How Sustainable Human Resource Management Practices Can Increase Intention to Stay Through Organisational Justice and Employee Engagement

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Abstract

Employee retention has become pivotal, specifically in the wake of crises, in positively impacting organisational sustainability (Rouse, 2021). Conversely, the losses of competent and highly-experienced workers influence overall company productivity. Sustainable human resource management (HRM) practices enable employees to engage in conducive working environments and strengthen their intention to stay. This study aims to explore the mediating role of organisational justice and employee engagement in the sustainable HRM practice-intention to stay in correlation with 540 engineers employed in Malaysian construction projects. Three primary outcomes were subsequently attained: (i) organisational justice mediated between sustainable HRM practices and employee engagement; (ii) employee engagement mediated between organisational justice and intention to stay; (iii) organisational justice and employee engagement mediated between sustainable HRM practices and intention to stay. In reinforcing the positive correlation between both constructs, employees would be more willing to remain by implementing sustainable HRM practices and perceived organisational justice. This study elaborates on sustainable HRM practical interventions and future research recommendations.

Disciplinary: Management (Sustainable Human Resources Management Practices, Employee Retention, Organisational Behaviour, Regulations).

Cite This Article:

1   Introduction

Given the essentiality of human factors for organisational sustainability, the vacancies caused by resigned workers (employee turnover) must be replaced by new recruits [2]. As the most challenging situation encountered by local construction companies, high turnover has caused grave concern and garnered scholarly attention among managerial researchers. Employee turnover rates have continued escalating across industries on a global scale over the past decade. Hom et al. [3] stated that employee turnover in Italy (21%), the Netherlands (15.4%), France (24.4%), the United States (18.6%), and Germany (16.5%) appears to be on the rise similar to construction firms in Asia: Malaysia, South Korea, Singapore, and Taiwan. Malaysia represented the third-highest voluntary turnover rate (9.5%) in the Southeast Asian region [4].

The employee turnover impact on productivity within the construction sector has recently garnered much attention [5] as resource usage primarily depends on workers [6]. Specifically, the key determinants impacting construction venture productivity involve insufficient labour, and worker shortage [9-16]. As employees substantially impact the construction sector with labour costs ranging between 30% and 50% of the general undertaking expenditure in most nations [17, 18], high labour turnover has hampered employee progress and organisational profitability [19]. In forecasting the costs of competent employee turnover, turnover could prove detrimental [20].

Organisational and economic sustainability is necessary to examine the factors impacting high labour turnover and their implications on the construction workforce and company efficiency [7]. The aforementioned factors include lack of emphasis on staff training [6, 9, 21], professional incompetence [6, 22], staffing issues [23], underpayment [6, 22, 24, 25], appealing salary packages in other companies, low job skill level [25], low sense of belonging [6, 25], workplace rapport [6], low team morale [24], and organisational injustice [4, 26, 27].

Sustainable HRM has emerged as a novel and vital people management strategy beyond HRM [28] for HR role re-orientation and company sustainability [29, 30]. In effect, such organisations signal their consideration of employees as a long-term asset rather than a financial cost through sustainable HRM practices. This signal proves vital towards optimal sustainability initiatives [31]. Given the effectiveness of employee work engagement as one of the factors influencing sustainable HRM [32], engagement requires further examination in the construction industry. This research aims to investigate the key determinants of employee retention in the construction industry for a sustainable workforce.

Summarily, this study pioneers an (i) thorough examination involving the mediating effect of organisational justice on the sustainable HRM practice-employee engagement connection in local construction companies and (ii) the identification of a mediating impact of employee engagement on the organisational justice-intention to stay correlation in local construction companies. It is deemed crucial for construction companies to acknowledge how sustainable HRM practices, organisational justice, and employee engagement impact employees' intention to stay in local construction companies, which remains underexplored. Thus, this study aimed to examine the

correlation among sustainable HRM practices, organisational justice, employee engagement, and their intention to stay through the social exchange theory (SET) to bridge the literature gaps and resolve this intricacy.

