Going green to keep talent: Exploring the relationship between sustainable business practices and turnover intention

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Abstract

PURPOSE: *This study explores the association between sustainable business practices (SBP) and turnover intention (TI) to understand the role of sustainability initiatives in influencing employee retention and organizational commitment.* **METHODOLOGY:** *The present study conducted a systematic literature review (SLR) following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) Statement. From an initial selection of 326 articles, a rigorous double-blind screening process identified 31 key papers for in-depth analysis.* **FINDINGS:** *The systematic review provides compelling evidence that SBP have a robust positive association with employee outcomes, especially in reducing TI. This relationship is notably mediated by job satisfaction and organizational commitment and moderated by psychological safety and ethical leadership elements. Further, key gaps were discerned, including the necessity to explore the varied impact of SBP across industries, the enduring effects of SBP on TI, the influence of cultural and contextual facets, and the urgency for methodological advancements in cross-cultural research. In response to these gaps, four hypotheses were conceptualized to provide deeper insights into the complex interplay between SBP, TI, and overarching cultural/contextual variables.* **IMPLICATIONS:** *Theoretically, this research adds to the existing literature by empirically validating the relationship between SBP and TI, highlighting critical mediators and moderators, and suggesting avenues for future research. Incorporating the identified gaps and proposed hypotheses provides a structured direction for subsequent investigations.*

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The findings emphasize the importance of integrating SBP into organizational strategies to promote sustainability while enhancing workforce well-being and retention. Organizations can align with sustainability goals and boost employee satisfaction by focusing on organizational commitment, open communication, and leadership grounded in ethical and sustainable principles. **ORIGINALITY AND VALUE:** *This research provides a comprehensive overview of the interplay between SBP and TI, integrating insights from various studies. By emphasizing understudied mediators and moderators, identifying research gaps, and outlining derived hypotheses, the study sets the stage for future inquiries. Its practical recommendations are essential for organizations that balance sustainability goals with workforce stability, benefiting organizational performance and employee satisfaction.*

Keywords: sustainable business practices, turnover intention, TI, job satisfaction, employee engagement, organizational commitment, employee involvement, employee empowerment, systematic literature review, PRISMA, future research directions, hypotheses, research gaps, green HRM

INTRODUCTION

Organizations must retain talented employees to achieve long-term success in today's business world. Ensuring employee retention holds greater significance than recruiting and training new employees due to the substantial investment of time and resources required (Emmanuel et al., 2021). The impact of turnover can be felt in many areas, including productivity, the overall quality of products or services, and the bottom-line profitability of an organization. In order to remain competitive, enhance productivity, and foster innovation, organizations must prioritize the retention of motivated and skilled staff. The employees within an organization have the potential to be the main source of sustainable competitive advantage (Mehrez & Bakri, 2019). Employee turnover encapsulates the reasons employees choose to leave organizations. While numerous factors can influence an employee's intention to exit, TI stands out as the strongest predictor of actual employee departure (Griffeth et al., 2000; Juma & Lee, 2012). The causes for this intention are generally bifurcated into 'push' and 'pull' factors. The former arises when organizations either consciously or inadvertently create conditions that encourage departures. The latter, on the other hand, pertains to external opportunities or allurements that draw employees out. To foster a loyal and stable workforce, organizations must discern the myriad factors that culminate in TI. SBP emerge as potent tools in this endeavor, helping organizations mitigate factors that spur turnover (Emmanuel et al., 2021). There are various reasons for high turnover rates in organizations, including poor work conditions and inadequate human resources practices such as

compensation and benefits, employee services, training and development, performance management, and job security. When organizations recruit from an international labor market, maintaining a stable workforce can become even more challenging, as the recruitment process can be time-consuming and expensive (Hoyos & Serna, 2021).

Retaining employees is, therefore, crucial for multinational organizations. However, HR professionals in developing countries and emerging economies may not fully understand the reasons behind high turnover rates and therefore struggle to develop effective strategies to address the issue (Mehrez & Bakri, 2019). Many companies are adopting strategic approaches like SBP to attract and retain top talent to combat this challenge. However, there is a difference between "turnover" and "turnover intention." In essence, "turnover" refers to the actual act of quitting, where employees leave their current workplace for another organization. On the other hand, "turnover intention" refers to an employee's intention to quit and the likelihood of leaving their current workplace (Mehrez & Bakri, 2019). By monitoring and addressing TI, organizations can benefit by having an early warning sign of potential turnover. The authors aim to understand the relationship between SBP and TI to help organizations become more proactive in addressing employee engagement, job satisfaction, and overall organizational climate.

After analyzing 326 papers from the Scopus database, it was observed that there was a significant gap in the literature in the business, management, and accounting sectors, particularly with respect to the relationship between SBP and TI over the last decade. This study aims to bridge this gap through a systematic literature review (SLR) guided by PRISMA Statement, covering publications from 2013 to 2023. The SLR began with an initial assessment of 326 papers, eventually narrowing down to 31 crucial studies after a rigorous double-blind review process. The choice of Scopus as the primary database stemmed from its comprehensive coverage in the domains of business and business management. It is noteworthy that a significant portion of studies indexed in the Web of Science database also find a place in Scopus. However, focusing exclusively on this database does present limitations, and the potential inclusion of other databases in future research is recognized.

Given the expansive nature of sustainable business practices, this research adopted a focused lens, emphasizing practices that cater specifically for human talent management and foster an organizational culture conducive to employee retention. This strategic approach was crucial in the systematic sifting of the initial 326 papers, resulting in a select compilation of studies that spotlight SBP from the perspective of responsible human talent management. This study provides a profound insight into the evolution of the field, highlighting trends, patterns, and existing gaps. It also charts

a course for future research directions. The meticulous SLR process ensures a thorough and transparent review, facilitating a holistic grasp of the SBP-TI dynamic. The adopted methodology reflects a dedication to unveiling a nuanced narrative of the SBP-TI relationship, which are further elucidated in the ensuing sections of this paper. The following research questions guide this study:

RQ1) *What are the key findings and topics found based on the SLR regarding the relationship between sustainable business practices and turnover intention?*

RQ2) *How do certain variables mediate or moderate the relationship between sustainable business practices and turnover intention?*

RQ3) *What are the key patterns, trends, and gaps in the relationship between sustainable business practices and turnover intention?*

RQ4) *What are potential future research directions to address the identified gaps and enhance understanding of the factors influencing turnover intention in the context of sustainable business practices?*

The paper is structured as follows: The introduction provides an overview of the significance of talent retention, the role of SBP, and the research questions guiding this study. The theoretical background offers a comprehensive overview of SBP and TI, discussing key concepts, principles, and theories relevant to the research topic. The methodology outlines the systematic literature review process, including the search strategy, inclusion, and exclusion criteria, and using PRISMA Statement and Covidence for a rigorous review. The results and discussion present the findings and in-depth analysis of the results, discussing their implications and significance in the context of existing literature on the SLR, addressing each research question systematically. The conclusion summarizes the key findings and their contributions while also highlighting the importance of studying the relationship between sustainable business practices and TI.

THEORETICAL BACKGROUND

This study focuses on two key areas of research: sustainable business practices (SBP) and turnover intention (TI). SBP are based on sustainability and organizational theories, which explain how businesses can incorporate social and environmental considerations into their operations. Meanwhile, the theoretical perspective on TI explores factors influencing employees' decision to leave their current jobs, including job embeddedness theory,

social exchange theory, and expectancy theory. By examining the relationship between SBP and TI, this study adds to the existing literature.

Sustainable business practices

SBP can be defined as the various methods and actions that organizations adopt to integrate environmental, social, and economic considerations into their operations and decision-making processes (Iqbal, 2020). These practices go beyond mere regulatory compliance and aim to create shared value for all stakeholders by proactively minimizing negative environmental impacts, promoting social responsibility, and ensuring long-term economic viability (Lombardi Netto et al., 2021). Effective human resource management is vital for the long-term sustainability of organizations. Implementing green HRM programs has been proven to be a successful strategy in reducing costs, improving resource efficiency, minimizing carbon footprint, enhancing employee engagement and environmental awareness, elevating environmental performance, and boosting corporate reputation (Wajdi et al., 2023).

