'task assessment', or an evaluative initiative on the part of an individual. Finally, in response to the aforementioned perceptions, an individual develops some predispositions towards a subsequent behavior. Thus, psychological empowerment will be referred to hereinafter as an employee-work-related attitude. It is noteworthy, however, that the vast majority of prior research on empowerment has studied organizational and psychological forms of empowerment in isolation, except for Klidas (2001), Seibert et al. (2004), and Laschinger et al. (2004).

Because organizational and psychological constructs of empowerment refer to different groups of people and different concepts—an employee's work-related attitude (psychological empowerment) and a bundle of HRM activities (organizational empowerment)—research in this area needs more systematic efforts and calls for studies from a holistic perspective. Therefore, it is possible to argue that organizational and psychological empowerment is separate but causally related concepts. Organizational empowerment, as a collection of HRM practices, can be seen as a precondition for psychological empowerment, or an employee's attitude towards their work, and as such, an HRM result. These two types of empowerment can be examined individually using the SHRM linkage logic as a guide.

4. Organizational commitment

OC gathered much and practitioners in more recent times (Brown, Citation 1996; Chughtai & Zafar, Citation 2006; Mowday, Steers, & Porter, Citation 1979; Yahaya & Ebrahim, Citation 2016). OC has a significant presence in the organizational behavior literature, as it critically affects the relationship between the work environment and the performance of employees in companies (Meyer, Stanley, Herscovitch, & Topolnytsky, Citation 2002; Mowday et al., Citation 1979; Yahaya & Ebrahim, Citation 2016). Employees' commitment relates to a factor that associates employees with the organization (Yahaya & Ebrahim, Citation 2016) and further aids in ameliorating the organization's success (Fornes, Rocco, & Wollard, Citation 2008; Mowday et al., Citation 1979; Yahaya & Ebrahim, Citation 2016). An absence of consistency in the meaning of commitment has been observed in the literature (Yahaya & Ebrahim, Citation 2016), which led to confusion about the true concept of OC (Darolia, Kumari, & Darolia, Citation 2010). Porter Steers, Mowday, and Boulian (Citation 1974) elaborated OC as a combination of three mental variables: firstly, a commitment and acknowledgment of the hierarchical objectives of the firm; secondly, a readiness to apply significant exertion toward authoritative objective achievement (contribution); and thirdly, a powerful urge to stay in an association (dependability). Six interpretations of the phenomenon of OC were identified by Solid and Zanelli (Citation 2006): instrumental, standardizing, effective, sociological, conduct, and affiliate. Piyasena and Kottawatta's (Citation 2018) goal was to look into how employee engagement affected the OC. They randomly selected 317 non-academics from Sri Lanka's state universities. A structured questionnaire was employed as a tool for the study. Furthermore, there is little to no correlation between sustained commitment and employee engagement. Thus, it was determined that a crucial aspect of human behavior is employee engagement.

Prior studies focused on the consequences of HR policies at the company level; however, the effects on individuals were not adequately addressed (Guchait & Cho, Citation 2010). The perspectives of individual employees on the viability of an organization's HR policies have not received much attention from scholars (Boselie & Wiele, Citation 2002; Guchait & Cho, Citation 2010). The three elements of the OC are obligation, need, and desire. These components show three different commitments—continuance, affective, and normative—to be employed with the organization (Meyer & Allen, Citation 1991). Moreover, earlier studies that examined the effect

of HRM at the company level showed revenue, turnover, and profitability as its outcomes (Guchait & Cho, Citation 2010; Huselid, Citation 1995), while few studies have concentrated on the impact of HR practices on a single employee's state of mind, such as OC (Edgar & Geare, Citation 2005; Guchait & Cho, Citation 2010; Hemdi & Nasurdin, Citation 2006).

According to Agarwala (Citation 2003) and Rodgers (Citation 1995), companies can increase employee engagement by using motivation, rewards, and correspondence. Since higher levels of employee commitment result in positive organizational outcomes, managers must constantly take workers' morale into account (Chughtai & Zafar, 2006). Literature recommends that employee commitment leads to employee progress and advances the performance of the organization. Hiltrop (Citation 1996) suggested that best HR practices strive to direct employees' mind-sets and conduct toward the attainment of a competitive advantage for the organization. Agarwala (Citation 2003), Giauque, Resenterra, and Siggen (Citation 2010), and Ghosh (Citation 2015) made a call for research in the area exploring the relationship between OC and HR practices. The employees or HR managers of organizations always play a crucial role in formulating and enacting well-designed HR practices. The study of Oh, Blau, Han, and Kim (Citation 2017) considered perceived organizational value as a mediating variable in their study and revealed that those employees working with chief HR officers with the highest levels of human capital are likely to have higher levels of commitment to HR and positively impact the managers' commitment and behavior.

Furthermore, according to Mackay (Citation 2018), there is a strong and significant relationship between OC, high-commitment HR policies (such as providing opportunities for feedback and training), and employee job satisfaction. The impact of HR practices on organizational citizenship (OC) needs to be taken into consideration to adjust to a more holistic approach. This would provide better insights about OC by taking into account the various components of HR practices (each distinct component of HR practice needs to be individually examined) (Juhi, Wan, & Hansaram, Citation 2013).

5. Conceptual framework of the study

This conceptual framework was designed to show the interactions between the previously stated components. It gave a detailed image of the factors in the study, as well as their outcomes, impacts, and modifications. It simplified and made the subject easy to understand for the reader. This conceptual framework makes the topic clearer and highlights the main idea of the entire study. This model would provide a clearer understanding of the mechanisms by which psychological empowerment, organizational commitment, and employee retention are tied to the predecessors of sustainable human resource management practices. In addition, the study's conceptual framework suggests that staff retention is directly impacted by sustainable HRM practices. Two important variables—psychological empowerment and organizational commitment—mediate this effect. Human resource management techniques and tactics that are focused on fostering long-term sustainability—for the company as well as its employees—are referred to as sustainable HRM practices. The term "psychological empowerment" describes how someone feels about their capacity to manage their career and contribute significantly. Employee attachment, loyalty, and identity with their organization are referred to as organizational commitment.

The conceptual framework suggests, according to Obeidat et al. (2014), that sustainable HRM practices, such as compensation, perceived organizational support, work-life policies, training and development, career opportunities, empowerment, and organizational climate, have a direct impact on psychological empowerment and organizational commitment. In turn, psychological empowerment mediates both staff retention and sustainability. In other words, companies can improve employees' sense of commitment and empowerment by implementing sustainable HRM practices, which eventually results in improved employee retention rates and decreased turnover (Geh, 2023). The conceptual framework for this study draws on various sources that highlight the relationship between sustainable HRM practices. These sources emphasize the positive impact of HR practices, such as compensation, training and development, and organizational support, on organizational commitment (Obeidat, et al, 2014). Furthermore, other studies have shown that sustainable HRM practices can also positively influence employee resilience and workplace engagement (Geh, 2023).

The conceptual framework incorporates psychological empowerment's function as a mediator in sustainable human resource management techniques. In general, the conceptual framework suggests that psychological empowerment and acting as mediating elements that improve the connection are directly linked to sustainable HRM practices.

In conclusion, the conceptual framework for this research indicates that organizational commitment and psychological empowerment play mediating roles in the beneficial relationship between sustainable HRM practices and employee retention. Adopting sustainable HRM methods can increase employees' sense of empowerment and commitment to the organization, claim Obeidat et al. (2014). These strategies include things like compensation, work-life policies, career opportunities, training and development, empowerment, and corporate culture. Higher employee retention and lower employee turnover rates are the outcomes of this. Put another way, organizations that prioritize sustainable HRM practices stand a better chance of cultivating an environment in which employees are inspired and enabled to perform to the best of their abilities. The conceptual framework for this study concludes by suggesting a clear relationship between psychological empowerment and commitment and sustainable HRM practices.