2 Literature Review

Essentially, SET underpins the 'norm of reciprocity' notion where economically or socio-economically benefitting organisational members experience a feeling of obligation and reciprocate with positive behaviours and attitudes [33-37]. In this vein, HRM practices that offer positive initiating actions (organisational justice) and targets (individual employees) would positively reciprocate such actions with high-quality social exchange relationships [37]. In other words, workers who observe organisational justice to be fair would positively respond to their organisation through high work engagement [37, 38]. Based on Blau [39] and his subsequent research outcomes, the sustainable HRM-positive organisational outcome connection supported the reciprocity norm under SET [40] following past literature [41-43] and positive sustainable HRM outcomes.

Parakandi and Behery [42] supported the positive organisational outcomes of sustainable HRM, such as employee commitment, satisfaction, retention, and engagement. Specifically, SET was employed to assert the sustainable HRM practice-positive organisational outcome (sustainable employee performance and perceived sustainable organisational support) connection [41]. In line with SET, company benefits compel organisational members to reciprocate by spending their energy, time, and efforts at work. Highly-engaged individuals rarely resign given their professional contributions [44] and willingness to remain [45]. Furthermore, workers' sensitivity to organisational justice inevitably impacted their organisational retention [46]. The social exchange variables could operate as antecedents, mediators, and moderators between HRM practices and employee outcomes in the study setting [47]. No complete consistency of the social study factors with incidence over the intention to stay was observed given the model diversity.

2.1 Sustainable HRM Practices

The term 'sustainable HRM practices' indicates a dual sustainability-HRM practice connection. In this vein, sustainable HRM practices catalyse long-term company performance. Organisational sustainability should be seriously regarded to establish improvement and growth strategies [48]. Selective staffing [41, 48], training [41, 48, 49], employee participation [48, 50], empowerment [41, 51-54], and compensation and rewards [49, 56] are seen as the most dimensions of sustainable HRM practices.

Selection involves the division of work opportunities into two classes: individuals who are offered business and those who are disregarded [57]. Training alludes to "the process of increasing the knowledge and skills to perform a particular job, with the aims of bridging the gap between job requirements and the competence of employees and improving their work behaviour and performance" [58](p. 3). In employee participation, all organisational members are empowered to make decisions on company development activities [48]. Empowerment encompasses high professional motivation following authority delegation from the highest to lowest organisational

level for workable or confidential outcomes [54]. For example, empowerment enables employees to engage in responsible decision-making [55]. Lastly, compensation and rewards imply aggregate monetary and non-monetary incentives for employees' good performance [59].

2.2 Organisational Justice

In organisational contexts, justice relates to the rules and social norms governing outcome (rewards and punishments) distribution methods, distribution decision-making procedures, and interpersonal people management approaches [60]. As a multi-dimensional notion, organisational justice encompasses four dimensions: distributive, procedural, informational justice, and interactional [62].

2.3 Employee Engagement

Employee engagement is defined as the "simultaneous investment of an individual's physical, cognitive, and emotional energy in the active, full work performance" [63](p. 619). As a broad, multi-dimensional, and motivation-induced concept that necessitates one's undivided involvement in the role or task performance, employee engagement [63, 65] is characterised by vigour, dedication, and absorption following Schaufeli et al. [64](pp. 74). Vigour denotes high energy levels, mental resilience, and one's preparedness to self-invest in professional tasks and persevere amidst workplace complexities, whereas dedication constitutes work significance, enthusiasm, inspiration, pride, and organisational intricacies. Meanwhile, absorption indicates high levels of focus, happiness, and interest towards rapid task completion and deep engrossment at work [64](pp. 74-75).

2.4 Intention to Stay

Intention to stay denotes the strength of an individual's relative intent towards discretionary and permanent employment discontinuation [66]. Besides, intention to stay describes as employees' willingness to stay in the organisation after cautious consideration [67].

2.5 Hypotheses Development

In line with past studies, HRM practices substantially influenced organisational justice [68-70]. Employees who are more satisfied with specific organisational HRM practices tend to have improved organisational justice perspectives [70]. Meanwhile, Fesharaki and Sehhat [69] implied Islamic HRM practices to be positively associated with organisational justice. Overall, organisational justice is deemed crucial with regard to sustainable HRM [71]. Reflecting the above explanation, it is theorized that:

o **H#1**: Sustainable HRM practices have a significant and positive effect on organisational justice.

