PRIMARY RESEARCH

Beyond eco-friendly practices: Examining the psychological contract in fostering employee retention through workplace sustainability

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Abstract

This research investigates the relationships among workplace sustainability, psychological contract fulfillment, and employee retention within the information technology industry in Jordan. The primary purpose is to empirically examine the direct impact of workplace sustainability practices on employee retention and explore the moderating role of psychological contract fulfillment in shaping this relationship. The study aims to contribute to theoretical advancements in organizational behavior and human resource management while providing practical insights for organizational leaders navigating sustainability practices and talent management. Employing a quantitative research design, the study utilizes survey instruments to collect data from employees within the Information Technology sector in Jordan. The research focuses on a specific industry and geographical context to offer contextually relevant insights. Statistical analyses, including regression and moderation analyses, are employed to validate and extend existing theoretical frameworks, providing empirical evidence of the hypothesized relationships. The research design allows for a comprehensive exploration of the intricate dynamics among workplace sustainability, psychological contract fulfillment, and employee retention. The findings of this research uncover the direct and positive impact of workplace sustainability practices on employee retention within the information technology industry in Jordan. Additionally, the study reveals the moderating role of psychological contract fulfillment in shaping this relationship. The interaction between workplace sustainability and psychological contract fulfillment significantly influences employee retention, offering nuanced insights into the conditions under which sustainability practices contribute most effectively to retaining valuable human capital. This research contributes to the existing literature by empirically testing the relationships among workplace sustainability, psychological contract fulfillment, and employee retention in a specific industry and geographical context. The study's originality lies in addressing gaps in the literature and providing valuable insights for both academic scholarship and organizational practice. The findings offer nuanced perspectives on the intricate interplay between sustainability practices and employee attitudes, contributing to the broader goal of creating sustainable and fulfilling workplaces within the evolving landscape of organizational sustainability and talent management.

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INTRODUCTION

The intersection of human resource management and organizational sustainability strategies is a hot topic in business research. Sustainable workplace practices and employee outcomes have been prioritized, showing a shift in company goals. Sustainability practices and how they affect a company's operations and reputation are gaining attention. This has led to an investigation of the complicated link between employee retention, psychological contract fulfillment, and organizational sustainability. To attract and re-

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tain top talent, companies are adopting sustainable workplace practices and understanding the psychological contract. Effective talent management requires these elements (Donald, 2023). Recent definitions of sustainability incorporate socioeconomic considerations as well as ecological responsibilities. Organizations are realizing the strategic importance of sustainable practices for ethical grounds, stakeholder relationships, and competitive advantage. Its major goal is to examine how sustainability initiatives affect the psychological contract, or the unwritten duties and expectations between businesses and employees. These effects should affect the retention of key employees (Capkun & Ors, 2021). This research examines how IT industry's components relate. The cultural and organizational features of this setting are examined to provide rich and nuanced insights.

Studies have linked sustainable organizations' external reputation, financial performance, and stakeholder relationships (Hossin, Hosain, Frempong, Adu-Yeboah, & Mustafi, 2021). However, as employees become more environmentally and socially conscious, interest in how sustainability policies affect their attitudes and behaviors is expanding (Zhang, Liu, Mei, & Zhang, 2023). This paradigm shift emphasizes that firms are responsible for both their external environmental impact and their internal workplace sustainability and enjoyment. According to Scott, Waite, and Reede (2021) research, employee retention is complicated and affected by various organizational and individual factors. Research shows that job pleasure, perceived organizational support, and organizational commitment increase employee retention (Jano, Satardien, & Mahembe, 2019). There is a lot of evidence that socially responsible firm policies improve employee attitudes and organizational outcomes (Alzaid & Dukhaykh, 2023). Research extends beyond the obvious association between Workplace Sustainability and Employee Retention. The moderating effect of Workplace Contract Fulfillment is also examined. Employers and employees have implicit responsibilities and expectations under the psychological contract. These duties and expectations affect justice, trust, and commitment (Engelbrecht & Samuel, 2019). Manolopoulos, Peitzika, Mamakou, and Myloni (2022) found that the psychological contract helps explain how employees react to corporate activities.

The relationship between workplace sustainability, employee retention, and psychological contract fulfillment is still lacking relevant study. There is little empirical data on how workplace sustainability practices affect employee retention, notably in IT industry. Previous research has linked sustainability actions to positive organizational results. There is little study on the complex dynamics that link sustainable policies to the psychological contract and Employee retention. This study addresses the lack of awareness about how sustainability policies affect employee retention in an organizational and culturally diverse location (Florek-Paszkowska & Hoyos-Vallejo, 2023). It uses experimental research to examine these aspects' interactions and get additional insight. Several literary sources support the research links. Workplace Sustainability is well known for its positive correlation with corporate outcomes, namely employee attitudes (Prashar, 2019). This comprehensive technique may then be used to analyze the precise effects of sustainable activities on employee retention. Additionally, the psychological contract theory provides a foundation for understanding employer-employee expectations and duties.

This research aims to determine how workplace sustainability fulfillment influences employee retention. This study examines the complex relationships between human resource management and organizational behavior to make an academic contribution. It seeks to help organizational leaders navigate the shifting people management and sustainability landscape with practical recommendations. IT personnel were surveyed for the quantitative investigation. The study's statistical studies prove predicted connections to support and improve theoretical frameworks. The research focuses on a specific industry and geographic location to draw generalizable implications for firms IT sector. There are significant ramifications of this research for organizational practice and academic scholarship. From an academic standpoint, the study improves our theoretical understanding of the relationship between psychological contract fulfillment, workplace sustainability, and employee retention. This paper advances the field by conducting a comprehensive analysis of these interactions within a particular sector and geographic environment, therefore filling gaps in the existing research. The results of this research might greatly contribute to the body of knowledge in the fields of organizational behavior and human resource management since they provide a thorough understanding of the complex relationship between employee attitudes and sustainable practices.