Figure 1. Conceptual framework of the study.



Sources: conceptual model of the study:- Sustainable HRM Practices (SHRM), Psychological Empowerment (PE), and Employee Retention (ER), mediated by both organizational commitment (OC) and PE, isn't attributed to a single authors, Here are some key sources and authors that support the different components and relationships in this model: Jabbour, C.J.C. & De Sousa Jabbour, A.B.L. (2016): Spreitzer, G.M. (1995): Gagné, M. & Deci, E.L. (2005): Meyer, J.P. & Allen, N. (1997): Organ, D.G. (2007): Kim, H.J. & Han, K.J. (2010).

4. Hypothesis: -

The main hypothesis is that employee retention is positively impacted by sustainable human resource management (HRM) practices. Two important variables—psychological empowerment and organizational commitment—mediate this influence. To be more precise, the theory can be expressed as follows:

H1: Sustainable HRM practices positively influence employees' psychological empowerment.

H2: Sustainable HRM practices positively influence employees' organizational commitment.

H3: Psychological empowerment positively influences employees' retention.

H4: Organizational commitment positively influences employees' retention.

Furthermore, based on these hypotheses, the study posits that psychological empowerment and organizational commitment play mediating roles in the relationship between S HRM practices and employees' retention.

H5: Psychological empowerment mediates the relationship between sustainable HRM practices and employees' retention.

H6: Organizational commitment mediates the relationship between sustainable HRM practices and employees' retention.

In summary, the study aims to explore how sustainable HRM practices impact employees' retention by examining the mediating roles of psychological empowerment and organizational commitment.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter explains the research strategies and methods used to look into how sustainable HRM "practices influence" employee retention. The significance of psychological empowerment and organizational commitment is emphasized in the Zemen Bank case study. In this section, they can describe the research methodology used in the study. The research design, study setting, target population, sample size, sampling strategy, data source, data collection tool, validity and reliability of the instrument, data processing methodology, and ethical issues are among the subjects covered.

3.2. Research Approach

Every study is not exclusively quantitative or qualitative, as Creswell and Plano Clark (2007) contend, and many of the components of each approach are the same. It was crucial to use the quantitative technique to collect additional data, particularly numerical data. The alternative strategy was a qualitative one, therefore gathering data that was pertinent to a thorough examination of the problem at hand was crucial when using this kind of method. Because the mixed-methodologies approach combines the advantages of both qualitative and quantitative methods, it enables a more thorough knowledge of the research issue (study). This can guarantee that the study meets its goals and that the results are trustworthy and accurate.

3.3. Research Design

The only thing that makes up a research design is the framework for the study. Explanatory and descriptive research designs were employed in this study to help it reach its objectives. The reason for using a descriptive research strategy is the researcher's desire to describe the current state being studied. According to Creswell (2005), one technique for finding out more about the current situation is to do research using the descriptive method. The research design used for this study is fact-finding, with adequate and appropriate interpretation of the results. An explanatory research approach is employed to achieve the objectives of the study and look into the causal correlations between the variables (psychological empowerment, organizational commitment, employee retention, and sustainable human resource management methods).

3.4. Population and Sampling Design

3.4.1. Target Population of Study

A population is any group of individuals, things, or objects that share certain traits and adhere to a certain set of standards (Cooper & Schindler, 2003). Research is conducted with the population's best interests in mind. Another name for a well-defined group of people or things that are known to share similar traits is a study population. Within a given community, all persons or items typically have a common, unifying quality or trait. Managers and workers were the intended respondents. The organization's employers are all of the responders listed above. They bore complete accountability for the bank's growth. The survey also looked at how they perceived the roles of organizational commitment and psychological empowerment concerning sustainable HRM "practices" and employee retention.

3.5. Sample Technique

Both probability and non-probability sampling strategies are applied in the course of this investigation to choose study participants. W.S. Gosset used simple random sampling, sometimes known as the lottery method, to choose the study participants who answered the survey questionnaire (1876–1937), because this technique has to give equal chances to the employees being selected. Zemen Bank's key informants were chosen on a purposive basis (non-probability sampling) as results of their direct involvement with the problem were expected to have richer knowledge than others on the subjective nature of the study.

3.6. Sample Size Determination

The size of the sample was decided by the researcher's tolerance for error. According to estimates, Zemen Bank had a total population of 1500. The formula for calculating the required size (S) of a randomly selected size from a finite population was found using Sample Size for a Given Population Size (Sekaran, 2003). As a result, the researcher randomly selected 306 respondents from the entire population to ask questions about their opinions on how sustainable HRM practices affect employee retention by looking at the mediating roles of psychological empowerment and organizational commitment. The proportions in the table are based on the assumption that the standard error is .05 (95% confidence level).

Table 1 sample size is given for the population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	180	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346

Source: -Sample Size for a Given Population Size. (Sekaran, 2003)

3.7. Sources and Types of Data

Both qualitative and quantitative methodologies were employed in the investigation. Therefore, it is essential to use both forms of data in order to balance the shortcomings of one method with the advantages of another (Creswell, 2003). Both primary and secondary sources were used in the study to gather data and draw specific conclusions. The main source of data was management and staff at Zemen Bank, who were surveyed using a straightforward random sample technique. Secondary data was gathered from published sources and yearly reports of Zemen Bank.

3.8. Method of Data Collection

To get relevant data for this study, both primary and secondary sources of information were taken into account. According to Fraenkel et al. (2008), participants in primary data sources are assumed to be more truthful or firsthand observers of the events being recorded. Primary data were provided by managers and specialists to address the research issues of the study. The study's objective prompted a greater focus on primary data sources. In addition, secondary data

were used to support the study's findings. Information from secondary data sources was added to the data obtained from primary data sources. Secondary learners are those who were not present at the events but heard about them from others (Fraenkel et al., 2008). Secondary data is gathered from the body of existing literature, which includes findings from earlier studies, books, journals, e-sources, studies, and yearly abstracts. Data collection instruments to increase the breadth of information obtained from the respondents concerning how sustainable HRM practices impact employee retention by examining the mediating roles of psychological empowerment and organizational commitment. The study used two types of data collection instruments: Questionnaires and interviews.

3.9. Methods of Data Analysis

The researcher used descriptive statistics analysis, which is a statistical description of the data, including frequencies, percentages, and the mean (Sutanapong & Sutanapong, 2015). Inferential statistics employs multiple regression analysis techniques to quantitatively estimate the effect of the independent and dependent variables, and Using IBM SPSS software version 26, one can examine the relationship between two variables using Pearson's correlation.

3.9.1. Reliability

Concerns about validity and reliability force us to think about what we are studying and how consistent our measurement methods are. According to Saunders (2003), validity and reliability are as follows: "Validity is the extent to which data collection methods capture the intended information. Moreover, dependability indicates the quantity of outcomes your data collection or analysis techniques were able to generate. Various academics have stated that an instrument is rarely 100% accurate.

Cronbach's alpha is a measure of reliability. Reliability is the constancy or dependability of a measurement tool. It is defined as the proportion of survey response variability attributable to respondent variability. According to Tabachnick and Fidell (2007), the reasons for response variations are not ambiguity or alternative readings of the survey, but rather the respondents' differing perspectives.