A high engagement level is an improvement in employee welfare [72]. Employees who are physically emotionally, and cognitively engaged with their professional roles depict energetic individuals who are deeply engrossed with work and strive to attain organisational goals [73]. The

organisational justice impact on employee engagement has garnered much scholarly attention [74]. Following past outcomes, organisational justice positively and vitally influenced employee engagement [75-79]. Since a series of obligations create reciprocal interdependence; this leads to relationship development and finally employee engagement [36]. Based on Kahn [79], the reason underlying organisational justice perceptions elevates psychological safety and mitigates concerns over the power resources and authority delegation. Considering the above elucidation, it is hypothesized that:

- o **H#2**: Organisational justice has a significant and positive effect on employee engagement.

Past research has assessed the HRM practice-employee engagement correlation [80, 81] while current counterparts highlight the sustainable HRM-employee engagement [82] and sustainable HRM practice-work engagement connections [83]. Such studies primarily place emphasis on influencing and promoting employees' green practices and actions and contributions to organisational environmental credentials by 'greening' current HR roles [84]. Sustainable HRM could be distinguished from green HRM, which focuses on the environmental concern-HRM integration [85, 86]. The green HRM practice-employee engagement relationship exists from that point, thus reflecting novel progress in sustainability [84, 87]. The hypothesis is developed based on past findings:

- o **H#3**: Sustainable HRM practices have a significant and positive effect on employee engagement.

Engagement was associated with positive organisational outcomes, such as low turnover intentions [8], costs, absenteeism, and high growth and intention to stay [45]. In Mitchell, et al. [88], employees' decision to stay or resign depends on the extent of their level are embedded in the organisation. Rai et al. [45] subsequently extended Mitchell et al.'s [88] argument where the decision to stay or resign could rely on employees' engagement level. Scholars who had investigated the employee engagement-intention to stay correlation was extremely limited [45]. The following theory is highlighted based on the aforementioned justifications:

- o **H#4**: Employee engagement has a significant and positive effect on intention to stay.

Fairness denotes one of the primary factors impacting employees' organisational retention. Employees' perspectives of organisational justice could impact their emotions towards organisational fairness, which gradually affects their intention to stay in the organisation. A transparent organisation should seek equality and justice in every aspect for high employee retention [89]. Employees who believe to be fairly treated by their employers have a high intention to stay within an organisation compared to those who are unfairly treated [90]. In line with past outcomes, organisational justice positively and significantly impacted employees' intention to stay [46, 89, 92, 93]. As such, the following hypothesis is developed:

- o **H#5**: Organisational justice has a significant and positive effect on intention to stay.

Besides, research has found a relationship between HRM practices and employee engagement [80, 81]. However, some research indicated that organisational justice had a mediator role between HRM practices and other constructs to create a positive behaviour from HRM practices [70, 94, 95]. Research has found a relationship between organisational justice and employee engagement [75-78]. Research showed a relationship between organisational justice and employees' intention to stay [46, 89, 92, 93]. Employee engagement has been found as a mediator to maintain positive behaviour towards employees' intention to stay [45]. Additionally, employee engagement had a mediator role in several past studies [96, 97]. In summary, considering the above clarification, this study proposes the following hypotheses:

- o **H#6**: Organisational justice mediates the effects of sustainable HRM practices on employee engagement.
- o **H#7**: Employee engagement mediates the effects of organisational justice on intention to stay.

3 Method

The target study population involved engineers employed in Malaysian construction projects while the sampling frame encompassed registered engineers from arbitrarily-selected local construction. This quantitative approach aimed to forecast the study construct correlations. Meanwhile, structural equation modelling (SEM) was performed with IBM-SPSS-AMOS 25.0 to address all the study hypotheses.