It is essential for managers to pursue ethical practices in all aspects of their activities and participate in sustainable management. A fundamental aspect of sustainable HRM involves cultivating a workplace culture that prioritizes openness and respect, as well as fostering relationships of trust with employees (Thai & Mai, 2023). Additionally, it is crucial to emphasize the voice and participation of employees in order to create a sustainable HRM framework (Stadler et al., 2022). Organizations must incorporate sustainability and productivity issues in performance assessments with greening incentives to demonstrate their support for human resource practices. The integration of employees' green behaviors, green HRM practices, and environmental sustainability leads to new ways of performance in organizations with a focus on sustainability (Iqbal, 2020; Mehrez & Bakri, 2019). Leadership emphasis, message credibility, peer involvement, and employee empowerment are critical factors that drive a green organizational culture (Benn et al., 2015). These key enablers can significantly contribute to the success of an organization's sustainability efforts and help in achieving its environmental goals (Roscoe et al., 2019). The adoption of sustainable human resource management (HRM) practices is an essential factor in achieving long-term organizational benefits (Abu Mahfouz et al., 2023). This approach enables the implementation of effective well-being policies and initiatives that promote the continuous health and wellness of the workforce, which in turn enhances the organization's reputation as a preferred employer (Stadler et al., 2022). By adopting SBP, organizations can demonstrate their commitment to environmental and social responsibility while achieving their business

objectives (Apostu & Gigauri, 2023). Moreover, the focus on sustainability can lead to new opportunities for innovation and competitive advantage. These strategies underscore the importance of sustainable business practices in achieving long-term profitability (Duong et al., 2022). In particular, such programs can be considered as a retention strategy to discourage employees from leaving by making the organization a more attractive and sustainable place to work.

SBP are based on fundamental principles that support sustainable development. These principles are centered on environmental stewardship (Ning et al., 2023), social equity (Custodio et al., 2023), economic prosperity (Chen et al., 2023), and intergenerational responsibility (Fischer et al., 2023). Organizations that embrace SBP principles concentrate on several crucial aspects, such as efficiency, consistency, and sufficiency of resources (Fischer et al., 2023), waste reduction (Kumar et al., 2023), ethical labor practices (Lu et al., 2023), responsible sourcing (Rehman et al., 2023), community involvement (Bonfanti et al., 2023), renewable energy usage (Brychko et al., 2023; Caglar & Askin, 2023), and stakeholder engagement (Galati & Adamashvili, 2023). These components present a holistic approach to sustainable business management. By implementing SBP, organizations can maintain a profit, while solving environmental and social problems (Tura et al., 2019).

The theoretical foundations of SBP are grounded in sustainability and organizational theories. Sustainability theories provide a robust framework for understanding the rationale and implications of SBP. For instance, the triple bottom line (TBL) theory proposed by Elkington in 1994 (Elkington, 2004) emphasizes the importance of considering environmental, social, and economic dimensions when making organizational decisions to promote sustainable practices (Andersson et al., 2022; Mheiri et al., 2021). Distinguishing between sustainable practices helps to determine their influence on different competitive outcomes. The TBL theory's emphasis on considering environmental, social, and economic dimensions aligns well with the goals of sustainable business practices. However, a potential limitation lies in the challenge of effectively balancing these dimensions (Tavanti, 2023), as organizations may face trade-offs between profitability and sustainability, which could impact employee perceptions and TI.

The natural resource-based view (NRBV) posits that organizations that prioritize sustainability actions and outcomes, particularly those that focus on resource efficiency and conservation, are well-positioned to develop unique competitive advantages. Through the optimization of resource use, waste reduction, and preservation of natural resources, organizations can lower costs, enhance their environmental performance, and attract environmentally conscious customers and stakeholders. This strategic

emphasis on sustainability enables organizations to differentiate themselves, establish a positive reputation, and access new market opportunities, resulting in heightened competitiveness and long-term viability (Ahmadi-Gh & Bello-Pintado, 2022). The NRBV perspective provides valuable insights into the competitive advantages of prioritizing sustainability actions. By focusing on resource efficiency and conservation, organizations can lower costs and enhance environmental performance. However, the practical implementation of these strategies might involve upfront costs or changes that could potentially affect employee job satisfaction and TI.

By incorporating institutional theory as an additional theoretical framework, the understanding of sustainability and its connection to organizational practices can be enhanced. The institutional theory provides a comprehensive structure for analyzing the adoption of sustainable practices by organizations in the face of external pressures and internal expectations driven by coercive, normative, and mimetic isomorphism (DiMaggio & Powell, 1983; Glover et al., 2014). It justifies the adoption of certain sustainability practices, even when the benefits may not be immediate. The institutional theory considers the dissemination of management practices and organizational structures, taking into account social networks and legitimacy aspects. It emphasizes the importance of adopting practices or structures to gain legitimacy within the institutional environment. By examining the stimuli that contribute to sustainability and organizational legitimacy, including regulations, environmental concerns, social expectations, and legal frameworks, the institutional theory provides valuable insights into the adoption and implementation of sustainable practices within organizations. Previous research on sustainability-related topics, including environmental sustainability, sustainable methodologies, blockchain integration, and sustainable supply chains, has recognized the significance of the institutional theory in analyzing sustainability (Dragomir et al., 2023; Hussain et al., 2023). Incorporating the institutional theory enhances the understanding of sustainability adoption within organizations. While the theory highlights the importance of gaining legitimacy through sustainable practices, it might not fully account for individual employee motivations and attitudes that influence TI (Ren et al., 2023).

The resource-based view (RBV) theory offers valuable guidance for identifying organization resources that are suitable for green innovation incorporation into practices, processes, and activities. This enables organizations to redefine productivity and communicate their environmental sustainability efforts through green marketing campaigns (Khanra et al., 2022). By leveraging eco-branding (Olsen et al., 2014), green information technology (Chan, 2021), and green human resource management as

organization resources (Emmanuel et al., 2021; Roscoe et al., 2019), organizations can transform their brand image and develop sustainable organizational capabilities, contributing to long-term sustainability and competitive advantage (Khanra et al., 2022). The RBV theory's focus on identifying suitable resources for green innovation and transformation aligns with the notion of leveraging sustainable practices to create a competitive advantage. However, the potential challenge lies in the alignment of these resources with employees' values and perceptions, which can impact their intention to stay or leave the organization (Singh et al., 2022).

Stakeholder theory (ST) further enhances sustainable business practices for achieving social sustainability by emphasizing mutual benefits for all stakeholders and collaboration among supply chain tiers (Kausar Azam et al., 2023; Freeman, 1994). This framework aligns with the goals of sustainable business practices, especially in low- and middle-income countries (LMIC), where stakeholder theory underscores the importance of considering the opinions and expectations of stakeholders to achieve successful organizational outcomes. To achieve sustainable development goals (SDGs), high involvement, long-term commitment, and collaboration among supply chain tiers are necessary, and ST facilitates this transition from linear to circular economy practices. Social partnerships play a crucial role in managing collaborative interactions and contributing to the achievement of SDGs in LMICs (Kayikci et al., 2022). ST's emphasis on collaboration and mutual benefits aligns with the positive outcomes of sustainable practices, such as enhanced employee engagement and well-being. Nevertheless, the theory may not fully address the potential conflicts or differing stakeholder expectations that could contribute to TI.

Organizational support theory (OST) provides valuable insights into employees' perceptions of the support and concern shown by their organization, commonly known as perceived organizational support (POS) (Kurtessis et al., 2017). When employees feel supported, they are more likely to exhibit job commitment, improve their performance, and demonstrate loyalty to the organization. By recognizing and appreciating employees' contributions, organizations can boost their confidence, meet their need for recognition, and foster stronger social connections (Emmanuel et al., 2021; Hoyos & Serna, 2021). While OST emphasizes the significance of perceived organizational support in comprehending TI, one may question its validity in accounting for external factors that could also impact TI. While fostering a supportive work environment is undoubtedly important, there may be other factors at play that need to be considered.

Integrating these theoretical foundations allows organizations to develop a comprehensive understanding of SBP and their implications for

sustainable development. This framework provides a valuable perspective for exploring the relationship between SBP and TI, unraveling the underlying mechanisms and factors that shape employees' attitudes and behaviors toward sustainability within the organizational context. Understanding these dynamics is crucial for organizations striving to enhance employee retention and create a culture of sustainability and shared values.

Turnover intention (TI)

TI refers to the predisposition or aspiration of an employee to voluntarily resign from their present job or organization (Ali et al., 2022). Understanding TI is essential for organizations to formulate strategies that aid talent retention. Several factors influence TI, including job satisfaction (Ayodele et al., 2022; Barkhuizen & Gumede, 2021; Barthauer et al., 2020), burnout (Barthauer et al., 2020), organizational commitment (Ali et al., 2022; Benn et al., 2015), work-life balance (Ayodele et al., 2022), interpersonal conflict (De Clercq & Belausteguigoitia, 2022); happiness, management support, co-worker support, career management, innovative work behavior, and leader member exchange (Kanchana & Jayathilaka, 2023), as well as, the importance of considering individual differences between groups of employees and their perception of the extrinsic and intrinsic rewards received (Hoyos & Serna, 2021).

The concept of TI can be viewed through various theoretical lenses, including job embeddedness theory, social exchange theory, and expectancy theory. Each of these perspectives offers valuable insights into understanding the factors that influence employees' intentions to leave their current job or organization.