Table 2: Cronbach's Alpha Internal Consistency Rule of Thumb

Cronbach's alpha Internal consistency	Cronbach's alpha Internal consistency
$\alpha > 0.9$	Excellent (High-Stakes testing)
$0.7 < 0.9$	Good (Low-Stakes testing)
$0.6 < 0.7$	Acceptable
$0.5 < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: Manerika, Vijaya and Manerikar, Sumeet (2015)

Table 3. Coefficients

Cronbach's Alpha		N of Items	Internal consistency
Sustainable human resource management practice	.841	12	Good
Psychological empowerment	.773	12	Good
Organizational commitment	.721	9	Good
Employee retention	.653	8	Acceptable

Cronbach's alpha, according to Allen and Yen (2002), separates all of the instrument's questions in every conceivable way and calculates correlation values for each one. Cronbrash's alpha is ultimately expressed as a single number, and similar to a correlation coefficient, the closer the number is to one, the greater the instrument's reliability estimate. All items were generally approved because their Cronbach's alpha was greater than 0.7. The researcher used a pilot test for validity testing and a reliability test for validity testing before beginning the investigation. The overall sustainable human resource management practice was .841, which is higher than 0.70 and suggests the validity of the research. For every item related to psychological empowerment, the Cronbach's alpha is .773.

3.9.2. Validity

Validity of instruments refers to the quality of data gathering instrument procedures, which measure what is supposed to be measured (Kothari, 2009). Tabachnick and Fidel (2007) defined validity as the degree to which the study accurately reflects the degree of a specific concept the researcher is attempting to measure. In qualitative research, the concept of validity has been adopted to mean more appropriate terms such as quality, rigor, and trustworthiness (Fink, 2008).

The schedule, they must be constructed in such a way that relevant and crucial themes are obtained. In this study, employees and management members conducted a pilot test to improve the questionnaire's content validity and the respondents' understanding and comprehension. To ensure validity, particularly content validity, comments from professionals and respondents were sought.

3.10. Ethical Consideration

While conducting this study, ethical considerations were taken into account. Adequate care was taken to select the appropriate time to distribute questionnaires. At most, an effort was made to avoid circumstances such as busy and high-peak office task hours, and respondents were encouraged to give answers to the questions in a relaxed manner. By explaining the purpose and objective of the study, maximum effort is made to make respondents feel secure, and confidentiality is maintained so that no harm could happen to them.

CHAPTER FOUR

DATA PRESENTATION, DISCUSSION, AND ANALYSIS

Introduction

The data presentation and result analysis are covered in this chapter. The respondent profile is presented at the start of the chapter, and then the findings for inferential (Pearson correlation and regression) and descriptive data are presented. With SPSS 26, the data analysis was done.

4.2. Response Rate

Table 4. Response Rate

Zemen Bank Respondents		
Questionnaires	Respondents	Percentage
Returned	281	91.8
Not returned	25	8.2
Total	306	100

Source: Own Survey, 2024

Out of all the questionnaires that were given to the respondents, 281 of them were satisfactorily filled out and returned. The response rate as a whole was 91.8%. When compared to the recommendations in the literature, this response rate might be considered as exceptionally good. According to Bobbie (1998), a 50% response rate is considered sufficient, a 60% response rate is seen as excellent, and a 70% response rate is regarded as exceptional. A poor response rate raises questions about the study's external validity, which is unacceptable. Nonetheless, they concur that the response rate to questionnaire surveys might differ based on the type of responder, the importance of the research, and the nature of the study. In addition, semi-structured interview questions for two managers and four employees were produced. Six of the selected interviewees returned the survey. Thus, the information gathered from the filled-out questionnaires and the answers from the interviews has formed the basis for the analysis of this study.

4.2. Demographic Characteristics

The following section presents the respondent's profile in terms of gender, age, marital status, education level, and work experience in the current position.

4.2.1. Gender respondents

Table 5. Gender respondents

Information	Category	Frequency	Percentage
Gender	Male	135	48.1
	Female	146	51.9
	Total	281	100

2024

According to the above table, 135 (48.1%) male and 146 (51.9%) female respondents were included in the study, provided that both genders participated and there was no gender bias in the study.

4.2.2. Distribution Respondents

Table 6. Age of respondents

Information	Category	Frequency	Percentage
Age	18 – 30	103	36.7
	31 – 40	173	61.5
	41 – 50	5	1.8
	Total	281.	100

The findings of the study revealed that the largest group respondents (61.5%) falls into the age group of 31–40 years, while respondents aged 18–30 represent 36.7 present. According to the study, respondents aged 41–50 years represent only 1.8% of the total sample.

4.2.3. Marital Status of the Respondents

Table 7. Marital Status of the respondents

Information	Category	Frequency	Percentage
Marital status	Single	114	40.5
	Married	163	58.1

	Divorce	2	0.8
	Widowed	2	0.8
	Total	281	100

2024

According to the study's findings, the majority of respondents (58.1%) were married, while 40.5% were single. According to the study, the total sample was made up of divorced (0.8) and widowed (0.8) respondents.

4.2.4. Educational Level of Respondents

Table 8. Education level of the respondents

Information	Category	Frequency	Percentage
Educational Level	Diploma	4	1.4
	BA Degree	196	69.8
	Master's	81	28.8
	Total	281	100

2024

The above table shows that the largest group of respondents in this study falls into the group of BA degree holders, and it takes up a share of 169 (69.8%) of the total sample, whereas the respondents holding an educational level of diploma represent the lowest share of 4 (1.4%). In the study, master's degree holders made up 81 (28.8%) of the total sample. The majority of respondents who participated in this study were BA degree holders, with 196 (69.8%), followed by master's degree holders, who made up 81 (28.8%) of the total sample.

4.2.5. Work experience in the current position

Table 9. Work experience in the current position

Information	Category	Frequency	Percentage
Work	1-5 Years	57	20.3
	6-10 Years	157	55.9
	11-15 Years	67	23.8

	Total	281	100
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2024

Largest group of respondents falls into category of 6–10 years and represents 157 (55.9%) of the total sample, followed by the respondents grouped 11–15 years for 67 (23.8%) and 57 (20.3%) of the total sample were the respondent work experience 1–5 years. The results indicated that the majority of the respondents were 6–10 years old, which represents 157 (55.9%) of the total sample.

4.3. Independent variables descriptive statistics

To indicate perception respondents towards exploring how sustainable human resource practice and employee retention play the roles of psychological empowerment, OC organizational commitment Zemen Bank, the researcher used Likert five-point scale. Accordingly, the findings are presented using for central tendency and (SD) for variability.

4.3.1. Descriptive analysis of the independent variables (sustainable human resource practice)

Table 10. Descriptive analysis of the independent variables (sustainable human resource practice)

Sustainable human resource practice	N	Mean	SD
My organization promotes resource conservation and energy efficiency in the workplace.	281	3.77	.850
We are encouraged to use environmentally friendly products and services.	281	3.96	.842
The organization actively reduces its carbon footprint through various initiatives.	281	3.90	.677
I am aware of and can participate in environmental programs and activities.	281	4.00	.768
My organization values diversity and inclusion in the workplace.	281	3.83	.736
There are opportunities for employee engagement in community service or social responsibility projects.	281	3.94	.788
The organization fosters a respectful and ethical work environment.	281	3.84	.768

Employee well-being and work-life balance are actively promoted.	281	3.86	.906
My organization prioritizes fair compensation and benefits for all employees.	281	3.83	.816
We have transparent and ethical business practices.	281	3.81	.946
The organization invests in employee training and development for long-term career growth.	281	3.81	.847
We are encouraged to contribute to sustainable practices that benefit the organization and the community.	281	3.80	.954

Source: own Survey, 2024.