LITERATURE REVIEW
Sustainable Workplace
In modern organizational literature, a sustainable workplace encompasses interrelated values, safe working conditions, fair wages, leisure possibilities, and accessible health-

care, not only environmental challenges. Academic opinion is that sustainability in the workplace requires considering environmental, social, and economic issues to create a vibrant and healthy workplace. Integrating harmonious concepts into business culture is vital. Sustainability-focused companies foster a sense of accountability and mission among their employees (Xu, Mei, Liu, Zhang, & Khan, 2023). The common commitment to this goal boosts employee happiness and organizational climate, which affects retention. Interpersonal safety in the workplace is essential to sustainability. People who feel physically and emotionally safe at work are more committed and satisfied, according to (Zong & Tsaur, 2023). A safe workplace promotes trust and well-being as well as physical safety. Thus, the psychological agreement between the company and its employees improves, providing a favorable work atmosphere that fosters employee loyalty (Salameh, Aman-Ullah, Mehmood, & Abdul-Majid, 2023). In the sustainable workplace paradigm, adequate compensation is essential. Equitable and competitive pay helps retain competent workers and reduces turnover (Parmenter & Barnes, 2021). According to Wang, Tang, Chen, and Wang (2021), employees are more likely to feel content and committed to their jobs when they believe their pay is fair for their skills and accomplishments. Equitable payment supports corporate social responsibility and creates a positive psychological accord with employees by meeting their wage expectations, promoting sustainability. Leisure time and refreshment are increasingly recognized as essential to sustainable workplaces. In a world of rapid technological innovation and constant connectivity, companies that promote employee breaks and leisure time demonstrate sustainability (Aman-Ullah, Ibrahim, Aziz, & Mehmood, 2022). Research shows that rest and leisure boost job engagement, creativity, and productivity (Vaduva, Echevarria-Cruz, & Takacs Jr, 2020). Prioritizing work-life balance boosts job satisfaction and retention. A sustainable work environment extends beyond employee incentives and requires accessible healthcare. Complete healthcare assistance improves employee health by addressing their physical and emotional well-being. Healthcare services, including preventative measures and mental health support, create a caring workplace (Korbus et al., 2023). Meeting employees' fundamental needs increases psychological agreement, improving job happiness and strong commitment.

Employee Retention

Employee retention is vital to organizational performance, according to experts and professionals, since it influences

Employee productivity and efficiency. Retention tactics are how companies keep valuable personnel and decrease turnover. Employee retention is complicated by factors including job satisfaction, company loyalty, and psychological agreements. Numerous studies (Chen, Al Mamun, Hoque, Hussain, & Yang, 2023) show that Employee attrition may cost businesses in hiring, training, institutional knowledge loss, and team dynamics. Businesses now realize the strategic necessity of fostering an environment that fosters long-term employee loyalty. The importance of work happiness in employee retention is well known. Job satisfaction boosts retention and also salary justice, professional progression, recognition, and a positive work environment affect employee satisfaction (Jena & Nayak, 2023). Job satisfaction is also increased by the alignment of personal beliefs with business culture, as employees are more likely to stay with companies that share their values (Zbyrak et al., 2024). Job satisfaction and organizational dedication have a major role in employee retention. Salleh, Lohana, Kumar, and Nooriza (2024) described organizational commitment as emotional, ongoing, and normative. Normal commitment means feeling obligated to stay with the firm. Employee affective commitment is their emotional connection to the company. Employee continuation commitment is their evaluation of the negative effects of leaving the firm. Higher organizational commitment reduces employee turnover and increases retention (Casely-Hayford, Johansson, Dutt, & Toropova, 2022). Psychological agreements between employers and employees must be fulfilled to retain employees. The unsaid promises and expectations between employers and employees are referred to as psychological contracts.When a company achieves its responsibilities, employees are more loyal. Employee retention rates rise when they feel appreciated and the company cares about them (Wei et al., 2023). Employee retention literature emphasizes the intricate interaction of various factors that affect workers' decisions to stay with a company (Mharapara, Staniland, Stadler, Clemons, & Dixon, 2022). In this complex environment, job happiness, corporate loyalty, and mutual expectations are crucial. In a continually changing and competitive workforce, organizations must understand and manage these aspects to establish effective retention strategies. Retaining employees boosts the firm's performance and long-term success by maintaining a steady and reliable Employee.

Psychological Contract Fulfillment

Psychological contract fulfillment is crucial to understanding the transactional and relational components of the

employer-employee relationship. According to Sobaih, Ibrahim, and Gabry (2019), the psychological contract is the implicit and unwritten responsibilities and expectations of the professional relationship. This contract must be fulfilled to retain employee confidence, devotion, and work happiness. Relational contract fulfillment is essential to the psychological contract that emphasizes interpersonal and social work relationships. Relational contracts emphasize long-term duties, interdependence, and shared values between employer and employee (Abraham et al., 2020). Studies demonstrate that organizations that intentionally build strong employee relationships have better employee commitment and job satisfaction. Relational contract fulfillment occurs when a business prioritizes employee development, mentors, and creates a welcoming, loyal workplace (Asante, Tang, Kwamega, & Asante, 2022). Employees are more likely to respond with commitment and effort, improving retention. Transactional contract fulfillment—the psychological contract—is instrumental and short-term. The system works by workers performing tasks for resources or prizes (Huo, Liu, & Tian, 2022). Transactional contract fulfillment involves meticulously executing roles associated to tangible incentives like wages and job security. When employers meet their transactional agreements, employees are more likely to view the employment relationship as fair and perform better (Agarwal, Dixit, Nikolova, Jain, & Sankaran, 2021). However, focusing just on transactions may not be enough to build enduring, committed partnerships. This shows how transactional and relational contracts are interrelated (van Den Heuvel, Freese, Schalk, & van Assen, 2017). Understanding organizational success requires linking transactional and relational contract fulfillment. Corporations should be cautious, noting the importance of both components in the psychological contract (Arefin, Roy, Chowdhury, & Alam, 2022). When relational and transactional components are in harmony, employees are more likely to have a trusting, dedicated, and just job relationship, according to (Manolopoulos et al., 2022). This synergy improves the psychological agreement, increasing employee job satisfaction and retention. Psychological contract fulfillment is complicated by current business labor relations. A more sophisticated and sensitive approach is needed to meet psychological contract expectations in the age of flexible work arrangements, freelance economies, and virtual labor (Newaz, Davis, Jefferies, & Pillay, 2019). Understanding that the psychological contract changes over time and in different conditions, firms must adjust to workers' changing expectations.