3.1 Pretest and Pilot Test

This study tools were adapted from past literature to complement this research. The adapted instruments were expert-reviewed for face, content, and criterion validity. The tools were suitably modified based on expert feedback. A pilot study was subsequently performed with 109 self-administered questionnaires distributed to randomly-selected respondents for data gathering. An exploratory factor analysis method was applied to examine item usefulness by forecasting their respective constructs with the pilot study data [61, 98-102].

3.2 Method of Sampling and Data Collection

This study utilised simple random sampling to select 540 engineers from the sampling frame: local construction project engineers. As this method ascertains arbitrary selection and sample representativeness towards the research population, the aforementioned approach fulfilled the parametric statistical analysis requirement. Self-administered questionnaires were sent to the selected respondents by email to be addressed at their convenience. The researcher followed up with the respondents through phone calls. The completed questionnaires were subsequently returned by email. A total of 318 valid responses were obtained with a response rate of 58.89%.

Specifically, 23% were females and 77% were males. 73% of the respondents were junior engineers, 25% were senior engineers, and 2% were site manager engineers. Approximately 77% of the respondents had under five years of working experience, 19% had between five and 10 years of working experience, and 4% had over 10 years of working experience. The respondents' average age

was 28. Most (33%) of the respondents were civil engineers, 31% were architects, 19% were mechanical engineers, and 17% were electrical engineers. In terms of educational qualification, 97% of the respondents held a Bachelor's degree in engineering while 3% held a Master's degree.

4 Result

4.1 Confirmatory Factor Analysis (CFA)

This study incorporated the parceling model for second-order constructs: sustainable HRM practices, organisational justice, and employee engagement. Based on the inclusive fit implications presented in Table 1, inclusive fit indices involving CFI (> 0.90), TLI (> 0.90), RMSEA (< 0.08), and ChiSq/df (< 3.0) met the edge esteems. In this vein, the measurement model of sustainable HRM practices (Su-HRMP), organisational justice (OJ), and employee engagement (EE) proved statistically adequate.

Table 1: Inclusive fit of the CFA for the Second Order Constructs with Parceling Model.

Measurement Model	CFI	TLI	RMSEA	ChiSq/df	P-value
Su-HRMP	.974	.970	.043	1.543	.000
OJ	.904	.907	.073	2.981	.000
EE	.974	.969	.043	1.552	.000

The second-order construct items indicated a good level (above 0.60) and measurement validity. As all the average variance extracted (AVE) and composite reliability (CR) values exceeded their edge estimations of 0.5 and 0.6, respectively, adequate convergent validity and CR for sustainable HRM practices construct, organisational justice construct, and employee engagement constructs was reaffirmed (see Table 2).

Table 2: The AVE and CR for the Sustainable HRM Practices, Organisational Justice, and Employee Engagement Constructs

	Number of Items	AVE	CR
Sustainable HRM Practices	20	.60	.88
Selective staffing [103]	4	.71	.91
Extensive training [103]	4	.63	.87
Employee Participation [103]	4	.53	.82
Empowerment [51]	5	.52	.84
Compensation and Rewards [104]	3	.72	.89
Organisational Justice [62]	20	.67	.89
Procedural justice (alludes to the procedures used to arrive at worker's results)	7	.60	.91
Distributive justice (alludes to worker's results)	4	.51	.81
Interpersonal justice (denotes the officials initiating relevant procedures)	4	.71	.91
Informational justice (denotes the officials initiating relevant procedures)	5	.53	.85
Employee Engagement [105]	18	.61	.82
Vigor	7	.60	.91
Dedication	6	.53	.87
Absorption	5	.53	.85

The simplified first-order constructs were subsequently pooled for the pooled CFA approach. The fitness index outcomes met the cutoff standards while the measurement model evaluation of

all latent constructs attained the construct validity prerequisites. The factor loading outcomes for all the items exceeded 0.60, thus achieving the uni-dimensionality conditions. Given that all the AVE and CR values exceeded their edge estimations (see Table 3), this study reaffirmed the adequate convergent validity and CR for all latent constructs.