As shown in Table 10, the descriptive statistics of the independent variables of sustainable human resource management practice used 12 items related to employee perceptions of the organization's practices. The data includes responses from 281 participants (N = 281). The items were rated on a scale from 1 to 5, with higher scores indicating stronger agreement with the positive statements. The statement "I am aware of and can participate in environmental programs and activities, and we are encouraged to use environmentally friendly products and services received the highest mean scores (4.00 and 3.96, respectively), suggesting strong employee agreement with these aspects. "We are encouraged to contribute to sustainable practices that benefit the organization and the community." had the lowest mean score (3.80), implying some room for improvement in communication and accessibility of such programs. So the organization invests in employee training and development for long-term career growth. And we have transparent and ethical business practices. Have a standard deviation of 8.847 and a mean of 3.81. With a mean score of 3.81 & 946, my organization prioritizes fair compensation and benefits for all employees with a mean score of 3.83 & 816. There are opportunities for employee engagement in community service or social responsibility projects with M=3.94 & S 788. Employee well-being and work-life balance are actively promoted, with a mean score of 3.86 and a standard deviation of .906. Fosters a respectful and ethical work environment had a standard deviation of 7.768 and a mean of 3.84. The organization actively reduces its carbon footprint through various initiatives with a mean score of 3.90 and standard deviation of .677. Standard deviations generally range between 0.9 and 1.0, indicating a moderate spread of opinions for most items. However, items ("We have transparent and ethical business practices."

and "We are encouraged to contribute to sustainable practices that benefit the organization and the community.") have slightly higher standard deviations (0.94 and 0.95, respectively), suggesting greater diversity in employee views on these topics.

4.3.2. (Psychological empowerment)

Table 11. Psychological empowerment

psychological empowerment	N	Mean	SD
I feel that my work is important and makes a positive difference.	281	3.78	.855
My job contributes to something larger than myself.	281	3.83	.942
My work is meaningful and fulfilling.	281	3.79	.794
I have the skills and knowledge necessary to do my job effectively.	281	3.86	.823
I feel confident in my ability to handle challenges at work.	281	3.72	.847
I am able to learn and grow in my role.	281	3.70	.887
I have autonomy over my work and how I get things done.	281	3.69	.961
I have control over my workload and decision-making.	281	3.65	.975
I am encouraged to be creative and take initiative.	281	3.56	.984
My work has a significant impact on organizational outcomes.	281	3.59	1.007
I can make a difference in my team and the organization.	281	3.54	.985
My contributions are recognized and valued.	281	3.54	1.010

Source: own Survey, 2024.

Psychological empowerment statement "I have skills and knowledge necessary to do my job effectively." had the highest mean value of 3.86 and SD of.823, according to the results. I can make a difference in my team and the organization, and my contributions are recognized and valued have the lowest mean value of 3.54, an SD of.985, and a standard deviation of 1.10, respectively. So that, my work has a significant impact on organizational outcomes have a standard deviation of 1.07 and a mean of 3.59. With a (M= 3.56) and (SD=984), I am encouraged to be creative and take initiative. I have control over my workload and decision-

making, with a (M=3.65) and a (SD=.975). I am able to learn and grow in my role, and I feel confident in my ability to handle challenges at work with (M=3.70) and (SD=.887), and with (M=3.72) and (SD=.847,) respectively. My work is meaningful and fulfilling, with a mean score of 3.79 and (SD=.794.) My job contributes to something larger than myself, with (M=3.83) and (SD=.942). I feel that my work is important and makes a positive difference have (M=3.78) and (SD=.855.) "I have autonomy over my work and how I get things done" (M=3.69) and (SD=.961).

4.3.3. Organizational commitment descriptive statistics

Table 12. Organizational commitment descriptive statistics

Organizational commitment	N	Mean	SD
I deeply care about the welfare of this organization.	281	3.47	1.089
I am proud to be a part of this organization.	281	3.63	1.010
I would be very unhappy if I had to leave this organization.	281	3.48	1.063
obligation to stay with this company	281	3.60	.984
I feel loyal to this organization.	281	3.52	.989
Leaving this organization would be unfair to my colleagues.	281	3.65	1.007
The sacrifices I have made in this organization (e.g., training, skills, and relationships) make it difficult to leave.	281	3.43	1.154
There are few good alternative employment opportunities available to me.	281	3.46	1.038
Leaving this organization would be disruptive to my personal life	281	3.27	1.179

Source: own Survey, 2024

Descriptive statistics organizational commitment statement "Leaving this organization would be unfair to my colleagues." have the highest mean value of 3.65 and SD of 1.07, according to the results. Leaving this organization would be disruptive to my personal life. Have the lowest M=3.27 and SD 1.179. So there are a few good alternative employment opportunities available to me. Have a standard deviation of 1.038 and a mean of 3.46. With M=3.43 and a SD, 1.1154,

sacrifices I have made in this organization (e.g., training, skills, and relationships) make it difficult to leave. I feel loyal to this organization M= 3.52 and SD.989. Obligation to stay with this company, and unhappy if I had to leave this organization with M= 3.60 and SD.984, and with M=3.48 and SD.1063, respectively. I am proud to be a part of this organization with (M=3.63) & a (SD1.010.) I deeply care about the welfare of this organization, with (M=3.47) and (SD1.089.)

4.3.4. Employee retention descriptive statistics

Table 13. Employee retention descriptive statistics

Employee retention	N	Mean	SD
I feel challenged and stimulated in my current role	281	3.27	1.110
I am satisfied with the opportunities for growth and development provided by my company.	281	3.27	1.077
The work I do is meaningful and aligns with my values.	281	3.22	1.059
I am satisfied with the level of recognition and appreciation I receive for my work.	281	3.14	1.078
The overall work environment is positive and supportive.	281	3.13	1.073
I feel empowered to make decisions in my role and have the resources I need to be successful.	281	3.12	1.013
I have a clear understanding of my responsibilities and how my work contributes to the company's goals.	281	2.99	1.069
I feel encouraged to share my ideas and opinions, and they are valued by my company	281	3.00	1.160

Source: 2024 Own Survey

Descriptive statistics employee retention statement “I feel challenged and stimulated in my current role and I am satisfied with the opportunities for growth and development provided by my company.” have the highest M= 3.27 and SD of 1.110, with a mean score of 3.27 and a standard deviation of 1.077, results. I have a clear understanding of my responsibilities and how my work contributes to the company's goals. have the lowest mean value of 2.99 and SD of 1.069. So that I feel empowered to make decisions in my role and have the resources I need to be successful. have a standard deviation of 1.013 and a mean of 3.12. With 3.13 and SD1.073, The overall

work environment is positive and supportive. I am satisfied with the level of recognition and appreciation I receive for my work. a mean score of 3.14 and a standard deviation of 1.078. The work I do is meaningful and aligns with my values with 3.22 and a standard deviation of 1.059.

4.3.5. Descriptive Analysis Summary for Independent and Dependent variables

Table 14. Descriptive Analysis Summary for Independent and Dependent variables

Variables	N	Mean	SD
Sustainable human resource management practice	281	3.86	.500
Psychological empowerment	281	3.69	.495
Organizational commitment	281	3.50	.589
Employee retention	281	3.14	.584

Source: own Survey, 2024

The descriptive analysis's summary of the independent and dependent variables "sustainable human resource management practices (SHRMP)" has the highest mean score (mean = 3.86 and SD =.500). Psychological empowerment had a standard deviation of 4.95 and a mean of 3.69. This implies the 2nd highest mean score (organizational commitment mean = 3.50 and standard deviation =.792). In contrast, employee retention has the lowest mean score (mean = 3.14 and standard deviation =.589).