Workplace Sustainability and Employee Retention

Workplace sustainability refers to implementing environmentally beneficial, socially ethical, and commercially viable practices inside a company. It is thought to improve Employee retention significantly. Workers increasingly value meaning and purpose in their employment. Aligning organizational ideals with employee beliefs boosts job satisfaction and retention (Ellinger, Naidoo, Ellinger, Filips, & Herrin, 2020). Workplace sustainability allows employees to align their careers with social and environmental goals, giving them meaning and engagement. These principles create a positive psychological accord between the organization and its employees, increasing the likelihood of employee loyalty (Podgorodnichenko, Edgar, & Akmal, 2022). Sustainability activities also promote a positive business culture, which boosts worker retention. Sustainability-focused companies often promote responsibility, cooperation, and ethics. This culture may improve workers' work experiences, increasing the likelihood that they will stay with a company that supports social and environmental change. Sustainable business culture building is essential for retaining values-driven and supporting employees (Kraus, Ferraris, & Bertello, 2023). Since it affects employee retention, employee well-being is vital to corporate sustainability. Employee safety and health are often top priorities in sustainable workplaces. This includes mental health services, ergonomic workspaces, and wellness programs. These services also boost employee satisfaction and portray the company as a health-conscious employer (Alzaid & Dukhaykh, 2023). Employee retention is higher in companies that prioritize employee well-being. Sustainability activities in the workplace may boost employee happiness by providing career advancement and new skills. The requirement for employees to learn new skills and information from sustainable efforts promotes continuous learning (Deepa, 2023). Positive perceptions of an employer's dedication to professional development are linked to long-term business commitment (Prashar, 2019, (Prashar, 2019)). Workplace sustainability attracts and retains top performers, improving employee retention. In competitive labor markets, companies with a good sustainability reputation are more likely to hire candidates who share their values (Cachón-Rodríguez, Blanco-González, Prado-Román, & Del-Castillo-Feito, 2022). These employees are more likely to stay with the company after being employed because workplace sustainability programs provide them a feeling of purpose and align with their values. Overall, research shows a positive relationship between workplace sustainability and employee retention. Aligned ideals, a positive corporate

culture, employee well-being, and professional progress create a workplace that fosters devotion and happiness. Organizations are adopting sustainability measures to boost employee retention and workforce vitality as well as its environmental and social benefits. Hence based on the above literature, we developed the following hypothesis

H1: Workplace Sustainability has a significant and positive impact on Employee Retention

Psychological Contract Fulfillment as a Moderator

The implicit obligations and expectations between employers and employees, known as the psychological contract, greatly affect firm employees' attitudes and experiences. Workplace sustainability initiatives enhance the atmosphere and morale of the whole workplace by addressing environmental, social, and economic factors. These initiatives consistently show the organization's commitment to ethics and society, fostering a happy workplace. However, psychological contract fulfillment affects employee retention and workplace sustainability. Employee view of the organization's sustainable practices improves the psychological contract, increasing commitment and satisfaction (Sobaih et al., 2019). The association between employee retention and workplace sustainability is moderated by psychological agreement satisfaction. Employee retention is slightly improved by organizations that incorporate and promote sustainable practices in a way that aligns with workers' beliefs and expectations (Doering & Wry, 2022). How workplace sustainability initiatives effect employee loyalty depends on the psychological contract. Furthermore, the relational part of the psychological contract affects employee retention and workplace sustainability significantly (Dixon-Fowler, O'Leary-Kelly, Johnson, & Waite, 2020). By fostering employee community and interpersonal relationships, organizations foster sustainable practices outside the company. This congruence creates a strong psychological contract, which boosts employee loyalty (Hammouri, Altaher, Rabaa'i, Khataybeh, & Al-Gasawneh, 2022). Transactional agreements also affect employee retention and organizational sustainability. Sustainable methods generally align with societal values, but employees need job stability, fair compensation, and tangible rewards. Organizations that satisfy the transactional parts of the psychological contract build trust and fairness, which boosts employee retention in sustainable work environments (Karani, Deshpande, & Jayswal, 2023). The entire psychological agreement strengthens and prolongs the firm-employee relationship by satisfying both transactional and relational needs. Adopting workplace sustainability policies regulates fairness perception, which is defined by psychological agreement. Consistent and visible sustainability initiatives by workers promote fairness and neutrality in the organization. A corporate culture that values employee recognition and appreciation improve the psychological contract by assuring fair treatment. Since workers are more inclined to stay with an employer that they see as taking a fair and rational approach to sustainability, this modifies the link between employee retention and workplace sustainability. Hence, based on the above literature we developed the following hypothesis.

H2: Psychological Contract Fulfillment moderates the relationship between Workplace Sustainability and Employee Retention.