Table 3: AVE and CR

	Factor Loading	AVE	CR
Sustainable HRM_Practices (α = 0.881)		**.61**	**.89**
Selective staffing	.79		
Extensive training	.79		
Employee Participation	.82		
Empowerment	.75		
Compensation and Rewards	.74		
Organisational Justice (α = 0.841)		**.53**	**.82**
Procedural	.73		
Distributive	.74		
Interpersonal	.70		
Informational	.74		
Employee Engagement (α = 0.860)		**.70**	**.88**
Vigor	.86		
Dedication	.89		
Absorption	.76		
Intention to Stay (ITS) [106] (α = 0.853)		**.72**	**.89**
Item1	.83		
Item2	.87		
Item3	.85		

As such, internal consistency implied an acceptable reliability level with a Cronbach's alpha (α) ranging between 0.841-0.881. As the bivariate correlations among latent variables were under 0.85, the Pearson correlations demonstrated no multicollinearity issues [107]. The discriminant validity was accomplished based on the discriminant validity index summary [108] in Table 4.

Table 4. Discriminate Validity Index Summary

	Su-HRMP	OJ	EE	ITS
Su-HRMP	.78			
OJ	.68	.73		
EE	.50	.60	.84	
ITS	.53	.60	.64	.85

The skewness values were within the range of -0.909 and 0.153 while the kurtosis counterparts were within the range of -0.410 and 1.409. Both measures implied normal data distribution, which met the parametric statistical analysis usage assumptions [109].

This study applied Harman's single-factor test to restrict all study items to one measure as common method bias could demonstrate the significant effects on the study findings. Following the research results, 41.36% of the variance was represented by one construct. As Harman's single factor test cut-off point denoted a 50% variance, the variance level for this study was under this value [110].

4.2 SEM

This study applied SEM using AMOS 25.0 to access the path relationships among examined constructs [111]. Figure 1 shows the SEM graphic output.
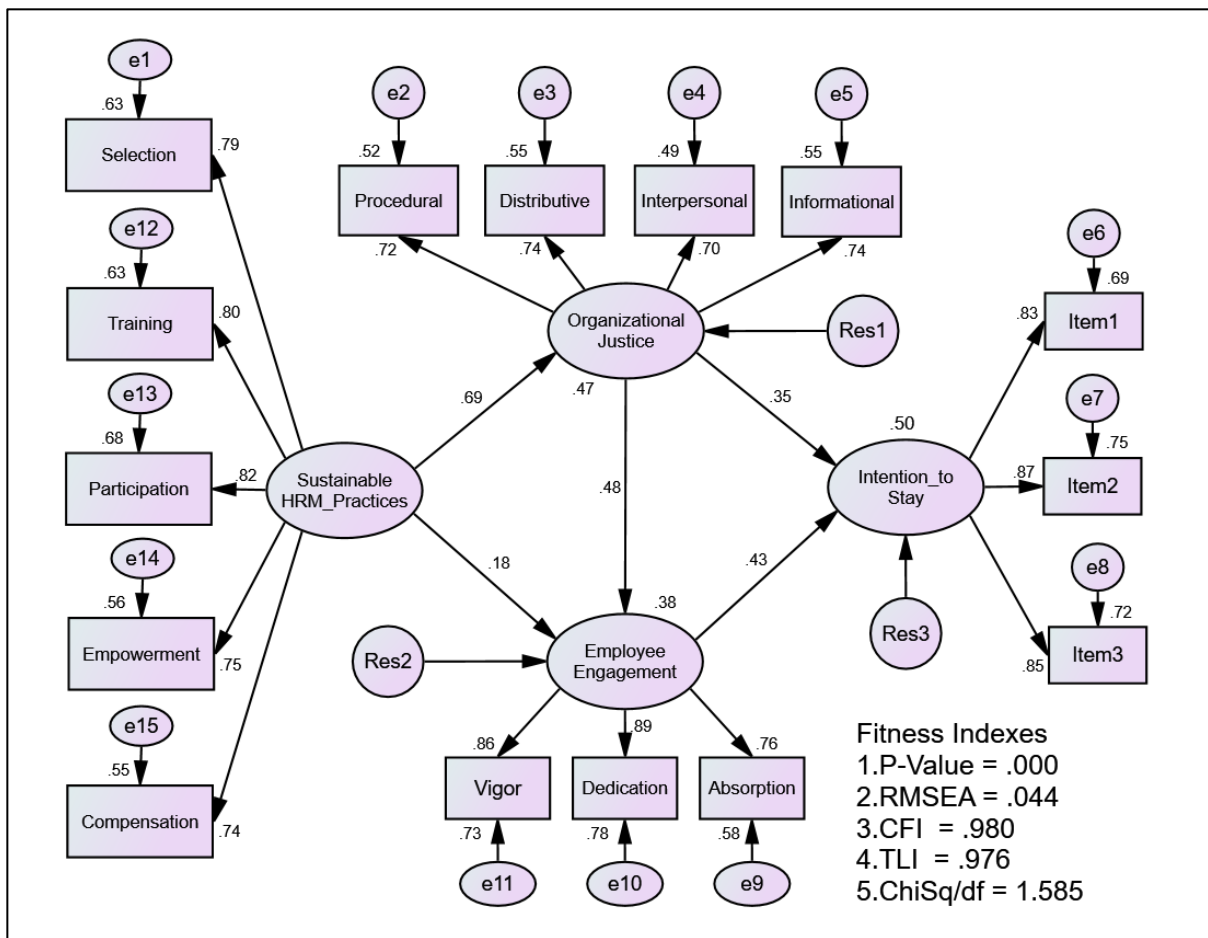