Job embeddedness theory (JET) encompasses three key dimensions: "links," "fit," and "sacrifice." The theory emphasizes the importance of individuals' connections to their physical surroundings, family, community, and work environment, suggesting that the more embedded employees are in these various domains, the lower their intention to quit. Additionally, JET highlights the significance of the individual's sense of compatibility with the organization and its surroundings (fit) and the perceived costs associated with leaving the job (sacrifice). By understanding and addressing these dimensions, organizations can effectively manage TI and enhance employee retention (Arici et al., 2023).

Social exchange theory (SET), proposed by Blau (1964) and Emmerson (1976) (Cook, 2015), offers a valuable framework for understanding the reciprocal relationship between leaders and subordinates in organizations. According to Li et al. (2022), SET highlights that the quality of this relationship

influences outcomes. Negative treatment from abusive leaders, characterized by a lack of trust, respect, support, and mistreatment, can lead employees to exhibit poor behaviors and experience exhaustion and insecurity. Previous research has shown that SET effectively explains abusive behaviors and their negative impact in the workplace. It has also been applied to study factors such as job insecurity and emotional exhaustion. Considering the principles of SET can provide insights into how leader member relationships and employee experiences shape outcomes like TI (Li et al., 2022).

Understanding how individuals make decisions and what rewards they expect is crucial for organizations to retain their employees. Expectancy theory (Vroom, 1964) is a valuable tool that sheds light on this topic. The theory's sub-constructs, namely expectancy, instrumentality, and valence, play a significant role in influencing TI. When employees feel that their efforts will not be adequately rewarded, they might consider leaving the organization. Similarly, if good performance is not recognized or rewarded, employees may become disengaged and more likely to leave. Lastly, rewards that are not deemed personally valuable can also lead to higher TI. By identifying areas that need improvement and taking appropriate actions, organizations can reduce turnover and retain their valuable employees (Gyepi-Garbrah et al., 2023).

Understanding these theoretical perspectives can help organizations develop effective strategies to reduce TI and enhance employee retention within the context of SBP.

The rationale for investigating the relationship between sustainable business practices and turnover intention

Investigating the relationship between SBP and TI holds several compelling reasons. The implementation of SBP in an organization demonstrates its dedication toward ethical and responsible behavior, which is essential in creating a positive work environment. This, in turn, leads to higher levels of job satisfaction, organizational commitment, and employee loyalty (Silva et al., 2022). SBP benefits not only the organization but also the environment and society as a whole, by promoting employee engagement, empowerment, and well-being (Lu et al., 2023). Understanding how SBP affects employee perceptions and intentions toward turnover provides insights into employee retention and overall organizational performance.

A critical aspect of SBP is addressing deceptive practices, such as greenwashing, which can negatively impact employee trust and commitment, leading to higher turnover rates (Westerman et al., 2022). The presence of greenwashing undermines the authenticity of an organization's

sustainability efforts and creates skepticism and cynicism among employees, ultimately contributing to disengagement and higher turnover rates. To combat greenwashing, organizations need to foster an authentic culture of sustainability and ethical behavior, which in turn, can help maintain employee trust, reduce TI, and enhance overall organizational performance.

Effective retention strategies are essential for long-term organizational success, as retaining skilled and motivated employees is crucial (Barkhuizen & Gumede, 2021). To cultivate a workforce committed to sustainable practices, organizations can integrate theoretical foundations of SBP and TI to develop effective strategies that address TI and enhance employee retention rates. This approach can lead to sustainable growth for the organization. After conducting a systematic literature review (SLR) of 31 papers, a robust theoretical basis has been established for connecting SBP with TI.

While numerous theories provide insightful frameworks for understanding the dynamics between SBP and TI, it is crucial to recognize some critiques in the field. Some contentions suggest that certain sustainability practices, although well-presented, might predominantly serve symbolic purposes rather than effect real change (Rodrigue et al., 2013; Newig, 2007). Additionally, while the discussed theories capture a broad spectrum of factors influencing TI, there could be external determinants beyond these theoretical boundaries. This study endeavors to navigate these critiques, aiming to shed light on the intricate relationship between SBP and TI with a well-rounded perspective.

METHODOLOGY

To comprehensively understand the intricate relationship between sustainable business practices (SBP) and turnover intention (TI), this research employed a systematic literature review (SLR) approach. This methodology is informed by a commitment to methodological rigor and precision, ensuring a robust foundation for the research findings and conclusions.

Selection of the data source

The decision to utilize the Scopus database for the literature review was informed by its esteemed standing as a premier repository for scholarly content. Scopus is distinguished by its comprehensive depth, encompassing over 76 million records that span more than 24,000 journals, books, and conference proceedings. Its wide-ranging coverage across a myriad of academic disciplines, which is augmented by advanced analytical capabilities, positions Scopus as an indispensable resource for researchers seeking

a comprehensive exploration of academic narratives. Our predilection for Scopus, particularly when juxtaposed with databases such as the Web of Science (WoS), is anchored in its unparalleled breadth in academic literature, making it a quintessential tool for investigations necessitating an exhaustive traversal of scholarly discourse. However, it is imperative to acknowledge the inherent constraints of confining our search to a singular database. There exists the potentiality of omitting specialized articles or those originating from specific geographic locales. We recognize this constraint and advocate for subsequent research initiatives to contemplate the integration of diverse databases to achieve a more expansive literary canvas.

Our exploration into the Scopus database was initiated on March 29th, 2023. The term "sustainab*" was employed to target titles, abstracts, and keywords, yielding an initial expansive pool of 903,595 articles. A thorough search term was utilized to gather articles on SBP, encompassing different versions of the term "sustainable." To narrow down the research objectives, extra search terms were included using the connector "AND," such as "turnover intention" and "job satisfaction," to explore the connections amongst SBP, employee contentment, and TI. By incorporating these extra search terms, the number of articles was reduced to 974, enabling a more precise study of the subject matter. It is worth noting that a search using only "sustainab*" and "turnover intention" produced 1,670 results. However, for a more comprehensive literature analysis, the search term "job satisfaction" was deemed necessary. This deliberate approach enabled a more focused investigation of the research trends and insights surrounding SBP and TI in our study.

Refinement process and criteria implementation

To refine this vast collection, strategic and well-defined parameters were set:
- **Inclusion criteria**: Only articles that:

1) Were published within the past decade (2013-2023).
2) Were authored in English.
3) Appeared in peer-reviewed journals or conference proceedings in the realms of business, management, and accounting.

- **Exclusion criteria**: Articles were discarded if they:

1) Deviated from the core research theme.
2) Were not peer-reviewed.
3) Were not authored in English.
4) Were published prior to our defined ten-year window.

After meticulous application of these criteria, a refined list of 326 articles was procured for further assessment.

Quality assessment and PRISMA Statement adherence

Our commitment to academic rigor was further underpinned by our adherence to the PRISMA Statement, ensuring a systematic and transparent review process (Figure 1):