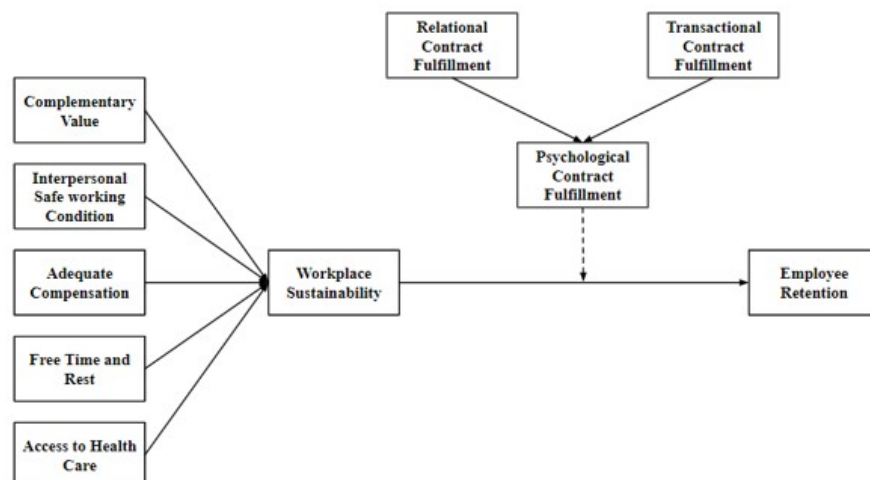The following conceptual framework as shown in Figure 1 was developed from the above literature and discussion.

FIGURE 1. Conceptual framework

METHODOLOGY

Employee retention, psychological contract fulfillment, and workplace sustainability in Jordan's IT company were examined in this study. IT specialists in Jordanian firms were targeted. This industry was chosen for its dynamic nature, technological advances, and the rising relevance of sustainable work practices. This research will collect data from a wide spectrum of employees in this organization, considering corporate cultures and processes. The Krejcie and Morgan (1970) formula was used to determine the sample size, a standard scientific research procedure. This method considers population size, confidence level, and error margin. The program estimated 385 Jordanian IT experts for the sample size. Participants in the IT industry received 400 questionnaires to reduce the likelihood of incomplete or non-responses. Krejcie and Morgan (1970) technique was chosen because it produces a statistically reliable and representative sample, balancing practicality, and accuracy in survey-based research (Krejcie & Morgan, 1970). Jordanian IT experts received 300 surveys during data collection. The study sought participants' opinions on workplace sustainability initiatives, psychological contract fulfillment, and employee retention factors. After mailing 300 questionnaires, 265 people responded, an 88.33% response rate. The little response rate decline was expected and acceptable in survey research, especially with busy professional groups. 15-item scale adopted from (Duffy et al., 2017) was used to measure workplace sustainability. Psychological contract fulfillment was measured by using 11-item scale adopted from (Bal, Jansen, Van der Velde, de Lange, & Rousseau, 2010). Employee retention was measured by using 6-item scale adopted from Curado et al., (2023). A sample of the questionnaire is attached in Appendix A. Data from this study was analyzed using Smart PLS 4. Smart PLS 4, a structural equation modeling (SEM) program, was used to examine Jordan's IT company's employee retention, psychological contract fulfillment, and workplace sustainability. The application helped analyze the theoretical model in the past tense to measure direct and indirect impacts. Smart PLS 4 excels at non-normal data distributions and sophisticated models.

RESULTS

Table 1 shows Cronbach's alpha coefficients for employee retention, psychological contract fulfillment, and workplace sustainability, the study's major elements. Reliability coefficient Cronbach's alpha evaluates scale or idea item internal consistency. Cronbach's alpha of 0.889 indicates that employee retention items are internally consistent. The study's employee retention assessments suggest that the scale is dependable and consistent since it emphasizes devotion and job satisfaction. The suggested model's major component, Psychological Contract Fulfillment, exhibits strong internal consistency (Cronbach's alpha = 0.922). Strong alpha values indicate the items' reliability in evaluating job relationship psychological contract fulfillment. Reciprocity, fairness, and trust are key between employees and the organization. The raised Cronbach's alpha value boosts the assessment instrument's reliability, promoting study participants' ability to effectively assess psychological contract fulfillment. Workplace Sustainability, a major field, with a remarkable Cronbach's alpha of 0.951. This suggests that Jordanian IT businesses' sustainability requirements are consistent. The scale assesses commercial ethics, social duty, and environmental responsibility.

TABLE 1. Cronbach alpha

	Cronbach's alpha
Employee Retention	0.889
Psychological Contract Fulfillment	0.922
Workplace Sustainability	0.951

Table 2 shows the Composite Reliability (CR) and Average Variance Extracted (AVE) values, which reveal the construct validity of the study's major variables. Composite reliability, like Cronbach's alpha, evaluates latent variable internal consistency. AVE measures how well the notion explains variance compared to measurement error. The CR score of 0.916 indicates that the Employee Retention measurement model is dependable, suggesting consistency and coherence across its components. The AVE of 0.645 surpasses the suggested threshold of 0.5, suggesting that the concept captures more variance than measurement error. This shows that the construct's convergent validity is confirmed by the fact that Employee Retention variables affect differences more than measurement errors. The coefficient of reliability (CR) of Psychological Contract Fulfillment is 0.934, indicating high internal consistency and construct validity. Although lower than the standard criterion, the AVE value of 0.561 is acceptable for convergent validity. Since the no-

tion explains more variation than measurement error, The CR score shows that Psychological Contract Fulfillment aspects accurately reflect the notion. The measuring model's Average Variance Extracted (AVE) suggests adequate convergent validity, enhancing its capacity to effectively capture psychological contract fulfillment's intricacies. The ex-

cellent CR score of 0.957 shows Workplace Sustainability's construct validity. The consistency of Workplace Sustainability's components strengthens the concept's credibility. Even if it's below 0.6, the AVE of 0.598 indicates convergent validity.