Figure 1: The Standardized Regression Path Coefficient.

Regression of co-efficient of multiple determination has been shown in Figure 1, the results examined that sustainable HRM practices cause 47% variance in organisational justice of construction employees. Secondly, the two constructs sustainable HRM practices and organisational justice cause a 38% change in employee engagement of construction employees. Lastly, sustainable HRM practices, organisational justice, and employee engagement caused a 50% change in the intention to stay of construction employees.

The delayed consequences of the regression path coefficient were derived from SEM (see Table 5). Notably, H#1 was supported as the sustainable HRM practices' impact on organisational justice proved positive and significant. The organisational justice impact on employee engagement was positive and significant, consequently, supporting H#2. Further, the sustainable HRM practices' effect on employee engagement proved also positive and significant, so supporting H#3. Besides, the employee engagement impact on intention to stay was positive and significant, hence supporting H#4. Lastly, the organisational justice effect on the intention to stay proved positive and significant, so supporting H#5.

Table 5: The Regression Path Coefficient and its Significance

			Std Beta	Estimate	S.E.	C.R.	P	Result
OJ	←	Su-HRMP	.69	.616	.068	9.097	.001	significant
EE	←	OJ	.48	.538	.108	4.990	.001	significant
EE	←	Su-HRMP	.18	.186	.088	2.126	.034	significant
ITS	←	EE	.43	.508	.086	5.880	.001	significant
ITS	←	OJ	.35	.468	.099	4.738	.001	significant

4.3 Mediation Tests

Organisational justice demonstrated mediating effects on the sustainable HRM practice-employee engagement correlation. Observably, sustainable HRM practices positively impacted employee engagement using organisational justice ($p < 0.05$) and supported hypothesis 6. Meanwhile, employee engagement reflected mediating effects on the organisational justice-intention to stay linked. Organisational justice positively influenced the intention to stay using employee engagement ($p < 0.05$) and supported H#7 (see Table 6). Organisational justice and employee engagement demonstrated mediating effects on the sustainable HRM practice-intention to stay connected. Observably, sustainable HRM practices positively impacted intention to stay using organisational justice and employee engagement and supported both H#6 and H#7.

Table 6: Testing the Mediators

H	Path	Direct Effect	Indirect Effect	Total Effect	Mediation Occurred	Mediation Type
H#6	Su-HRMP → OJ → EE	.18	.33	.51	Yes	Partial
H#7	OJ → EE → ITS	.35	.206	.56	Yes	Partial

Summarily, all the proposed study hypotheses were supported by the research data. The mediation test implications would be affirmed through bootstrapping with n = 5000 bootstrap sample. The bootstrapping outcomes are outlined in Table 7.