1) **Identification**: This phase captured the initial array of articles from Scopus.
2) **Screening**: From the initial pool of 326 articles, an automated process within Covidence detected and removed a singular duplicate, resulting in 325 articles for evaluation. Utilizing a double-blind review protocol, two independent reviewers meticulously assessed the titles and abstracts of these articles. Their assessments were anchored by two guiding research questions:
   a) Does the article present key findings or topics related to the relationship between sustainable business practices (SBP) and turnover intention (TI)?
   b) Does it explore variables that might mediate or moderate this relationship?
   Articles were considered to be out of scope if they purely discussed SBP without referencing TI, or vice versa. This rigorous screening ensured that only articles closely aligned with our research objectives advanced to the next stage. In instances where the reviewers held different perspectives on an article's relevance, a structured dialogue ensued. Through collaborative deliberation, discrepancies were resolved, ensuring that the screening process was both consistent and comprehensive.
3) **Eligibility**: The 61 articles that passed the screening stage were then subjected to a thorough full-text review. This deeper dive, carried out by the same two blind reviewers, examined the entirety of each article to ascertain its depth, methodological rigor, and precise relevance to the relationship between SBP and TI. Articles were judged not only by their overt discussions of SBP and TI but also by their exploration of potential mediating or moderating variables — directly in line with the second research question. Given the granular nature of this review, the likelihood of divergent opinions between the reviewers increased. In such situations, the reviewers engaged in a constructive dialogue, revisiting the research questions and inclusion criteria to reach a consensus, ensuring that the final selection was the epitome of academic rigor.
4) **Inclusion**: The exhaustive evaluation process resulted in a final selection of 31 articles that met stringent criteria and warranted a thorough examination.
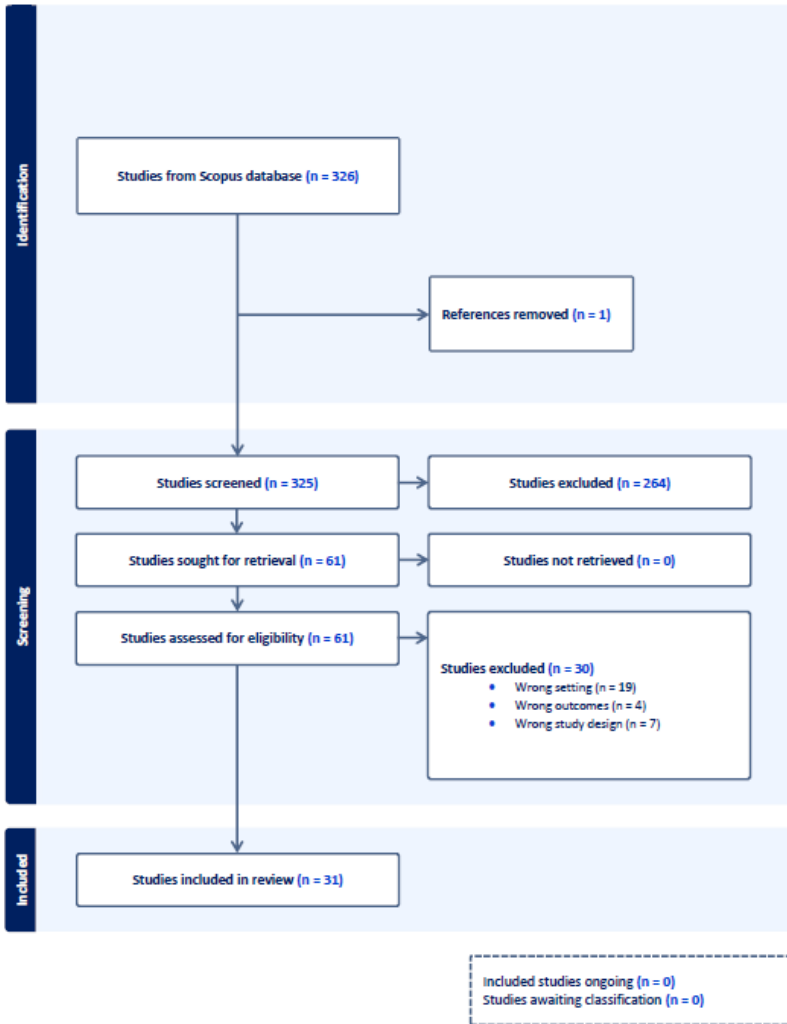
Figure 1. Papers quality assessment and double-blinded screening based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) Statement for transparent reporting.

Source: Authors' elaboration based on Covidence and the Scopus dataset.

PRISMA Statement role in the research

PRISMA Statement is an internationally recognized guideline, providing a robust framework that ensures systematic reviews are transparent, comprehensive, and reproducible. It comprises a checklist and flow diagram

that detail the systematic review process, from the literature search and screening to the final selection of articles. Our strict adherence to the PRISMA Statement ensures that each phase of our research, from the identification of relevant articles to their inclusion or exclusion, is meticulously documented, enhancing the transparency and credibility of our methodology.

Data synthesis, analysis, and the role of Covidence

Among the 31 articles selected, a rigorous thematic synthesis was conducted to elucidate dominant patterns, emergent themes, and intricate nuances related to SBP and TI. This analytical endeavor not only foregrounded salient findings but also underscored discernible gaps in contemporary scholarship, suggesting directions for future research. In our pursuit of methodological rigor and to optimize the systematic review process, we incorporated Covidence, an esteemed digital platform dedicated to systematic reviews. Covidence was indispensable, providing invaluable support from the preliminary screening stages to data extraction and the conclusive analytical phase.

While our systematic review has yielded rich insights, we understand the inherent limitation of relying exclusively on Scopus. Though Scopus provides a comprehensive coverage, the incorporation of other databases might have rendered a broader spectrum of literature, capturing more nuanced or regional perspectives. We acknowledge this limitation and suggest that future studies might expand their literature search across multiple databases to ensure even more extensive coverage.

RESULTS AND DISCUSSION

In this section, the results and discussion are presented, which derived from the comprehensive analysis of 31 papers using a SLR approach, following the PRISMA Statement. Through a rigorous process, the study has identified both the findings and authors that significantly contribute to the understanding of the relationship between SBP and TI. The results and discussion have been subdivided into subsections based on the logical structure of the four research questions.

RQ1. What are the key findings and topics found, based on the SLR regarding the relationship between sustainable business practices and turnover intention?

Based on the results of the 31 articles reviewed, key findings were found, organized into three thematical groups, and presented in Table 1 as (1) Job-related factors affecting TI, (2) Organizational support and leadership impacting TI, and (3) Employee engagement, satisfaction, and ethical factors influencing TI.

In the first thematical group, the identified job-related factors affecting TI include pay, employment relationship, employee welfare, career growth, and workplace ethics (Ayodele et al., 2022). Addressing these factors can reduce turnover rates by improving employee satisfaction and commitment. Furthermore, departmental support was found to have a buffering effect on burnout and career satisfaction (Barthauer et al., 2020). While it positively impacts employee engagement, it may negatively influence career-related factors.

Transformational leadership was found to reduce TI by fostering a psychologically safe work environment (Sobaih et al., 2022). Other factors such as pay, supervisor satisfaction, work satisfaction, and promotion satisfaction were found to impact both employee engagement and TI (Wen et al., 2022). The correlation between perceived CSR and ethical leadership was explored, emphasizing the mediating role of job satisfaction (Nejati et al., 2021). Moreover, implementing green human resource management mechanisms and aligning HRM practices with sustainability goals enhanced employee retention (Adeyefa et al., 2021; Guerci et al., 2019). Cultivating other-oriented attributions and fostering a culture of social responsibility were also identified as factors influencing TI (Lu et al., 2023; Valyte-Zeimiene & Buksnyte-Marmiene, 2022). Additionally, sustainable HRM practices were found to be essential in addressing unsustainable work practices and reducing turnover in the events industry (Stadler et al., 2022).

In the second thematical group, perceived organizational support toward the environment was found to positively relate to job satisfaction, organizational identification, and citizenship behaviors toward the environment and negatively related to TI (Lamm et al., 2015). Through perceived organizational support, leader-member exchange influenced TI (Huang et al., 2021). Effective communication and active listening skills of supervisors were also found to impact emotional exhaustion, citizenship behavior, and TI (Lloyd et al., 2015).

Table 1. Key Findings on the Relationship between SBP and TI

Thematical Group	Key Findings
1. Job-Related Factors Affecting TI	Factors such as pay, employment relationship, employee welfare, career growth, and workplace ethics affect employees' intention to leave their job. Addressing these factors can reduce turnover rates (Ayodele et al., 2022).
	Employees who feel supported by their department have a lower risk of burnout and higher levels of perceived internal marketability and career satisfaction. However, this support does not reduce the likelihood of employees intending to leave their current job. These results suggest that departmental support can positively impact employee engagement but may negatively affect career-related factors (Barthauer et al., 2020).
	Transformational leadership negatively affects employee TI in the hotel industry. This effect is mediated by psychological safety, indicating that transformational leadership practices can help reduce employee turnover by fostering a psychologically safe work environment (Sobaih et al., 2022).
	Several factors, including pay, supervisor satisfaction, work satisfaction, and promotion satisfaction, significantly impact employee engagement. On the other hand, these same factors have a negative impact on TI. This underscores the importance of these factors in fostering employee engagement and reducing turnover rates (Wen et al., 2022).
	The correlation between perceived CSR and ethical leadership in preventing employee TI has been examined in this study. The findings suggest that job satisfaction acts as a mediator in this relationship. As a result, organizations should focus on implementing CSR and ethical leadership practices to enhance job satisfaction and ultimately minimize employee TI (Nejati et al., 2021).
	Implementing green human resource management mechanisms can significantly enhance employee retention in the hotel industry. This study emphasizes the significance of integrating environmentally sustainable practices within HRM strategies to decrease turnover rates (Adeyefa et al., 2021).
	Sustainable HRM has been found to have a positive effect on job satisfaction, while also decreasing TI. It was observed that the meaning of work mediates the relationship between sustainable HRM and job satisfaction. Therefore, organizations must ensure that their HRM practices align with sustainability goals to foster job satisfaction and decrease TI (Guerci et al., 2019).
	Employees with other-oriented attributions toward socially responsible organizations are less inclined to have TI and view the organization as fair. These findings indicate that promoting other-oriented attributions and cultivating a culture of social responsibility can positively impact TI (Valyte-Zeimiene & Buksnyte-Marmiene, 2022).
	Employee-oriented social responsibility is related to reducing TI, mediated by the dimensions of organizational commitment. This indicates that organizations should prioritize employee-oriented social responsibility practices to enhance organizational commitment and reduce turnover rates (Lu et al., 2023).
	There is a necessity for sustainable HRM practices in the events industry to address unsustainable work practices, workload, and employee relationships and prevent high levels of turnover. This emphasizes the importance of implementing sustainable HRM strategies tailored to the specific industry context (Stadler et al., 2022).
2. Organizational Support and Leadership Impacting TI	Perceived organizational support toward the environment positively relates to job satisfaction, organizational identification, and citizenship behaviors toward the environment while negatively relating to TI. This indicates that organizations that support environmental initiatives can positively influence employee attitudes and reduce TI (Lamm et al., 2015).
	A causal link exists between leader-member exchange and TI through perceived organizational support. This finding underscores the significance of leader-member relationships and the perceived level of support from the organization in influencing TI (Huang et al., 2021).
	Supervisors who were perceived as good listeners had a positive effect on emotional exhaustion, citizenship behavior, and TI. This implies that supervisors' effective communication and active listening can play a critical role in reducing TI (Lloyd et al., 2015).
	The practice of ethical leadership has a positive impact on employee rewards and has an indirect effect on reducing TI among Gen-Y employees in Malaysia. This emphasizes the crucial role that ethical leadership practices play in promoting favorable employee outcomes and diminishing the likelihood of TI (Ng & Salamzadeh, 2020).
	The study highlights the significance of servant leadership in mitigating TI among employees in the higher education sector of Pakistan. The findings suggest that the adoption of servant leadership behaviors can have a beneficial impact on employee retention rates (Mustamil & Najam, 2020).