TABLE 2. Composite reliability and AVE

	CR	AVE
Employee Retention	0.916	0.645
Psychological Contract Fulfillment	0.934	0.561
Workplace Sustainability	0.957	0.598

Table 3 shows the outcomes of the outer loadings of the Workplace Sustainability, Psychological Contract Fulfillment, and Employee Retention constructs. The degree to which each measurement item is connected to its corresponding latent idea is shown by the outer loadings. Significant outside loadings, ranging from 0.565 to 0.860, are displayed in the context of Workplace Sustainability. Specifically, because of their strong external loadings, the environmental consciousness measures AC1, AC2, and AC3 significantly contribute to the latent construct. Similarly, the ER3 and ER5 of the Employee Retention construct both show

significant external loadings more than 0.850, indicating their relevance to the idea of employee retention. Notable external loadings for the Psychological Contract Fulfillment items are present in both RCF5 and TCF5, indicating the validity of the items as measures of psychological contract fulfillment and latent concept. The outer loading value of every measurement item in respect to the whole construct is shown in Table 3. This result sheds light on the item's relevance and dependability in terms of measuring the desired hidden variable.

TABLE 3. Outer loading

Variables	Items	Outer Loading
Workplace Sustainability	AC1	0.818
	AC2	0.802
	AC3	0.796
	AHC1	0.789
	AHC2	0.584
	AHC3	0.565
	CV1	0.806
	CV2	0.794
	CV3	0.826
	FTR1	0.816
	FTR2	0.781
	FTR3	0.719
	ISWC1	0.763
	ISWC2	0.860
	ISWC3	0.817
Employee Retention	ER1	0.750
	ER2	0.769
	ER3	0.854
	ER4	0.827
	ER5	0.861
	ER6	0.750

Cont.....

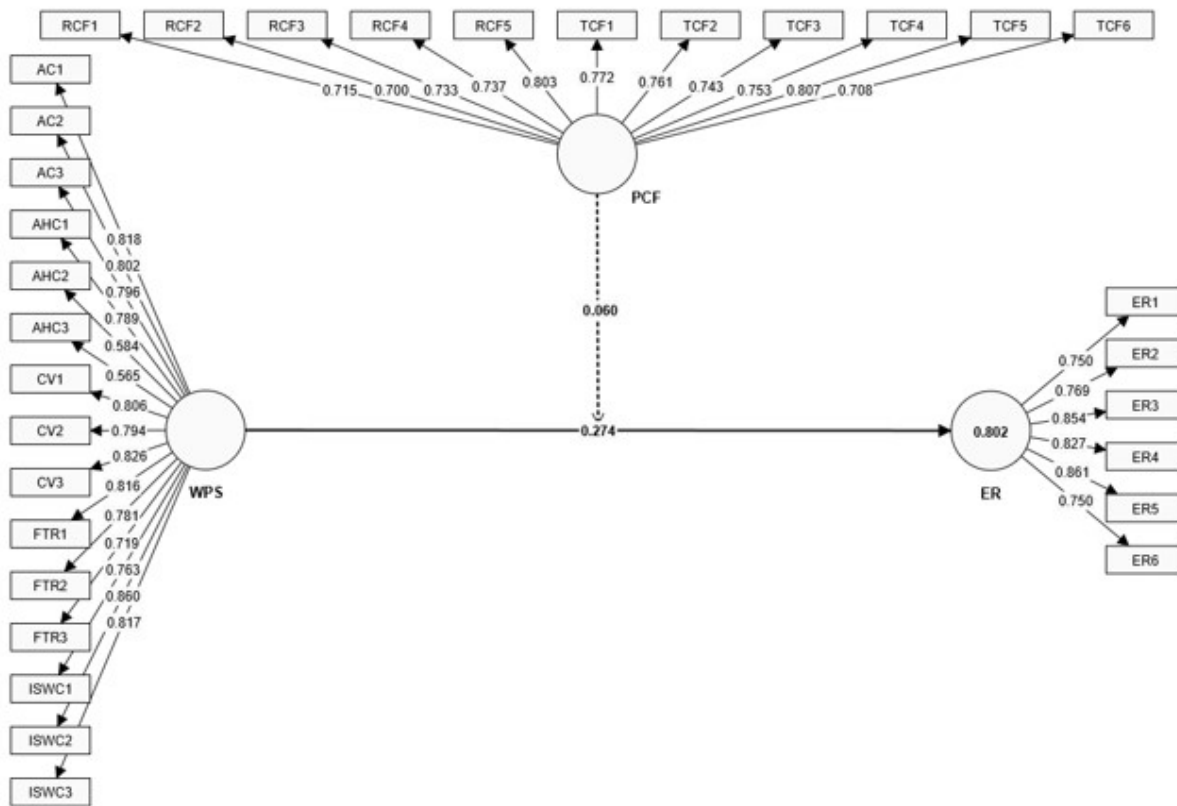| Variables	Items	Outer Loading
Psychological Contract Fulfillment	RCF1	0.715
	RCF2	0.700
	RCF3	0.733
	RCF4	0.737
	RCF5	0.803
	TCF1	0.772
	TCF2	0.761
	TCF3	0.743
	TCF4	0.753
	TCF5	0.807
	TCF6	0.708

FIGURE 2. Measurement model

The heterotrait-monotrait (HTMT) ratio, a commonly used technique for assessing the uniqueness of research model components, was employed in the discriminant validity investigation (see Table 4). Workplace sustainability, employee retention, and psychological contract fulfillment are the three elements displayed in the table. The correlation ratios between the various structures and their indicators are displayed in the table of HTMT values. For tests of discriminant validity, the standard criteria is 1. When the HTMT ratio is more than 1, discriminant validity issues occur since it may indicate that two constructs are not meaningfully different from one another. Table 4 looks more closely, and you can see that every single HTMT figure is less than 1. To be more precise, the HTMT values for ER and PCF are 0.947, WPS and ER are 0.832, and PCF and WPS are 0.799. These findings demonstrate that the study's constructs are still regarded as distinct entities since there is insufficient association between them.