All the potential indirect effects presented in the model were duly incorporated and supported hypotheses 6 and 7. Conclusively, organisational justice revealed a significant mediating effect between sustainable HRM practices and employee engagement (H#6) while employee engagement implied a substantial mediating impact between organisational justice and intention to stay (H#7). Meanwhile, organisational justice and employee engagement disclosed a significant mediating effect between sustainable HRM practices and intention to stay.

Table 7: Bootstrap Resuts of the Mediating Effects of Organisational Justice and Employee Engagement

	H#6 (Su-HRMP → OJ → EE)		H#7 (OJ → EE → ITS)	
	Direct effect	Indirect effect	Direct effect	Indirect effect
Bootstrapping Value	.18	.33	.35	.206
Probability Value	.002	.039	.002	.002
Results on Mediation	Significant		Significant	

5 Discussion

This study expanded the current body of literature by empirically examining a conceptual model linking sustainable HRM practices, organisational justice, employee engagement, and intention to stay. It had provided proof of three variable relationships contained in the model. Firstly, employee engagement increased with sustainable HRM practices through organisational justice. Secondly, intention to stay increased with organisational justice through employee engagement. Thirdly, intention to stay increased with sustainable HRM practices through organisational justice and employee engagement.

Perceivably, sustainable HRM practices prove significant towards industrial optimisation. As the construction industry generally encompasses a large number of employees, low salary wages, and incomplete and inaccurate employee performance assessments, intention to stay and retention at a sustainable level may pose specific intricacies. Based on the examined study model, organisational justice revealed a substantial impact on employee engagement while sustainable HRM practices substantially affected organisational justice and employee engagement. In this vein, employee engagement highly impacted the intention to stay parallel to Barometr Zaangażowania (2012) study findings in Figurska [72] where engaged employees attained their organisational goals six times more than other counterparts.

The means by which sustainable HRM practices could improve and increase employee engagement was also indicated in this study. Specifically, HRM practices positively impacted organisational justice and enhanced its justice level [68-70]. Organisational justice also influenced employee engagement [75-79]. In line with current research on the mediating role of organisational justice between sustainable HRM practices and employee engagement, this study examined and bridged the knowledge gap and revealed that sustainable HRM practices explicitly and implicitly impacted employee engagement using organisational justice. The indirect influence of sustainable HRM practices on employee engagement with organisational justice ($\beta = 0.33$) proved stronger than its direct counterpart ($\beta = 0.18$) given the average age of construction project engineers: 28 years old. Additionally, 73% of the individuals were employed in lower positions (junior engineers).

As the study respondents predominantly involved junior employees, such individuals require more instructive and transparent practices for optimal work engagement. As such, this study assumed the fundamental role of sustainable HRM practices in upgrading their work engagement. The essential role of sustainable HRM practices for enhanced organisational justice was also assumed in this study as most respondents were employed in lower positions. In this vein, the respondents received justice as reflected in their work engagement. The indirect impact of sustainable HRM practices with organisational justice influenced employee engagement more than the direct counterpart given that employees with high satisfaction towards specific HRM practices could depict better organisational justice perspectives [70]. Additionally, the employees require justice implementation for high work engagement parallel to the theoretical SET underpinnings

where a series of obligations in social exchange transaction establish reciprocal interdependence, professional rapport, and employee engagement [36].

This study elaborated on how organisational justice could catalyse intention to stay. Organisational justice positively influenced and increased employee engagement levels [75-79] while employee engagement impacted intention to stay [45]. Following existing research on the mediating role of employee engagement between organisational justice and intention to stay, this study examined the literature gap and demonstrated that organisational justice directly and indirectly affected intention to stay using employee engagement. The direct effect of organisational justice on intention to stay (β = 0.35) proved stronger compared to its indirect counterpart with employee engagement (β = 0.206) as the average age of construction project engineers was 28 years old. Furthermore, 77% of the respondents were employed for five years and below.