Thematical Group	Key Findings
3. Employee Engagement, Satisfaction, and Ethical Factors Influencing TI	Research has shown that sustainable HRM practices and good internal communication can improve employees' feelings about their organization. This can lead to better performance and less desire to leave their job. Essentially, by making sure employees are happy and committed, companies can reduce turnover rates (Gomes et al., 2023).
	The presence of a causal relationship path from CSR to job satisfaction, followed by organizational commitment, can lead to a decrease in TI. This suggests that companies prioritizing CSR initiatives can positively impact employee satisfaction and commitment, reducing turnover intent (Jarkovská & Jarkovská, 2022).
	The impact of organizational justice on employees' intention to stay is both direct and indirect, as it affects their level of organizational commitment. This highlights the significance of prioritizing organizational justice to increase organizational commitment and decrease TI (Mahfouz et al., 2022).
	Career competencies impact organizational commitment, job involvement, and TI, with job involvement and organizational commitment partially mediating these relationships. This suggests that developing employees' career competencies can positively influence job satisfaction and organizational commitment and ultimately reduce TI (Ali et al., 2022).
	Perceived greenwashing has negative relationships with sustainability managers' job satisfaction, affective commitment, job performance, and a positive relationship with TI. SDG identity congruence moderates these effects, with higher SDG identity leading to enhanced job satisfaction, commitment, and lower TI in the presence of greenwashing rates (Westerman et al., 2022).

The practice of ethical leadership was positively linked to employee rewards and had an indirect effect on reducing TI (Ng & Salamzadeh, 2020). Servant leadership was found to mitigate TI in the higher education sector (Mustamil & Najam, 2020) and job performance (Bieńkowska et al., 2023).

The third thematical group highlighted the role of sustainable HRM practices, internal communication, and CSR initiatives in enhancing employees' attitudes toward the organization, reducing TI, and improving performance (Gomes et al., 2023; Jarkovská & Jarkovská, 2022). The impact of organizational justice on TI was observed through its influence on organizational commitment (Mahfouz et al., 2022). Career competencies were found to impact organizational commitment, job involvement, and TI, with job involvement and organizational commitment partially mediating these relationships (Ali et al., 2022). One study explored how perceived greenwashing affects the job satisfaction, commitment, performance, and TI of sustainability managers. The findings revealed a positive correlation between perceived greenwashing and TI. However, the study also found that having a strong Sustainable Development Goals (SDG) identity can mitigate these effects by enhancing job satisfaction, commitment, and reducing TI, despite the prevalence of greenwashing practices (Westerman et al., 2022).

RQ2: How do certain variables mediate or moderate the relationship between sustainable business practices and turnover intention?

The aim is to reveal the complex dynamics and contextual factors affecting the SBP and TI relationship. This is achieved by presenting the mediating and moderating variables, which help to uncover the underlying processes and conditions that drive the impact of SBP on TI. With a better understanding of these variables, organizations can develop targeted strategies and

interventions that are tailored to their specific industry, culture, and context. By doing so, they can effectively manage TI and promote SBP that are aligned with their objectives. To effectively address RQ2, it is crucial to consider the variables that mediate or moderate the relationship between SBP and TI across the three groups presented earlier as a response to RQ1. These variables are presented in Table 2.

Table 2. Variables that mediate or moderate the relationship between SBP and TI

Mediator Factors	Moderator Factors
Group 1: Job-Related Factors Affecting TI	
• Job satisfaction: Mediates the relationship between perceived corporate social responsibility (CSR) and ethical leadership with TI (Nejati et al., 2021). • Meaning of work: Mediates the relationship between sustainable HRM practices and job satisfaction, which in turn affects TI (Guerci et al., 2019).	• Psychological safety: Moderates the relationship between transformational leadership and TI. Transformational leadership practices foster psychological safety, which moderates the impact on reducing TI in the hotel industry (Sobaih et al., 2022). • Organizational commitment: Moderates the relationship between employee-oriented social responsibility and TI. Employee-oriented social responsibility practices have a stronger impact on reducing TI rates when organizational commitment is higher (Lu et al., 2023).
Group 2: Organizational Support and Leadership Impacting TI	
• Perceived organizational support toward the environment: Mediates the relationship between organizational support toward the environment and TI (Lamm et al., 2015) • Perceived organizational support: Mediates the relationship between leader-member exchange and TI (Huang et al., 2021).	• Effective communication and active listening: Moderates the relationship between supervisors' listening skills and TI (Lloyd et al., 2015). • Ethical leadership: Moderates the relationship between employee rewards and TI (Ng & Salamzadeh, 2020). • Servant leadership: Moderates TI in the higher education sector (Mustamil & Najam, 2020).
Group 3: Employee Engagement, Satisfaction, and Ethical Factors Influencing TI	
• Organizational commitment: Mediates the relationship between sustainable HRM practices, CSR initiatives, and job satisfaction with TI (Gomes et al., 2023; Jarkovská & Jarkovská, 2022; Mahfouz et al., 2022). • Job involvement: Partially mediates the relationship between career competencies and TI (Ali et al., 2022).	• SDG identity congruence: Moderates the effects of perceived greenwashing on job satisfaction, commitment, and TI. Higher SDG identity enhances job satisfaction, commitment, and reduces TI in the presence of greenwashing rates (Westerman et al., 2022).

In Group 1, which focuses on job-related factors affecting TI, several variables emerge as mediators and moderators. Job satisfaction is identified as a crucial mediator, mediating the relationship between perceived CSR and ethical leadership with TI (Nejati et al., 2021). Additionally, the meaning of work acts as a mediator, mediating the relationship between sustainable HRM practices and job satisfaction, which in turn affects TI (Guerci et al., 2019). On the other hand, psychological safety acts as a moderator, moderating the relationship between transformational leadership and TI. It fosters a sense of safety and trust, thus reducing TI in the hotel industry (Sobaih et al., 2022). Organizational commitment also acts as a moderator, moderating the relationship between employee-oriented social responsibility and TI. The impact of employee-oriented social responsibility practices on reducing TI rates is stronger when organizational commitment is higher (Gomes et al., 2023).

In Group 2, which explores organizational support and leadership impacting TI, mediator, and moderator variables play important roles. Perceived organizational support toward the environment acts as a mediator, mediating the relationship between organizational support toward the environment and TI (Lamm et al., 2015). Perceived organizational support also acts as a mediator, mediating the relationship between leader-member exchange and TI (Huang et al., 2021). Moreover, effective communication and active listening emerge as a moderator, moderating the relationship between supervisors' listening skills and TI (Lloyd et al., 2015). Ethical leadership (Ng & Salamzadeh, 2020) and servant leadership (Mustamil & Najam, 2020) also act as moderators, moderating the relationship between employee rewards and TI, as well as TI in the higher education sector, respectively.

In Group 3, which focuses on employee engagement, satisfaction, and ethical factors influencing TI, several mediator and moderator variables come into play. Organizational commitment acts as a mediator, mediating the relationship between sustainable HRM practices, CSR initiatives, and job satisfaction with TI (Gomes et al., 2023; Jarkovská & Jarkovská, 2022; Mahfouz et al., 2022). Similarly, job involvement partially mediates the relationship between career competencies and TI (Ali et al., 2022). SDG identity congruence emerges as a crucial moderator, moderating the effects of perceived greenwashing on job satisfaction, commitment, and TI. Higher SDG identity enhances job satisfaction, commitment, and reduces TI in the presence of greenwashing rates (Westerman et al., 2022).