4. Correlation Analysis

Senthilnathan (2019) claimed that the correlation coefficient could serve as a live assessment of how strongly variables are linearly associated. An immediate association between the variables is implied by a positive correlation coefficient, which shows that an increase in the first variables would correlate to a rise in the second variables. Additionally, an inverse relationship—that is, one variable increasing while the other decreases—is demonstrated by a negative correlation (Taylor, 1990).

Table 15 . Correlation for the study variables

Variables		1	2	3	4
SHRMP	Pearson Correlation	1			

	Sig. (2-tailed)				
PE	Pearson Correlation	.726**	1		
	Sig. (2-tailed)	.000			
OC	Pearson Correlation	.553**	.681**	1	
	Sig. (2-tailed)	.001	.000		
ER	Pearson Correlation	.465**	.499**	.581**	1
	Sig. (2-tailed)	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).					

Note: sustainable human resource management practices (SHRMP), psychological empowerment (PE), organizational commitment (OC), and employee retention (ER).

Table shows there are positive and significant correlations between sustainable human resource management practices (SHRM), psychological empowerment (PE), organizational commitment (OC), and employee retention (ER). Sustainable human resource management practices (SHRMP) show a statistically significant positive correlation with psychological empowerment (PE), organizational commitment (OC), and employee retention (ER), indicating that stronger sustainable HRM practices are associated with higher psychological empowerment, organizational commitment, retention. (OC) and ER ($r = .581$), followed by psychological empowerment PE and employee retention ER ($r = .499$). This shows that organizational commitment has the strongest direct relationship with employee retention, with psychological empowerment having a slightly weaker but still significant influence. The correlation relationships between sustainable human resource management practices SHRMP and psychological empowerment PE ($r = .726$) are higher than their correlations with organizational commitment OC ($r = .553$) and ER ($r = .465$). This implies that sustainable HRM practices have a strong direct impact on psychological empowerment and also indirectly influence organizational commitment and retention.

Finally, the output result analysis shows that implementing sustainable HRM practices is likely to lead to a more empowered and committed workforce, ultimately resulting in higher employee retention. Sustainable human resource management practices (SHRM), psychological empowerment (PE), and organizational commitment (OC) had a positive correlation; organizational commitment had the strongest direct relationship with employee retention, followed by psychological empowerment. To sum up, the correlation matrix shows a positive

relationship between SHRM, PE, OC, and ER. Sustainable HRM practices have a strong direct impact on psychological empowerment and also indirectly influence organizational commitment and retention.

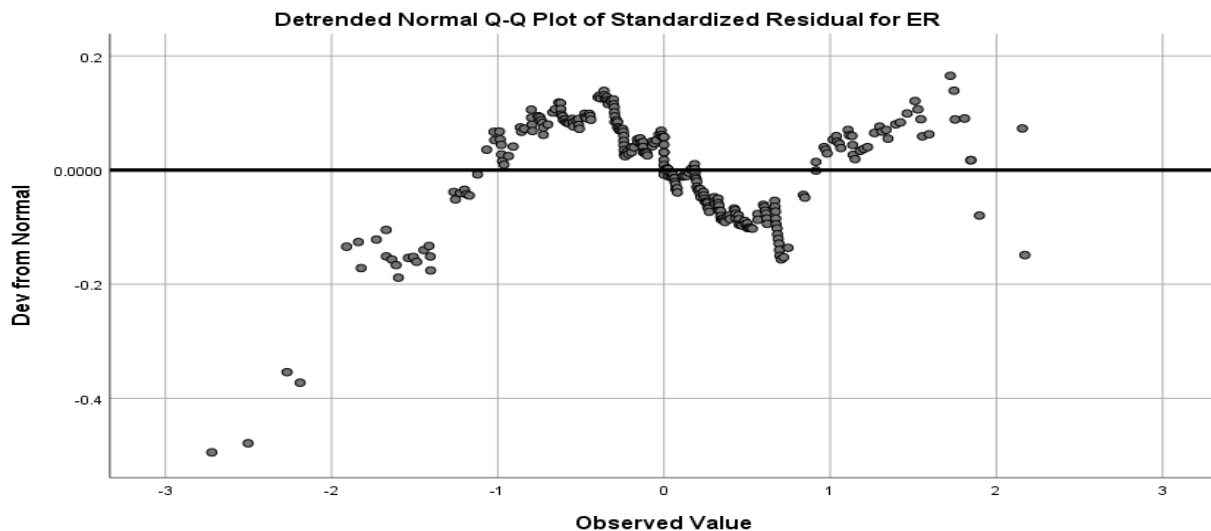
4.1.1. Linear Regression Model's Assumptions and Regression Diagnostics

Before performing the regression analysis to assess the research hypotheses, a preliminary study known as regression diagnostics was conducted to verify the basic assumptions of the classical linear regression model, including linearity, normality, multi-collinearity, and homoscedasticity.

4.1.2. Linearity Test

The linearity assumption can be tested using the scatter plot and the normal probability probability (P-P) plot of the regression normalized residual. As can be seen from figure 2, the residuals scatter plot, the dots are logically placed in a straight line from bottom to top. We can then conclude that the linearity assumption was maintained.

Figure 2. Linearity Test



4.1.3. Test of Homoscedasticity

Table 16 . Test of homoscedasticity

The Equality of Error Variances Test by Levene

Dependent Variable: ER			
F	df1	df2	Sig.

.772	263	17	.805
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Examines the null hypothesis, which states that the dependent variable's error variance is the same for all groups.

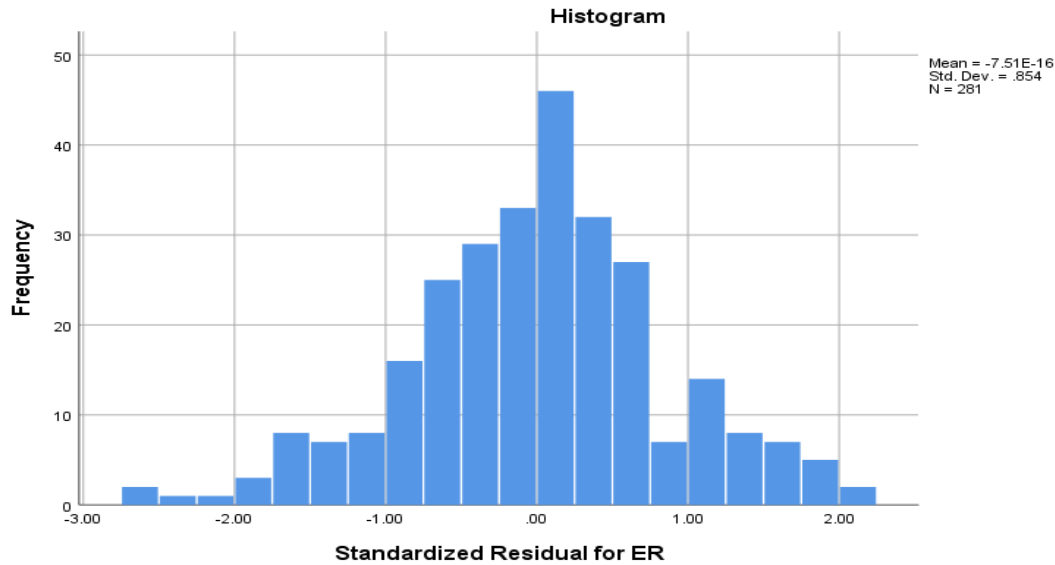
a. Design: Intercept + SHRMP + PE + OC

The above table shows that Levine's test is whether the variances of two samples are approximately equal. A homoscedasticity test was carried out to determine if the moderating factors examining employees of Zemen Bank are not giving similar variances to employee retention on the regression values. As shown in the above table, the value of Levine's statistic, Statistically Significant Result: As shown in the above table, the value of Levine's statistic, F (.772), p-value (Sig.) is .805, which is greater than the typical alpha level of 0.05. Rejected the null hypothesis and came to the conclusion that the study's data is not homogeneous since the dependent variable's (ER) error variances are not identical for each group.