TABLE 4. Discriminant Validity (HTMT)

	ER	PCF	WPS
Employee Retention			
Psychological Contract Fulfillment	0.947		
Workplace Sustainability	0.832	0.799	

Table 4 presents key goodness-of-fit measures, including Employee Retention's R-square (R^2) and Q-square (Q^2) values. In a structural model, R-squared indicates how much of the variance in the endogenous variable (Employee Retention) is explained by the exogenous factors. Approximately 80.2% of the variance in Employee Retention may be attributed to the components of Workplace Sustainability and Psychological Contract Fulfillment (R-squared = 0.802).

The suggested model can adequately describe the data and explain a significant amount of the variance in Employee Retention, as evidenced by the high R-squared. Conversely, the Q-square value may provide insight into the model's predictive usefulness. The predictive importance of the model, as indicated by a Q-square value of 0.567, demonstrates the significant contribution of an exogenous component to forecasting Employee Retention.

TABLE 5. R-square and Q- square

	R-square	Q2
Employee Retention	0.802	0.567

Both the Estimated Model and the Saturated Model have Model Fit indices, as seen in Table 5. To compare the expected and actual correlations, one can use the Standardized Root Mean Square Residual (SRMR) as a measure of the average magnitude of the disparities. The Saturated Model has an SRMR of 0.078, indicating a correctly matched model. The estimated model's recommended structural equation model has an SRMR score of 0.149. A high score for SRMR suggests that the model and the data fit each other well. A Saturated Model's SRMR score that is lower suggests a better fit, as a number nearer zero denotes an exact match between the observed and predicted correlations. When contrasting the actual correlations with the model-predicted correlations, a greater SRMR score in the Estimated Model may indicate a disparity.

TABLE 6. Model Fit

	Saturated model	Estimated model
SRMR	0.078	0.149

Table 6 presents the results of the direct route analysis for the relationship between Workplace Sustainability (WPS) and Employee Retention (ER), with an emphasis on the path coefficient, t value, and p value. There is a strong and direct correlation between Workplace Sustainability and Employee Retention, as indicated by the path coefficient of 0.274. The positive route coefficient in this case suggests a connection between Workplace Sustainability and Employee Retention. The route coefficient (t = 5.699, p = 0.000) is statistically significant at a conventional significance level (e.g., 0.05). This suggests a connection between Workplace Sustainability and Employee Retention. Workplace Sustainability is expected to have a favorable effect on Employee Retention, which is further supported by the statistically significant route coefficient.

TABLE 7. Direct path analysis

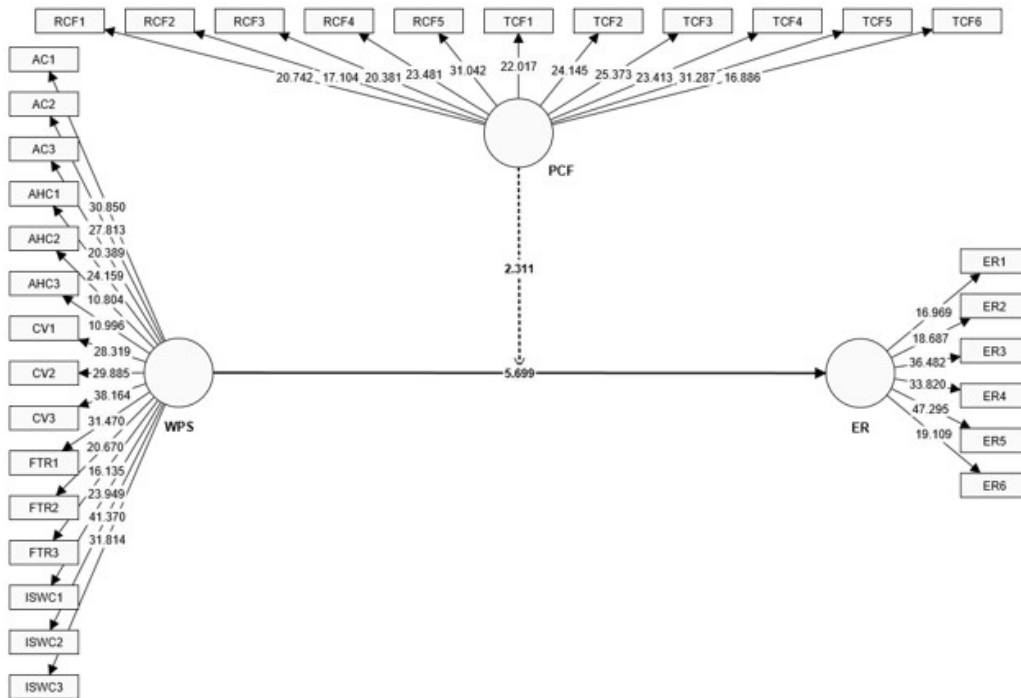|	Path Coefficient	t value	p value
WPS -> ER	0.274	5.699	0.000

FIGURE 3. Structural model

The results of the moderation study regarding the interaction between Workplace Sustainability (WPS) and Psychological Contract Fulfillment (PCF) and their effect on Employee Retention (ER) are presented in Table 7. T, p, and path coefficients are highlighted. Psychological Contract Fulfillment and Workplace Sustainability reduce Employee Retention impact (0.060). Interaction effect is statistically significant at the standard significance level with a t-value of 2.311 and a p-value of 0.010. This suggests that Workplace Sustainability, Psychological Contract Fulfillment, and Employee Retention are unrelated. Workplace Sustainability and Psychological Contract Fulfillment affect employee retention, and the statistically significant interaction impact suggests that they should be considered together.