In conclusion, the findings from the three groups of factors highlight the complex relationship between SBP and TI. The mediating factors identified by Gomes et al. (2023), Guerci et al. (2019), Huang et al. (2021), Nejati et al. (2021), Sobaih et al. (2022), and Ali et al. (2022) reveal the importance

of variables such as job satisfaction, the meaning of work, organizational commitment, perceived organizational support toward the environment, and perceived organizational support in explaining the mechanisms through which various factors influence TI. Moreover, the moderating factors examined by Lloyd et al. (2015), Lu et al. (2023), Mustamil and Najam (2020), Ng and Salamzadeh (2020), Sobaih et al. (2022), and Westerman et al. (2022) demonstrate the role of psychological safety, organizational commitment, effective communication, ethical leadership, servant leadership, and SDG identity congruence in shaping the relationship between SBP and TI. These factors provide a nuanced understanding of how specific conditions and contexts influence the impact of SBP on TI.

Taking a holistic approach to consider mediated and moderated factors can help organizations gain a comprehensive understanding of the underlying mechanisms at play when it comes to addressing TI effectively. The factors that have been identified show the importance of fostering job satisfaction, promoting organizational commitment, creating a meaningful work environment, enhancing communication, providing perceived organizational support, cultivating ethical leadership practices, and aligning employees' values with sustainability goals. By focusing on these key areas, organizations can develop targeted strategies that help them tackle TI in a more effective manner.

RQ3: What are the key patterns, trends, and gaps in the relationship between sustainable business practices and turnover intention?

After rigorous analysis of 31 literature papers, patterns, trends, and gaps were identified related to the impact of SBP on employees' job retention. This analysis has provided valuable insights into the relationship between SBP and TI, which can guide organizations in fostering sustainable practices while reducing employee turnover. Further exploring this relationship can enhance our understanding of how SBP affects TI.

The presented key findings in response to RQ1 have revealed certain patterns, trends, and gaps, which can aid in addressing RQ3:

Patterns

Several consistent patterns emerged from the analysis, highlighting the relationship between SBP and TI. These patterns highlight the benefits associated with sustainable Human Resource Management (HRM) practices, the mediating role of certain variables, and the importance of employee involvement and empowerment in sustainable HRM:

1) Positive impact of sustainable HRM: Many of the key findings indicate a positive relationship between sustainable HRM practices and various employee outcomes, such as reduced TI, increased job satisfaction, and enhanced organizational commitment. This suggests a consistent pattern of the benefits associated with implementing sustainable HRM practices.
2) Mediating variables: Several studies highlight the mediating role of variables like employee engagement, job satisfaction, and organizational commitment. This pattern suggests that these variables play an important role in translating the effects of sustainable HRM practices on TI and employee retention.
3) Employee involvement and empowerment: Employees consistently emerge as significant mediators or factors influencing the relationship between sustainable HRM practices and TI. This pattern suggests that empowering employees and involving them in decision-making processes are crucial aspects of sustainable HRM.

Trends

Apart from the identified patterns, certain trends were observed in the literature, indicating evolving perspectives and areas of focus in the relationship between SBP and TI:

1) Focus on environmental performance: There is a growing trend in exploring the relationship between environmental performance and employee outcomes. The findings suggest that a positive relationship exists between environmental performance and employee satisfaction, well-being, and retention. This indicates an increasing recognition of the importance of environmental sustainability and its impact on employee attitudes and behaviors.
2) Role of intellectual capital: Some studies emphasize the role of intellectual capital in shaping employees' responses to sustainable HRM practices. This trend suggests that organizations should consider the intellectual capital possessed by their employees as a valuable resource that can influence the effectiveness of sustainable HRM initiatives.

In conclusion, the literature analysis has provided valuable insights into the relationship between SBP and TI. The identified patterns, such as the positive impact of SBP and the mediating role of variables, contribute to our understanding of effective strategies for reducing TI. The trends in environmental performance and intellectual capital underscore the importance of considering broader factors in sustainable organizational initiatives.

Research gaps

In addition to the patterns and trends, several research gaps were identified in the existing literature, indicating areas where further research is needed to enhance our understanding of the relationship between SBP and TI:

Research gap 1: Variation in sustainable business practices impact across industries and sectors

This gap emphasizes the need to understand how the impact of SBP on TI varies across different industries and sectors. Industries differ in terms of their organizational structures, job characteristics, employee expectations, and regulatory environments. There's a pressing need to explore whether the effects of SBP on TI are consistent across diverse industry settings or if there are industry-specific factors that moderate this relationship. Such exploration will enable organizations to tailor sustainable practices to the unique needs of different industries, ultimately contributing to enhanced employee retention strategies.

Research gap 2: Long-term effects of sustainable business practices on turnover intention

While existing research provides insights into the short-term impacts of SBP on TI, the sustainability of these effects over an extended period remains largely unexplored. Longitudinal studies that track employees' experiences and TI over time are imperative to decipher the lasting benefits and potential pitfalls of SBP. Insights from such long-term studies will guide organizations in formulating and refining sustainable strategies for enduring improvements in employee retention.

Research gap 3: Influence of cultural and contextual factors on sustainable business practices and turnover intention

Current findings predominantly reflect studies conducted in specific cultural and contextual settings, potentially limiting the generalizability of the results. There is an unexplored area in understanding how national culture, societal norms, legal frameworks, and other contextual variables shape employees' perceptions of and responses to sustainable practices. Investigating this gap will offer organizations insights into tailoring their SBP, ensuring alignment with cultural values and expectations.

Research gap 4: Methodology for cross-cultural research on sustainable business practices and turnover intention

To uncover both universal principles and cultural nuances influencing the effectiveness of sustainable practices, there is a need to design and execute rigorous cross-cultural research studies. Such studies can contrast the effects of SBP on TI across diverse cultural contexts. Multinational organizations, in particular, stand to benefit from this knowledge, guiding them in customizing their SBP to resonate with employees from varied cultural backgrounds.

Considering the identified gaps, based on our systematic literature review, we propose a set of hypotheses to further understand the nuanced dynamics between SBP and TI.

Derived hypotheses from the literature

Hypothesis 1 (H1): The impact of sustainable business practices on turnover intention will vary across industries and sectors.

Different industries and sectors exhibit distinct characteristics, practices, and work environments. These variations may impact the effectiveness of SBP in reducing TI. For instance, the impact of SBP on TI might differ between the technology sector and the healthcare sector due to differences in employee expectations and job characteristics.

Hypothesis 2 (H2): Organizations with robust sustainable business practices will experience lower turnover intention rates over time.

SBP encompass strategies that promote employee well-being, engagement, and organizational commitment. These practices, such as work-life balance programs, career development, and employee recognition, contribute to job satisfaction and reduced TI over time.

Hypothesis 3 (H3): National culture, societal norms, and legal frameworks directly moderate the sustainable business practices and turnover intention relationship.

Elements such as prevailing national values, societal expectations, and the legal environment within a region play a pivotal role in shaping the relationship between SBP and TI. The influence of these contextual factors may either enhance or mitigate the impact of SBP on TI.

Hypothesis 4 (H4): The sustainable business practices and turnover intention relationship varies across different cultural contexts.

The interplay between SBP and TI isn't universally consistent but varies based on the cultural milieu. Certain cultural contexts might amplify the positive effects of SBP on reducing TI, while others might lessen it. The hypothesis underscores the necessity of cross-cultural research to elucidate these variations.

By empirically testing these hypotheses and analyzing data across diverse industries and cultural contexts, a future research model intends to delve deeper into the intricate relationship between SBP and TI, and the overarching cultural/contextual factors. The insights derived will undoubtedly be invaluable for organizations in their quest to devise and implement sustainable business strategies, ensuring employee retention and well-being in varied settings.

In conclusion, the literature analysis has provided valuable insights into the relationship between SBP and TI. Addressing the identified gaps through industry-specific studies, longitudinal research, and cross-cultural investigations, will further enhance our understanding of the SBP-TI relationship and inform the development of targeted organizational interventions.

In order to enhance the analysis and address research gaps, we conducted a comprehensive geographical distribution and industry representation analysis. This information has been compiled in Appendix A1.

RQ4. What are potential future research directions to address the identified gaps and enhance understanding of the factors influencing turnover intention in the context of sustainable business practices?

Identifying gaps in the existing literature on the relationship between SBP and TI highlights the need for further research to enhance our understanding of the factors influencing TI in the context of SBP. This section presents potential future research directions across eight categories, offering an overview of different research areas and their related topics, and assists in addressing the RQ4 (Table 3).

This section outlines proposed research directions aimed at addressing gaps in the literature on SBP and TI. These categories, when explored, can help researchers understand the factors influencing TI in the context of SBP and provide valuable insights for organizations to develop effective strategies. The research questions provided can serve as a starting point for further

investigation, and doctoral students may approach the authors for detailed work plans corresponding to each research category.