4.1.4. Tests of Normality

Variables with normal distributions are assumed in regression. Relationships and significance tests may be misrepresented by variables with non-normal distributions. The histogram is one of several data points that the researcher might use to evaluate this hypothesis (Osborne & Waters, 2017). A sample data histogram will never yield a beautifully smooth normal curve identical to the one overlaid on the histogram. The assumption of normalcy is satisfied if the data is roughly normally distributed, with a peak in the middle and reasonably symmetrical. Upon visual inspection of the histogram, it was evident that the data points for the independent variable (SHMP, PE, OC, and ER) were nearly normally distributed, resembling a bell curve.

Figure 3. Histogram



4.1.5. Multi-collinearity Test

A further premise of the traditional linear regression model is the multi-collinearity test. A statistical phenomenon known as multi-collinearity can occur when there is a significant correlation between two or more predictor variables in a multivariate analytic model. According to Shrestha (2020), multi-collinearity refers to the occurrence of strong inter-correlations between the components in a multiple regression model. There are three indications that can be used to determine whether multi-collinearity exists: correlation, variance inflation factor (VIF), and tolerance. Tolerance, which is actually $1 - R^2$, is the amount of variability in one independent variable that is not explained by the other independent variables. When the tolerance value is less than 0.10, co-linearity occurs. If the independent variables are known, the variance inflation factor (VIF) may be used as a method to quantify and measure the amount that the variance is inflated.

Table 17: Collinearity Diagnosis

Model		Collinearity Statistics	
		Tolerance	VIF
1	Sustainable human resource management practices (SHRM)	.467	2.143
	psychological empowerment (PE)	.361	2.769

	organizational commitment (OC)	.529	1.889
a. Dependent Variable: Employee retention			

Source: 2024 Own Survey

The above collinearity diagnosis Table 16 shows that the tolerance values of sustainable human resource management practices (SHRM) are 0.467, psychological empowerment (PE) values are 0.361, and organizational commitment (OC) values are 0.559, and the tolerance values 2.143, 2.769, and 1.889, correspondingly, as verified in the above table. These VIF values are below the threshold of 10. Thus, the model passes the underlining assumption of the multiple regression models, and interpreting the results becomes valid and correct.

4.2. Regression Analysis

For the purposes of analyzing Explanatory variables explained variable, regression analysis was employed. Regression analysis allows the prediction or estimation of the value of one variable (the criterion, dependent, or predicted variable; called Y) from one or more predictor variables (called X) (Keith, 2006). Researcher Hail Michael (2014) employed multiple linear regression models to explore how sustainable human resource practice, influence, and employee retention play the roles of psychological empowerment and organizational commitment. Also adopted models to identify effects of factors. The results of such analysis are narrated as follows: -.

Table 18. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609a	.370	.364	.466

a. Predictors: (Constant), Organizational commitment, Sustainable human resource practice, psychological empowerment.

b. Dependent Variable: employee's retention

Model summary results of a regression analysis that attempts to predict employee retention based on three independent variables: organizational commitment, sustainable human resources management practices, and psychological empowerment. The model summary table displays the

results of the linear regression analysis. $R = 0.609$: This signifies the correlation between the predicted values and the actual employee retention rates. It indicates that the model explains 60.9% of the variance in employee retention. R-squared: indicates how much (ER) variables (OC, SHRMP, and PE). The R-squared value of 0.370 suggests that 37% of the variance in ER can be explained by the model. The model summary shows that the model fits the data well and that all the significantly.

4.2.1. ANOVA

Table 19. ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.340	3	11.780	54.332	.000b
	Residual	60.057	277	.217		
	Total	95.397	280			

- a. Dependent Variable: employee’s retention
- b. Predictors: (Constant), Organizational commitment, Sustainable human resource practice, psychological empowerment

2024

The sum of the explained sum of squares (35.340) and the residual sum of squares (60.57) equals the total sum squares (95.397). From the perspective of regression, an analysis of variance (ANOVA) is a study of the total sum of squares for these components. From the above table, 54.332 (mean square of regression divided by mean square of residual), and it is significant at a p value of 0.00 ($p = 0.05$). It can be concluded that sustainable human resource management practices (SHRM), psychological empowerment (PE), organizational commitment (OC), and employee retention (ER) can significantly predict employee retention. (See Table 19).

4.2.3. Coefficients result

Table 20. Coefficients result

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
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		B	Std. Error	Beta		
1	(Constant)	1.043	.241		4.326	.000
	SHRMP	.543	.062	.465	8.778	.000
2	(Constant)	.968	.228		4.250	.000
	PE	.589	.061	.499	9.630	.000
3	(Constant)	1.125	.171		6.572	.000
	OC	.576	.048	.581	11.936	.000
Dependent Variable: - employee's retention						

1.043. When SHRMP is zero, the predicted value of employee retention is 1.719. SHRMP (0.543): For every one-unit increase in SHRMP, employee retention is expected to increase by 0.543 units. This relationship is statistically significant ($p < 0.000$). When employee retention (0.968): When PE is zero, the predicted value of employee retention is 0.968. PE (0.589): For every one-unit increase in PE, employee retention is expected to increase by 0.589 units; this relationship is statistically significant ($p < 0.000$). Constant (1.125): When OC is zero; the predicted value of employee retention is 1.125. OC (0.576): For every one-unit increase in OC, employee retention is expected to increase by 0.576 units. Based on the above regression analysis output independent variables (SHRMP, PE, and OC) have a significant positive effect on employee retention. This means that increases in any of these factors are relationship with higher levels of employee retention. Statistical Significance (p-values): All p-values are 0.000, indicating strong evidence against the null hypothesis of no effect. Therefore, organizations should focus on fostering shared rewards and penalties, enhancing employee performance expectancy, and promoting organizational commitment to increase employee retention.

4.3. Model Summary mediating variables

Table 21 . Model Summary mediating variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598a	.358	.353	.469

a. Predictors: (Constant), Organizational commitment, psychological empowerment.

b. Dependent Variable: employee’s retention

Source: Own, 2024

After testing the pertinent classical linear regression model assumptions for the utilized data, regression analysis was performed to analyze the dependent variables and mediating variables, as shown in the above Table model summary result. Table 21 shows that the regression model's R-square value was 0.358. This demonstrates that approximately 35.8% of the variation in the degree of employee retention may be explained by the independent variables or (mediating variables) psychological empowerment and organizational commitment. For the significant correlations, the p-value, regression coefficients (Beta coefficient), and coefficients of determination (R square value) are shown and given (See Table 21).

4.3.1. ANOVA Mediating variables

Table 22. ANOVA Mediating variables

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.161	2	17.080	77.542	.000b
	Residual	61.236	278	.220		
	Total	95.397	280			

Source: 2024 Own Survey

As the table above illustrates, the model's analysis of variance (ANOVA) p-value of 0.000 is less than 0.05 at the significant level. Given that the p-value of 0.000 is highly significant and the collected data provide sufficient evidence that the regression model was well fitted. In summary, psychological empowerment and organizational commitment are significant indicators of how long employees will stay on the job

4.3.2. Coefficients result of mediating variables

Table 23. Coefficients result mediating

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.740	.214		3.466	.001
	PE	.228	.077	.193	2.949	.003
	OC	.445	.065	.450	6.859	.000
a. Dependent Variable: ER						

Regarding the mediating variables regression analysis, the above Table 23 shows that both psychological empowerment (PE) and organizational commitment (OC) have a significant positive effect on employee retention.