TABLE 8. Moderation analysis

	Path Coefficient	t value	p-value
PCF x WPS -> ER	0.060	2.311	0.010

DISCUSSION

As we delve into the discussion of these results, it is crucial to contextualize them within the existing body of literature on workplace sustainability, employee retention, and the psychological contract. Moreover, by integrating relevant theoretical frameworks and empirical studies, we can draw meaningful implications for both organizational practice and future research in the realm of human resource management. This discussion aims to unravel the implications of the study's findings, their alignment with existing literature, and the potential avenues for further exploration in understanding the intricacies of fostering employee retention through workplace sustainability practices. H1 states that workplace sustainability significantly improves employee retention. This hypothesis is based on the idea that

firms are increasingly realizing the need of ecologically and socially responsible practices for ethical reasons and for their potential influence on business, particularly Employee retention. Numerous studies show that workplace sustainability improves employee retention. Companies with strong sustainability programs had greater employee satisfaction and retention. We believe that employees are more inclined to stay with a firm that shares their values and is socially and environmentally responsible. The "psychological contract" also affects workplace sustainability and employee retention. The psychological contract is employees' unspoken expectations about their employer's duties and workplace. As firms embrace sustainable principles, they may meet more employee expectations, increasing work satisfaction and retention. Also, companies that promote

workplace sustainability are seen as socially responsible. This view improves the company's image and employees' mental health. Employees feel pride and dedication when they believe their company is helping society and the environment, which boosts retention (Meriac, Rasmussen, & Pang, 2023). Workplace culture is crucial to understanding sustainability and employee retention. Gaudin et al. (2023) revealed that companies with strong sustainability cultures retained more employees. A sustainable workplace culture requires incorporating sustainable practices into company values and conventions, establishing a feeling of community, and connecting people to a greater purpose. The literature suggests that workplace sustainability improves employee retention. Organizations that embrace sustainability have happier, more committed, and retained employees. H2 suggests that psychological contract fulfillment moderates organizational sustainability and employee retention. This theory suggests that workplace sustainability may affect employee retention depending on how well the psychological contract between employees and their company is met. Psychology contract fulfillment—the perceived fulfillment of mutual commitments between employers and employees—is crucial to the employment relationship (Curado et al., 2023). Workplace sustainability may be part of employees' psychological contract. Organizations that achieve this expectation via sustained efforts may increase employee job satisfaction and commitment. Previous research shows that psychological contract fulfillment influences employee behavior. When employees think their organization is doing its job, work satisfaction and commitment rise (Manolopoulos et al., 2022). If employees feel their organization is accomplishing sustainability goals, job satisfaction may increase (Karani et al., 2023). Psychological contract fulfillment may influence the workplace sustainability-employee retention relationship in H2. Sustainable practices may boost employee retention when psychological contract fulfillment is strong. Psychological contract fulfillment matches social exchange theory, which asserts that people expect fair treatment from their employers in exchange for their work (Saito, 2019). Sustainability may help employees contribute to the organization. This contribution and psychological contract fulfillment promote work connection and retention (Dixon-Fowler et al., 2020). H2 finds that psychological contract fulfillment moderates workplace sustainability and employee retention. Organizational commitment, psychological contracts, and social exchange theory explain how perceived obligation fulfillment impacts employee behavior. Future research might evaluate how psychological contract fulfillment influences

workplace sustainability, improving sustainability and employee retention.

CONCLUSION

This study examines the complicated relationship between employee retention, psychological contract fulfillment, and workplace sustainability. Corporate sustainability policies and worker retention are linked. Employee retention, devotion, and pleasure may increase in sustainable companies. Workplace sustainability boosts employee retention by aligning corporate and employee values. Employers who are ecologically and socially responsible inspire pride and loyalty. Psychological contract fulfillment moderates, the study shows. The psychological contract, an implicit agreement between employers and employees, affects how people interpret and respond to sustainability efforts. Employee retention improves with successful agreement implementation, especially for long-term viability. Employee commitment and work satisfaction are better when employees feel their organization is accomplishing sustainability goals. This shows how workplace sustainability affects employee retention. However, organizations must effectively communicate their sustainability goals to guarantee employee awareness and negotiate various expectations for workplace sustainability. This research helps organizational executives improve Employee retention and sustainability practices as sustainability becomes a strategic asset. Human resource management needs a comprehensive plan since employee retention, psychological contract fulfillment, and workplace sustainability are interdependent. Organizations may attract and keep motivated workers by creating a work environment that actively encourages psychological contracts and sustainability. As the business climate changes, firms must recognize and capitalize on sustainability and employee retention synergies as a strategic and moral imperative to succeed.

Implications

Theoretical Implications

This study presents empirical data on Workplace Sustainability, Psychological Contract Sustainability, and Employee Retention to improve organizational behavior, human resource management, and sustainability theory. This study illuminates how sustainability initiatives effect employee performance, stressing the psychological contract. This study supports and expands on current theoretical frameworks, such as the psychological contract theory Rousseau, by showing that Psychological Contract Fulfillment modulates the connection between Workplace Sustainability and

Employee Retention. This study illuminates the complex interaction between employee perceptions and organizational actions, emphasizing the need for a complete theoretical framework that includes psychological contract dynamics and sustainability. This study experimentally shows that Workplace Sustainability improves Employee Retention in a specific industry and geographic location, adding to the expanding body of data on sustainability's economic advantages. Previous methods that focused on sustainable firms' external reputation and financial performance were questioned by the outcomes. In contrast, this study emphasizes internal benefits, including protecting vital human resources. According to Barney, including sustainability practices' beneficial influence on employee retention into theoretical frameworks on human resources' strategic role in competitive advantage might improve our knowledge of organizational performance.