Instructive and transparent measures need to be undertaken for high intention to stay as the study respondents predominantly involved junior-level employees. Assumably, the fundamental role of organisational justice elevated intention to stay. The essential role of organisational justice for high employee engagement was also assumed as the respondents were employed in lower-level positions. As the study respondents were found to be engaged with high intention to stay, organisational justice impacted intention to stay compared to the indirect effect of organisational justice on intention to stay through employee engagement. Thus, employees who are highly satisfied with organisational justice indicated high talent retention at work [46, 70, 89, 92, 93].

This study outcomes implied the essentiality of sustainable HRM practices as an indirect intention to stay antecedent. Perceived organisational justice and employee engagement also highlighted direct effects on intention to stay. Employees who perceive sustainable HRM practices that complemented organisational justice process implementations tend to be professionally engaged for high intention to stay. The aforementioned statements corresponded to social exchange theory (SET), thus reinforcing how sustainable HRM practices could establish high justice and engagement levels and establish a conducive employee-retaining environment. Employees who perceive sustainable HRM practices would practice organisational justice and high work engagement and intention to stay. Overall, this study paralleled SET which reinforced how sustainable HRM practices provided positive organisational outcomes: employee engagement, retention [42], and organisational justice [37]. The factors also reinforced how a sustainable HRM system could sustain a long-term company-employee rapport [43].

Based on the mediating effect outcomes, employees who perceive organisational justice and employee engagement reinforce the sustainable HRM practice-intention to stay correlated. In other words, employees could establish interactions that promote intention to stay, organisational justice, and employee engagement beyond sustainable HRM practices. This effect proves vital to further generate an intention to stay.

6 Practical Implications

Practical implications are highly crucial to convert the study outcomes into practical enhancements. The intention to stay behaviour predictors validated in this study could be induced using organisational justice and employee engagement principles that constitute talent retention capacities to retain motivated workers by investing in current and future employee credentials [29]. It is deemed feasible to develop sustainable HRM practices in line with organisational justice to directly influence employee engagement attitudes and behaviours and optimise intention to stay.

Sustainable HRM processes in implementing organisational justice are pivotal similar to (i) employee selection, training, participation, empowerment, fair compensation, and rewards within the organisation and (ii) non-discriminating environments and actions. It is also deemed viable to establish another set of sustainable HRM practices that should reinforce the indirect effect of intention to stay behaviours following a set of predictors: (i) positive work environments, such as justice-oriented interventions that promote employee welfare and employee engagement; (ii) employees' developmental practices regarding employability and enhanced career opportunities for high employee engagement; (iii) employee selection based on benefits, boosting teamwork and supporting employee participation in professional decision-making processes; (iv) a transparent and interactive organisational environment.

7 Conclusion

Sustainable HRM practices are the only alternative for continued HR relevance. The term 'sustainability' denotes 'longer' or 'durable' where one's current actions imply positive effects in the future. Nevertheless, few companies could be completely bound to its potentiality [48]. This study expands the current body of knowledge in terms of integrating key variables to develop interventions that could increase the intention to stay level. Sustainable HRM practices alone depict positive impacts on organisational justice perspectives for high work engagement and intention to stay. Organisational justice also affected employee engagement, which subsequently increased the intention to stay. As such, sustainable HRM practices implies a highly vital and indirect element in considering when organisations intend to increase their employees' intention to stay. Despite the inevitability of sustainable HRM practices, organisations could utilise other organisational and individual dimensions (organisational justice and employee engagement) to reinforce intention to stay beyond the aforementioned practices.

Several limitations were encountered in the current study context for future research consideration despite several theoretical and practical contributions. As the study sample involved Malaysian construction projects, the outcomes might not be generalised across different countries. Thus, future research could examine the relationship between sustainable HRM practices, organisational justice, employee engagement, and intention to stay in multiple nations with a similar sample. Given that the study findings might vary across distinct cultures, organisational structures require empirical examination. Novel socio-demographic attributes (age, education, and gender) or organisational variables (type of organisation, the industry, business model, and size)

could be explored for model duplication or augmentation. A longitudinal design could also be empirically regarded to counter cross-sectional limitations.

8 Availability of Data and Material

Data can be made available by contacting the corresponding author.

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