4.3.3. Challenges faces in implementing and maintaining sustainable HRM practices Zemen Bank

In this regard, interviews were conducted regarding the challenges faced in implementing and maintaining sustainable HRM practices. Semi-structured interviews with managers and experts' opinions and interviewee responses regarding the major challenges of implementing and maintaining sustainable HRM practices at Zemen Bank. Besides this, as the respondent's give, faces to implement: Lack of awareness: some leaders might not fully understand the benefits of sustainable HRM practices, leading to limited enthusiasm and investment. Employees might also lack awareness about the practices' purpose and impact, reducing their participation and engagement. Lack of financial resources, measurement, and evaluation; besides these limitations about SHRM practices, managers' interviewees' responses, such as that managers may sometimes fail to give the potential resources and support needed to do well in the role, is one of the problems for organizations. There is a lack of awareness among all employees.

4.3.3. Discussion Implications

Study's conclusion demonstrated that the survey had an excellent response rate of 91.8%, which increases the findings' generality. Sustainable human resource practices are the dominant in Zemen Bank. The result means value of 386 and SD, 500. Besides to this, organizational commitment has the highest standard deviation (589), which shows greater diversity in employee views on these topics. Regarding the correlation matrix's and regression analysis psychological empowerment, organizational commitment, and employee retention exhibit statistically

significant positive connections with respect to the output of sustainable human resource practices. In other words, more psychological empowerment, organizational commitment, and eventually employee retention result from more robust, sustainable HR strategies. The strongest and most direct correlation was found between psychological empowerment and employee retention, followed by organizational commitment. Compared to organizational commitment and employee retention, psychological empowerment was more directly impacted by sustainable human resource management. Implementing sustainable HR practices directly empowers employees, which may boost employee happiness and loyalty. This has a huge and immediate impact on PE. The most direct effect on ER comes from OC: staying with the company is more likely for employees who feel more invested in it. The direct relationship between PE and ER is minimal. Employees who feel empowered are likely to be more engaged and productive, which boosts retention. SHRM also indirectly affects ER through PE and OC. This means that, in addition to directly empowering workers, sustainable HR practices also help create a more uplifting work atmosphere that encourages loyalty and continuity.

Based on the study's findings, Zemen Bank can gain from implementing sustainable HR practices by developing a more dedicated and empowered team, which may increase employee retention rates. Implications: Companies should focus on implementing sustainable HR practices that empower employees and foster a strong sense of loyalty. This could involve things like providing opportunities for skilled progression, promoting flexible work schedules, and acknowledging employee achievements. Establishing a strong corporate culture that prioritizes employee engagement and well-being is also crucial for retention. This includes encouraging open communication, fostering teamwork, and fostering a feeling of belonging. Over time, companies can save money and effort by participating in worker maintenance programs.

4.4. Hypothesis Testing

Six hypotheses have been tested to answer the research questions based on the research problem and objectives. The study's main hypothesis (SHRM) practices have a positive influence on employees' retention. This influence is mediated by two key factors: psychological empowerment and organizational commitment. Specifically, the hypothesis can be stated as follows:

H1: Sustainable HRM practices (SHRMP) positively influence psychological empowerment (PE). The correlation table and regression analysis show a significant relationship between SHRMP and psychological empowerment (PE). P-value = 0.000 this means the P-value is < 0.05 hypotheses H1 were accepted.

H2: Positive effects of SHRMP are seen in organizational commitment (OC). Likewise, the results show a statistically significant positive correlation between SHRMP and OC (P-value = 0.000), so hypothesis H2 was approved.

H3: Psychological empowerment positively influences employees' retention. The findings show a statistically significant positive correlation between PE and ER (P-value = 0.000), therefore, hypotheses H3 were accepted.

H4: Organizational commitment positively influences employees' retention. Organizational commitment positively influences employees' retention. The findings show OC and ER (P-value = 0.000), therefore, hypotheses H4 were accepted.

H5: Psychological empowerment (PE) (SHRMP) and employee retention. Both correlation, regression analyses shows that P-value of 0.000 therefore, hypotheses H5 were accepted.

H6: organizational commitment OC mediates (SHRMP) and employee retention. Organizational commitment OC (SHRMP) and ER as evidenced by the findings. P-value = 0.000, therefore, hypotheses H6 were accepted.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The main conclusions of the study are summarized in this chapter along with the conclusions drawn from them and the recommendations that follow. Theoretical and practical implications are presented. Recommendations to the selected organization with regard to exploring sustainable human resource practice, influence, employee retention, the roles of psychological empowerment and organizational commitment, and the need for further research focused on the limitations of this study are also presented.

5.1. An overview of the research's findings

In the instance of Zemen Bank, the study examines the roles that sustainability, influence, and staff retention play in psychological empowerment and organizational commitment. There would be certain goals for the study. To determine which specific sustainable HRM practices have the strongest positive relationships with employee retention, to examine the mediating role of psychological empowerment in the relationship between sustainable HR practices and employee retention. to analyze the moderating effect of organizational commitment on the association between psychological empowerment and employee retention. And to examine the associations between sustainable HRM practices and employee retention and the mediating roles of psychological empowerment. The researcher administered a structured questionnaire to 281 respondents', of whom (91.8%) returned it. Sustainable human resource management practice was measured through a questionnaire (adapted from Spence & Spence, 2010; Aguinis & Ohri, 2017; Ren et al., 2022), modified to fit the context of the study. Employee retention was measured by the scale (adapted from Mowday et al., 1979; Mathieu & Zajac, 1990). The statistical methods employed for the analysis of the data were descriptive and inferential. Regression analysis, Pearson's correlation, organizational commitment, psychological empowerment, and sustainable HRM practices were all examined in the study using inferential statistics.

The following significant conclusions about have been drawn from the data analysis:

A study's conclusion demonstrated that the survey had an excellent response rate of 91.8%, which increases the findings' generality. The research was designed to explore and understand the relationships between sustainable HRM practices, psychological empowerment, organizational commitment, and employees' retention. The study conducted correlation analysis, regression analysis, Multi-collinearity test, linear relationship coefficients, a homoscedasticity test, a normality test, and descriptive statistics.

This study explores the complex interactions between sustainable human resource management practices (HRM), psychological empowerment, organizational commitment and employee retention within the framework of Zemen Bank. Through quantitative analysis, the study verified that three sustainable human resource management and employee retention, mediated by psychological empowerment and organizational commitment with statistical significance.

Sustainable human resource management practices (HRM), psychological empowerment, organizational commitment and employee loyalty within the framework of Zemen Bank. Hence, the mean score values of sustainable human resource management practices (SHRM), (mean = 3.86), psychological empowerment (mean = 3.69), organizational commitment (mean = 3.50), and employee retention (mean = 3.14).

Sustainable human resource management practices (HRM) has the highest men scorer followed by psychological empowerment.

Organizational commitment has the highest standard deviation (589), which shows greater diversity in employee views on these topics.

The mediating roles of psychological empowerment and organizational commitment constitute important pathways through which sustainable human resource management practices promote stronger employee retention and reduce employee, termination rate.

Employee retention was greatly increased by implementing sustainable HRM practices, underscoring the significance of this strategy for long-term organizational performance.

5.2. Conclusions

This study investigates the intricate relationships that exist between psychological empowerment, organizational commitment, employee loyalty, and sustainable human resource management practices (HRM) in Zemen Bank's. The study, which is mediated by organizational commitment and psychological empowerment, demonstrates a favorable and statistically significant association between sustainable human resource management and employee retention through quantitative analysis.

The study has verified that psychological empowerment and organizational commitment changed this relationship, meaning that sustainable HRM practices lead to better employee retention.