Practical Implications

Leaders in the information technology business, who want to enhance human management and create a sustainable workplace, should consider the research. The report proposes that companies may purposefully embrace Workplace Sustainability policies to attract and retain top personnel. Sustainable practices match with current workforce values and boost employee retention. These data may be used to shape and prioritize sustainability actions in a company's business plan, creating a work environment that matches employee values. Psychological Contract Fulfillment moderates, emphasizing the importance of professional ties. Companies should prioritize sustainable practices and preserve the psychological contract by providing opportunities for progress, honest communication, and fair treatment. A strong psychological contract creates a mutually advantageous connection where employees feel valued, supported, and loyal to the company, improving sustainability programs. This emphasizes the need for holistic people management that addresses psychological contract concerns and sustainability. According to the survey, CEOs and HR experts should assess their workers' sustainability priorities. Customizing sustainability initiatives to Employee expectations and values may help retain them. Modern HRM concepts encourage personalizing the employee-employer interaction. Evaluations and surveys may help companies create more focused and effective sustainability programs by knowing workers' preferences and attitudes.

Limitations

This study provided valuable insights, but its limits must be acknowledged. The research initially focuses on Jordan's IT industry, which may limit its application to other industries or regions. The study must be replicated in different sectors and regions to establish the strength and importance of the identified associations. The study's cross-sectional design limits causal conclusion. The timing and cause-and-effect link between Psychological Contract Fulfillment, Workplace Sustainability, and Employee Retention is better understood in longitudinal research. The theoretical framework implies obvious correlations between these parameters. The research also used IT worker data, increasing the risk of method bias. Even with anonymity and secrecy, self-report assessments might have response bias and social desirability effects. Additional research may use organizational or supervisory records to strengthen the results. Triangulation can increase findings reliability and provide a more comprehensive understanding of explored links. The study also used quantitative methods, which may reveal statistical relationships but lack the richness and depth of qualitative research. Qualitative research methods like interviews and focus groups can help explain the psychological contract and employee perceptions on workplace sustainability. Qualitative methods enhance comprehension and capture the complexity of human experiences, revealing the issue more fully.

Future Directions

Expanding the research to other sectors and countries would increase its external validity. This fits the study's limitations. Comparative comparison across sectors or nations can improve understanding of Workplace Sustainability, Psychological Contract Fulfillment, and Employee Retention. Industry-specific complexities may expose new challenges and opportunities for adopting sustainable techniques to boost worker retention. For further research, longitudinal study designs are viable. By evaluating changes across time, longitudinal studies can better comprehend temporal dynamics and causal links between significant ideas. This may entail studying how workplace sustainability initiatives impact psychological contract views and employee retention. Sustainability policies in firms change with time, making longitudinal research more useful for evaluating their effects on Employee retention. In future studies, mixing techniques may help researchers reevaluate self-report measures and method bias. Focus groups and in-depth interviews can better assess employees' psychological contracts and workplace sustainability viewpoints, ex-

periences, and subjective elements. Combining qualitative and quantitative data helps explain the complex relationship between employee views and company actions. Further research may study how corporate culture influences relationships. Organizational culture influences members' thoughts, feelings, and behaviors. Sustainability-focused cultures, workplace sustainability initiatives, and psychological contract dynamics may explain how contextual elements impact employee retention. This may involve studying how organizations integrate sustainability into their culture and how it affects worker retention. Workplace Sustainability, Psychological Contract Fulfillment, and Employee Retention may be studied. Understanding mediation processes may help firms improve worker retention via sustainability and build a broader strategy. The model may include intermediate variables like work satisfaction, perceived organizational support, and commitment. These mediators may explain how psychological and attitudinal aspects impact employee retention in workplace sustainability programs.

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APPENDIX-1
Questionnaire
Workplace sustainability
• **Complementary Values**
1. I value honesty and integrity in all my relationships.
2. I believe that respect is essential in all interactions with others.
3. I believe in treating everyone with kindness and compassion.
4. Interpersonal safe working conditions
5. The company has implemented safety protocols and measures to ensure a safe workplace.
6. Employees are provided with necessary safety equipment and training.
7. The company has a system in place for reporting and addressing safety concerns.
• **Adequate Compensation**
1. I feel that my salary is fair and reflects my experience and qualifications.
2. I believe that my benefits package adequately meets my needs.
3. I feel that I am compensated fairly for the amount of work I do.
• **Access to Health**
1. I feel that I have easy access to healthcare providers and services when I need them.
2. I believe that I have access to quality medical care that meets my needs.
3. I feel that my healthcare providers listen to my concerns and involve me in decisions about my care.
• **Free time and Rest**
1. I feel that I have enough free time to engage in activities that I enjoy.
2. I believe that taking breaks and resting is important for my physical and mental well-being.
3. I feel that I have a healthy work-life balance that allows me to have sufficient free time.
Employee Retention
1. Within this company, my work gives me satisfaction
2. If I wanted to do another job or function, I would look first at the possibilities within this company
3. I see a future for myself within this company
4. If it were up to me, I would definitely be working for this company for the next five years.
5. The work I am doing is very important to me.
6. I love working for this company.
Psychological Contract Fulfillment
• Transactional Contract Fulfillment
1. Pay increase to maintain standards of living
2. Fair pay in comparison to employees doing similar work
3. Fair pay for the responsibilities of the job
4. Fringe benefits
5. High salary
6. Pay for performance
• Relational Contract Fulfillment
1. Freedom to do the job well
2. Flexible working scheme
3. Safe work environment
4. Respectful treatment
5. Good work-private balance