Table 3. Future research directions

Categories	Research questions
C1: Factors influencing TI and retention strategies.	1. What are the key components of a framework that effectively addresses labor turnover in the construction sector? 2. How do different turnover prediction models compare in terms of accuracy and applicability across various industries?
C2: Relationship between burnout, resources, and TI	1. How does the Conservation of Resources Theory explain the relationship between burnout and TI in sustainable careers? 2. What is the impact of perceived external marketability on burnout and career TI?
C3: Mediating factors and actual turnover	1. How do exogenous variables mediate the relationship between TI and actual turnover, and what are the underlying mechanisms? 2. To what extent does psychological safety mediate the relationship between various factors (e.g., organizational justice, job satisfaction) and employee TI?
C4: CSR and sustainable HRM practices	1. How does CSR influence employees' behavior, attribution, and knowledge within organizations? 2. What is the role of HR managers in implementing and promoting sustainable HRM practices, and how does social legitimacy influence their effectiveness? 3. How do hospitality industry employees shape CSR and sustainable development?
C5: Organizational culture and employee outcomes	1. How do ethical leadership, work-values fit, and organizational climate impact employees' TI? 2. How does organizational culture influence employee retention in the hospitality industry, and what are the underlying mechanisms? 3. In what ways do cultural values and societal norms moderate the relationship between sustainable business practices and TI across different regions?
C6: Sustainable careers and employee-oriented social responsibility	1. How do employee-oriented social responsibility initiatives impact employee TI, and how do individual and organizational factors moderate this relationship? 2. How does CSR influence employee leadership and commitment, and how does this relationship contribute to sustainable careers?

Categories	Research questions
C7: Sustainability managers and greenwashing behavior	1. How do stakeholders respond to greenwashing practices, and what are their attitudinal responses toward companies engaging in greenwashing? 2. What factors influence the behavior of sustainability managers in avoiding or engaging in greenwashing practices?
C8: Longitudinal studies and comparative analysis	1. What is the long-term effectiveness of different retention strategies in reducing turnover rates across industries? 2. How does TI evolve over time, and what factors influence this evolution in understanding TI? 3. How do sustainable business practices influence TI in different industries over an extended period? What are the varying effects in short-term versus long-term perspectives?

Based on the presented results and discussion, and the four research questions, it can be concluded that TI with respect to SBP is influenced by a variety of factors. These factors can be broadly categorized into three themes: job-related factors, organizational support and leadership, employee engagement, and ethical factors and were addressed in response to RQ1. The findings of RQ2 reveal that there are several variables that mediate the relationship between SBP and TI. Job satisfaction and organizational commitment are two such variables, while psychological safety and organizational commitment act as moderators, influencing how SBP affects TI. The results of RQ3 indicate that SBP have a positive impact on reducing TI, with key variables playing a mediating role. The current trends in this area of research are focused on environmental performance and the significance of intellectual capital. However, there are still gaps in the field, including limited industry representation, the need for longitudinal studies, exploring cultural factors, and utilizing diverse research approaches. The findings for RQ4 suggest that future research should investigate the factors that influence TI in specific industries, explore the connection between burnout and TI in sustainable careers, study mediating factors, and examine how CSR and SBP affect employees. It is crucial to understand the role of organizational culture and employee responsibility, as well as sustainability managers in greenwashing behavior. To provide more comprehensive insights into TI, longitudinal studies and cross-industry comparisons should be conducted.

CONCLUSIONS

Undertaking a comprehensive exploration of the association between sustainable business practices (SBP) and turnover intention (TI), the primary objective of this study was to understand the role of sustainability initiatives in influencing employee retention and organizational commitment. Utilizing the PRISMA Statement, a comprehensive Systematic Literature Review (SLR) was conducted spanning 2013 to 2023. Through a rigorous process of double-blind screening and filtering using the web-based tool Covidence for systematic review, a total of 31 relevant papers were identified from an initial pool of 326 papers in the Scopus database. The analysis addressed four research questions (RQs), revealing recurring patterns, emerging trends, and significant gaps in the literature, providing valuable insights into the SBP-TI relationship.

In response to RQ1, the findings consistently support the positive impact of SBP on various employee outcomes, including reduced TI, increased job satisfaction, and enhanced organizational commitment (Adeyefa et al., 2021; Ayodele et al., 2022; Barthauer et al., 2020; Guerci et al., 2019; Lu et al., 2023; Nejati et al., 2021; Sobaih et al., 2022; Stadler et al., 2022; Valyte-Zeimiene & Buksnyte-Marmiene, 2022; Wen et al., 2022). The literature reveals three significant thematic groups: job-related factors, organizational support and leadership, and employee engagement and ethical factors. These findings underscore the consistent benefits of adopting SBP and highlight the influence of factors such as pay, employment relationship, employee welfare, career growth, workplace ethics, departmental support, and transformational leadership on TI. Implementing SBP in organizations is crucial for fostering positive employee outcomes and reducing TI.

The results from RQ2 provide valuable insights into the complex dynamics between SBP and TI, with a focus on the mediating effects of job satisfaction (Nejati et al., 2021), the significance of work (Guerci et al., 2019), and organizational commitment (Gomes et al., 2023; Jarkovská & Jarkovská, 2022; Mahfouz et al., 2022). Furthermore, the study identified several important moderating variables that impact the SBP-TI relationship, including psychological safety (Sobaih et al., 2022), effective communication (Lloyd et al., 2015), ethical leadership (Ng & Salamzadeh, 2020), servant leadership (Mustamil & Najam, 2020), and SDG identity congruence (Westerman et al., 2022). Psychological safety and organizational commitment are especially highlighted as notable moderators affecting how SBP impacts TI. These variables influence the strength of the SBP-TI relationship and should be considered by organizations seeking to manage TI effectively. To this end, organizations should prioritize initiatives that enhance job satisfaction, foster organizational commitment, create a meaningful work environment,

promote open communication, and cultivate ethical leadership practices that align with sustainability goals. A comprehensive understanding of these variables will aid in the development of targeted strategies to promote SBP and mitigate TI.

Regarding RQ3, the consistent findings highlight the positive impact of SBP on reducing TI, increasing job satisfaction, and enhancing organizational commitment (Ayodele et al., 2022; Barthauer et al., 2020; Sobaih et al., 2022). Patterns, notably the positive influence of SBP and the mediating role of key variables, emerge. A growing focus on environmental performance and intellectual capital's role is also evident. Mediating variables such as employee engagement and organizational commitment play significant roles in translating the effects of SBP on TI (Guerci et al., 2019; Nejati et al., 2021). Thus, the implementation of sustainable practices is crucial for fostering positive employee outcomes.

In conclusion, regarding RQ4, our analysis has revealed certain gaps in the literature. It becomes imperative to investigate factors influencing TI in specific industries and the link between burnout and TI in sustainable careers. There is a clarion call to study how CSR and SBP practices affect employees. Specifically, there is a need for industry-specific studies to comprehend the variations in the impact of SBP on TI across various sectors (Ayodele et al., 2022). Longitudinal studies are also essential to establish causal relationships and evaluate the long-term effects of SBP on TI (Sobaih et al., 2022). Understanding the role of organizational culture, employee responsibility, and the influence of sustainability managers in greenwashing behavior emerges as critical. The examination of the impact of cultural and contextual factors on the SBP-TI relationship is crucial for enhancing the generalizability of findings (Nejati et al., 2021). By addressing these research gaps, future studies can provide a more comprehensive understanding of the relationship between SBP and TI, contributing to the advancement of knowledge in this field.

In summary, the presented SLR offers insights into SBP and TI. The review highlights the consistent positive influence of SBP on reducing TI and the role of mediating and moderating factors. Longitudinal studies and cross-industry comparisons are emphasized as pivotal to offer deeper insights into TI. The findings can guide organizations in developing strategies that accentuate sustainable business practices and mitigate TI. Future research is needed to address gaps and deepen our understanding of the SBP-TI relationship dynamics, including industry-specific studies, longitudinal research, and cross-cultural analyses.

Emerging from the identified literature gaps, the following research hypotheses were proposed:

H1: The influence of sustainable practices on turnover intention will manifest differently across distinct industries and sectors.

H2: Organizations ingrained with robust sustainable business practices will observe a decrease in turnover intention rates over longitudinal timelines.

H3: National culture, societal norms, and legal frameworks directly moderate the sustainable business practices and turnover intention relationship.

H4: The sustainable business practices and turnover intention relationship varies across different cultural contexts.

These hypotheses delineate potential avenues for future empirical research, emphasizing the intricate interplay between SBP, TI, and overarching cultural/contextual dynamics.

This study's methodology, while rigorous, has inherent limitations. Our exclusive reliance on Scopus, though comprehensive, may have overlooked specialized or region-specific articles. Additionally, by focusing on English-language publications, we might have missed relevant research in other languages. Recognizing these constraints bolsters the study's integrity, and future endeavors should contemplate diversifying data sources and expanding the linguistic spectrum.