Zemen Bank benefits from implementing sustainable HR practices by developing a more dedicated and empowered team, which may increase employee retention rates.

Sustainable human resource management practice can increase employee retention and lower the rate of employee termination by leveraging the mediating effects of psychological empowerment and organizational commitment.

The study discovered a strong link between Zemen Bank staff retention and sustainable HRM practices.

Employee retention is greatly increased by implementing sustainable HRM practices, underscoring the significance of this strategy for long-term organizational performance.

Sustainable HRM practices have a significant direct effect on retention, even after accounting for the mediating variables. This indicates that certain HR practices might directly influence employee retention beyond their impact on empowerment and commitment.

Employee retention was greatly increased by implementing sustainable HRM practices, underscoring the significance of this strategy for long-term organizational performance.

5.3. Recommendations

Based on these findings of the study, Zemen Bank should consider: Based on the study's findings, it is recommended that Zemen Bank benefit from implementing sustainable HR practices by developing a more dedicated and empowered team, which may increase employee retention rates.

Zemen bank managers should build a strong organizational culture that values employees, promotes engagement, and fosters a sense of belonging. Recognize and reward achievements, provide regular feedback, and create opportunities for career advancement.

Managers should prioritize sustainable HRM practices and implement and enhance HR practices that focus on employee well-being, development, and career growth.

Implementing and strengthening sustainable HRM practices and focusing on areas like career development, training and learning opportunities, flexible work arrangements, and employee well-being programs.

To increase workers' perception of control and impact, psychological empowerment should be encouraged along with employee autonomy, decision-making involvement, and skill development.

The study recommends that along with building a good work environment with strong principles, moral leadership, and employee contributions recognized, the organization should also encourage organizational commitment.

Aside from this, it's critical to recommend that the study was conducted on Zemen Bank, and its conclusions might not apply to other businesses. Additional investigation in other settings is required to validate the relevance of the findings.

Finally, the finding suggested that the company should determine which particular sustainable HRM practices are most strongly correlated with employee empowerment and retention inside

the company. It should also identify specific, effective HR practices. For optimum effect, concentrate on strengthening and putting those practices into effect.

5.4. Suggestions for Additional Research

The research was designed to explore and understand the relationships between sustainable HRM practices, psychological empowerment, organizational commitment, and employees' retention. Because the findings are limited to Zemen Bank, additional research in other banks is required to determine the overall effect of exploring and understanding the relationships between sustainable HRM practices, psychological empowerment, organizational commitment, and employees' retention. To find out if the influence is the same or if there are additional moderating factors, further comparable studies on government and private financial institutions are required. Aside from this, it's critical to remember that the study was conducted on Zemen Bank, and its conclusions might not apply to other businesses. Additional investigation in other settings is required to validate the relevance of the findings.

The research utilized a quantitative methodology. Future research endeavors may gain a greater understanding of the viewpoints and experiences of workers under sustainable human resource management practice by incorporating qualitative research methods. In addition, a thorough analysis of certain sustainable HRM practice is required to determine which have the strongest link with retention across various employee types and circumstances.

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Appendix Questionnaire

College of Business and Economics

Department of Management

M.Sc. in Management, Specialized in Quality Management and Organization Excellence

Questionnaire to be filled by the Zemen bank managers and employees.

Dear respondents,

The purpose of the questionnaire is to collect data for research to explore and understand the relationships between sustainable HRM practices, psychological empowerment, organizational commitment, and employees' retention: the case of Zemen Bank. The research is designed to explore and understand the relationships between sustainable HRM practices, psychological empowerment, organizational commitment, and employees' retention. By achieving these objectives, the study aims to contribute to both academic knowledge and practical implications for organizations seeking to improve employee retention through effective HRM strategies. The research outcomes are important for the Zemen Bank. Your genuine and honest response is very important for the success of the research, and the researcher would like to thank you in advance for your cooperation. Your genuine and honest response is very important for the success of the research, and the researcher would like to thank you in advance for your cooperation.

Note: for any clarification or question please don't hesitate to contact the researcher through the following address.

Name: - Hana. S Mobile Phone: - 0913034370

Email: - [@gmail.com](mailto:)

General Instruction:

- No need to write your name
- Your response confidentiality is maintained
- Instruction for each part of the questionnaire is given at the beginning of the questions

Thank You for your cooperation!

Part I: General background information

Sustainable HRM Practices	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My organization promotes resource conservation and energy efficiency in the workplace.					
We are encouraged to use environmentally friendly products and services.					
The organization actively reduces its carbon footprint through various initiatives.					
I am aware of and can participate in environmental programs and activities.					
My organization values diversity and inclusion in the workplace.					
There are opportunities for employee engagement in community service or social responsibility projects.					
The organization fosters a respectful and ethical work environment.					
Employee well-being and work-life balance are actively promoted.					
My organization prioritizes fair compensation and benefits for all employees.					
We have transparent and ethical business practices.					
The organization invests in employee training and development for long-term career growth.					
We are encouraged to contribute to sustainable practices that benefit the organization and the community.					

2. Psychological Empowerment:

Psychological Empowerment: - (Adapted from Spreitzer, 1995; Spreitzer et al., 1997) Scale: 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree) Instructions: Please indicate your level of agreement with the following statements regarding your feelings and experiences at work.

Psychological Empowerment:	1	2	3	4	5
I feel that my work is important and makes a positive difference.					
My job contributes to something larger than myself.					
My work is meaningful and fulfilling.					
I have the skills and knowledge necessary to do my job effectively.					
I feel confident in my ability to handle challenges at work.					
I am able to learn and grow in my role.					
I have autonomy over my work and how I get things done.					
I have control over my workload and decision-making.					
I am encouraged to be creative and take initiative.					
My work has a significant impact on organizational outcomes.					
I can make a difference in my team and the organization.					
My contributions are recognized and valued.					

2. Organizational Commitment:

Organizational Commitment (Questioners): - (Adapted from Allen & Meyer, 1990) Scale: 7-point Likert scale (1 = Strongly Disagree, 7 = Strongly Agree) Instructions: Please indicate your level of agreement with the following statements about your commitment to your organization.

Organizational Commitment:	1	2	3	4	5
I deeply care about the welfare of this organization.					
I am proud to be a part of this organization.					
I would be very unhappy if I had to leave this organization.					
I feel a strong sense of obligation to stay with this organization.					

I feel loyal to this organization.					
Leaving this organization would be unfair to my colleagues.					
The sacrifices I have made in this organization (e.g., training, skills, relationships) make it difficult to leave.					
There are few good alternative employment opportunities available to me.					
Leaving this organization would be disruptive to my personal life.					

2. Dependent Variables:

- Employee Retention (Questioners): (Adapted from Mowday et al., 1979; Mathieu & Zajac, 1990) Scale: Mixture of closed-ended and open-ended questions Instructions: Please indicate your level of agreement with the following statements regarding your feelings and experiences at work. Likert scale (1 strongly dissatisfied, 2= dissatisfied, 3 Neutral, 4 satisfied, 5 strongly satisfied).

Employee retention:	1 Stro ngly diss atisf ied	2 diss atisf ied	3 Neu tral	4 satis fied	5 Stro ngly satis fied
I feel challenged and stimulated in my current role					
I am satisfied with the opportunities for growth and development provided by my company.					
The work I do is meaningful and aligns with my values.					
I am satisfied with the level of recognition and appreciation I receive for my work.					
The overall work environment is positive and supportive.					
I feel empowered to make decisions in my role and have the resources I need to be successful.					
I have a clear understanding of my responsibilities and how my work contributes to the company's goals.					
I feel encouraged to share my ideas and opinions, and they are valued by my company					