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Appendix A1

Table A1. Type of industries and geographic spreading of studies

Type of industries	Geographic spreading of the studies
Tourism and Hospitality	Saudi Arabia
Construction	New Zealand
Government institution	South Africa
Academic scientist	Germany
Education and Engineering consultancy	Australia
Hotels	Australia
Hotels	Nigeria
Different organizations	Portugal
European Association for People Management	29 European countries
High-tech companies	Taiwan
Airports	Oman
Hospitality	Czech Republic

Type of industries	Geographic spreading of the studies
Social networks	Different countries
Public servants	Taiwan
Sports	Germany
Electronic	China
Construction projects	Malaysia
Governmental institutions	Qatar
Public healthcare	United Arab Emirates
Higher education institutions	Pakistan
Telecommunication, medical, industrial, and electronics	Malaysia
Public administration	Vietnam
Manufacturing, engineering, banking and finance, sales and marketing, transportation and logistics, education	Malaysia
Apparel industry	Sri Lanka
ICT	Malaysia
Hotel	Saudi Arabia
Events Industry	UK
Socially responsable organisations	Lithuania
Pharmaceutical manufacturing	China
Sustainability managers	Different countries
Government-Linked Companies	Malaysia

When examining the similarities and differences in the perspectives of sustainable business practices and turnover intention across various industries and geographical locations, several patterns and trends emerge from the 31 studies analyzed.

Similarities:

1) Global Awareness: Sustainable business practices and turnover intention are topics of global significance. Organizations across different industries and countries increasingly recognize the importance of sustainability and the challenges turnover poses.
2) Research Spread: Both topics have garnered attention across various industries, including construction, hospitality, government institutions, education, healthcare, manufacturing, technology, and more. This indicates a growing recognition of their relevance across sectors.
3) Geographical Variation: The issues of sustainable business practices and turnover intention are not confined to a specific region but are global

concerns. Research has been conducted in various countries, including Saudi Arabia, New Zealand, South Africa, Germany, Australia, Nigeria, Portugal, Taiwan, Oman, Czech Republic, China, Malaysia, Qatar, United Arab Emirates, Pakistan, United Kingdom, Lithuania, and Sri Lanka.

Differences:

1) Industry-Specific Challenges: Different industries face unique challenges in terms of both sustainable practices and turnover. For instance, the tourism and hospitality industry (Saudi Arabia, Nigeria, and Australia) may focus on minimizing environmental impacts and promoting responsible tourism. In contrast, the construction industry (New Zealand) might emphasize sustainable building materials and practices.

2) Geographical Emphasis: Research on sustainable business practices and turnover intention tends to be more concentrated in certain regions for specific industries. For example, the construction industry in New Zealand and the hospitality sector in Australia have garnered research attention. At the same time, some regions like Lithuania and the Czech Republic have explored socially responsible organizations in the context of sustainability.

3) Cultural and Socioeconomic Influences: Different cultural and socioeconomic factors can influence the implementation of sustainable practices and turnover rates. This could explain variations in research focus across countries and industries. For example, the events industry in the United Kingdom might address turnover influenced by cultural aspects, whereas social networks in Taiwan may consider turnover in the context of public servants.

4) Organizational Types: Research varies based on the organization under consideration. For instance, studies on sustainability managers, governmental institutions, and government-linked companies have been conducted in countries like Malaysia, Germany, and South Africa, each examining specific challenges and practices related to sustainability and turnover.

5) European Context: The European Association for People Management covers a wide geographical spread, encompassing 29 European countries. This organization's research likely highlights shared challenges and unique cultural considerations regarding sustainable practices and turnover intention.

6) High-Tech and ICT Emphasis: High-tech companies in Taiwan and the ICT industry in Malaysia might focus on turnover within the context of a rapidly evolving technological landscape, potentially exploring the retention of specialized talent.

In summary, while sustainable business practices and turnover intention share global relevance and have been studied across diverse industries and countries, the specific challenges, emphases, and contexts vary based on industry, geography, organizational type, and cultural influences.

Abstrakt

CEL: *To badanie bada związek między zrównoważonymi praktykami biznesowymi (SBP) a zamiarem odejścia (TI), aby zrozumieć rolę inicjatyw zrównoważonego rozwoju we wpływaniu na zatrzymanie pracowników i zaangażowanie organizacyjne.* ***METODYKA:*** *W niniejszym badaniu przeprowadzono systematyczny przegląd literatury (SLR) zgodnie z podejściem Preferred Reporting Items for Systematic Review and Meta-Analyses (PRISMA). Spośród wstępnej selekcji 326 artykułów, rygorystyczny proces selekcji metodą podwójnie ślepej próby pozwolił zidentyfikować 31 kluczowych artykułów do dogłębnej analizy.* ***WYNIKI:*** *Przegląd systematyczny dostarcza przekonujących dowodów na to, że SBP ma solidny pozytywny związek z wynikami pracowników, zwłaszcza w zmniejszaniu TI. Związek ten jest w szczególności pośredniczony przez satysfakcję z pracy i zaangażowanie organizacyjne oraz moderowany przez elementy bezpieczeństwa psychicznego i etycznego przywództwa. Ponadto dostrzeżono kluczowe luki, w tym konieczność zbadania zróżnicowanego wpływu SBP na różne branże, trwałe skutki SBP na TI, wpływ aspektów kulturowych i kontekstowych oraz pilną potrzebę postępów metodologicznych w badaniach międzykulturowych. W odpowiedzi na te luki sformułowano cztery hipotezy, aby uzyskać głębszy wgląd w złożoną zależność między SBP, TI i nadrzędnymi zmiennymi kulturowymi/kontekstowymi.* ***IMPLIKACJE:*** *Badania te uzupełniają istniejącą literaturę, empirycznie potwierdzając związek między SBP a TI, podkreślając krytycznych mediatorów i moderatorów oraz sugerując kierunki przyszłych badań. Uwzględnienie zidentyfikowanych luk i proponowanych hipotez zapewnia ustrukturyzowany kierunek dla kolejnych badań. Odkrycia podkreślają znaczenie integracji SBP ze strategiami organizacyjnymi w celu promowania zrównoważonego rozwoju przy jednoczesnym zwiększeniu dobrostanu i zatrzymania pracowników. Organizacje mogą dostosować się do celów zrównoważonego rozwoju i zwiększyć satysfakcję pracowników, koncentrując się na zaangażowaniu organizacyjnym, otwartej komunikacji i przywództwie opartym na etycznych i zrównoważonych zasadach.* ***ORYGINALNOŚĆ I WARTOŚĆ:*** *To badanie zapewnia kompleksowy przegląd wzajemnych zależności między SBP i TI, integrując spostrzeżenia z różnych badań. Zwracając uwagę na niedostatecznie zbadanych mediatorów i moderatorów, identyfikując luki badawcze i nakreślając pochodne hipotezy, badanie przygotowuje grunt pod przyszłe badania. Zawarte w nim praktyczne zalecenia są niezbędne dla organizacji, które równoważą cele zrównoważonego rozwoju ze stabilnością siły roboczej, z korzyścią dla wydajności organizacji i zadowolenia pracowników.*

Słowa kluczowe: *zrównoważone praktyki biznesowe, zamiar odejścia, TI, satysfakcja z pracy, zaangażowanie pracowników, zaangażowanie organizacyjne, upodmiotowienie pracowników, systematyczny przegląd literatury, PRISMA, przyszłe kierunki badań, hipotezy, luki badawcze, zielone ZZL*

Biographical notes

Anna Florek-Paszkowska obtained her Ph.D. in Economics and in the field of Management Science from the University of Warsaw. Under the mentorship of Prof. Hc Dr. Thomas L. Saaty, who founded the Analytic Hierarchy Process/ Analytic Network Process, she has authored over 60 research publications that address intricate decision-making challenges in economics, management, and sustainable development. She received a postdoctoral research fellowship at Pontificia Universidad Católica del Perú for 2023 and a visiting scholarship at LASA, University of Pittsburgh. Her leadership roles as chairman and organizer of international conferences, coupled with her active judging participation in global hackathons, have further expanded the breadth of her academic contributions. She was also honored as the "Reviewer of the Year 2023" by the Current Research in Nutrition and Food Science Journal.

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Authorship contribution statement

Anna Florek-Paszkowska: Conceptualization, Methodology, Formal Analysis, Investigation, Resources, Data Curation, Writing – Original Draft, Writing – Review & Editing, Visualization, Project Administration. **Carlos A. Hoyos-Vallejo**: Conceptualizing, Formal Analysis, Investigation, Resources, Data Curation, Results, Writing – Review & Editing.

Conflicts of interest

The authors declare no conflict of interest.

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