

The Compatibility of Sustainability Values and Turnover Intention in Modern Business Organizations

Nabeela Ebrahim Essa, Rahayu Mardikaningsih

Maastricht School of Management, Netherlands

Universitas Sunan Giri Surabaya

Email: nabeela.ebrahemessa@gmail.com

ABSTRACT- This study examines the alignment of personal-organisational values related to sustainability and its relationship with employee retention through a qualitative literature review. The main focus is the extent to which the alignment of sustainability values between employees and organisations is related to a decrease in turnover intention. The review results indicate that sustainability value alignment is formed through the convergence of individual value orientations with the way organisations formulate, communicate, and implement sustainability in their policies and daily practices. Employees with strong environmental and social values tend to experience positive identification, higher work meaning, and affective commitment when they perceive the organisation to be aligned with these values. In the realm of retention, the literature consistently shows that value-based P-O fit negatively correlates with turnover intention through increased job satisfaction, commitment, and perceptions of organisational support. Conversely, the gap between sustainability claims and actual practices triggers cynicism, decreased trust, and a desire to seek alternative work environments. These findings imply that sustainability management must be integrated with value-oriented HR policies. Theoretically, this study confirms the importance of explicitly incorporating the sustainability dimension into the P-O fit model.

Keywords: person-organization fit, sustainability value, employee retention, turnover intention, HRM, commitment, corporate sustainability.

A. INTRODUCTION

Attention to sustainability is increasingly penetrating the realm of human resource

management practices as organizations are required to maintain short-term competitiveness while considering economic, social, and environmental sustainability. In many corporations, sustainability values are beginning to be written into their vision, mission, and code of ethics, and then translated into HR management policies such as recruitment, training, and reward systems. However, for these values to move from formal statements to a lived culture that drives sustainable adaptation, a systematic management approach akin to the principles of Total Quality Management (TQM) focused on continuous improvement and stakeholder satisfaction is essential (Putra & Arifin, 2022).

The existence of normative statements does not necessarily guarantee that employees accept and embody these values in their work lives. Person-organization fit, particularly value fit, is a relevant lens for understanding whether the values promoted by the organization are truly aligned with the personal beliefs of employees (Banga & Gobind, 2025). This alignment is further nuanced by the cultural context, as employees' personal beliefs are often shaped by local values, making the relevance of sustainability policies to these cultural foundations a key factor in achieving genuine fit (Mardikaningsih & Darmawan, 2023). Kristof-Brown et al. (2005) show that the fit between individuals and organizations is strongly related to work attitudes, commitment, and intention to stay. In a business landscape that increasingly emphasizes sustainability goals, the issue of value alignment becomes even more strategic because it concerns the quality of long-term relationships between employees and organizations.

In the last two decades, the idea of sustainable human resource management has positioned

the HR function as a link between corporate sustainability strategies and the daily work experiences of employees (Sengupta, 2025). Kramar (2014) argues that this approach requires organizations to rethink HR practices so that they are not short-term oriented, but rather support the continuity of the organization and the well-being of the people involved in it. Sustainability is not just a label attached to annual reports, but a set of values that are expected to inform the decision-making processes and behavior of organizational members. Within this framework, a key question arises, to what extent do the sustainability values formulated at the organizational level truly align with the values held by staff? If the alignment is high, employees are likely to view sustainability policies as meaningful and worth fighting for. Conversely, misalignment has the potential to cause cynicism, psychological distance, and a desire to seek other work environments.

In many organizations, sustainability programs are designed with a focus on macro indicators such as energy efficiency, waste reduction, or corporate social responsibility initiatives (Pawar, 2025). These aspects are important, but the relationship between sustainability and individual behavior in the workplace is often overlooked. Person-organization fit that focuses on sustainability values provides a framework for understanding how employees interpret organizational messages about environmental and social responsibility, then relate them to their self-identity and personal career goals. When these values are perceived as aligned, employees are more likely to feel pride and meaning in their work. Kristof-Brown et al. (2005) show that when individuals feel compatible with the organization, job satisfaction and commitment increase, while the intention to leave the organization decreases. Sustainability value compatibility can therefore be a distinguishing factor in whether sustainability programs are merely symbolic or truly rooted in employee behavior and decisions.

At the same time, corporations face the real challenge of increasing workforce mobility and competition in attracting and retaining quality talent. This challenge is further amplified by the rapid technological shifts of Industry 4.0, which present both new obstacles and opportunities for sustaining human resource development (Oluwatoyin & Mardikaningsih, 2024). Employee turnover impacts recruitment and

training costs, as well as the potential loss of tacit knowledge accumulated through work experience. Amidst these conditions, a more structured understanding of how sustainability value alignment affects turnover intention becomes important for managerial decision-making. If organizations recognize that sustainability value alignment is related to employee retention, then investing in strengthening shared values and value-based selection processes can be considered as part of HRM strategies. Kramar (2014) emphasizes that a sustainability-oriented HR approach requires attention to the dimensions of values and meaning of work, not just short-term productivity. Research on the alignment of personal and organizational values related to sustainability and its relationship with employee retention is therefore a relevant topic for the development of management science and contemporary HRM practices. Sustainable human resource practices exhibit significant positive associations with favorable employee outcomes, including stronger retention intent (Elias et al., 2023).

Although the concept of person-organization fit has been widely studied in management literature, the dimension of sustainability value fit has not received similar attention, especially in relation to turnover intention. Many researches highlight the influence of P-O fit on job satisfaction, commitment, and performance, but the aspect of sustainability values, which are now increasingly dominant in organizational identity, has not been fully explained. Kristof-Brown et al. (2005), through meta-analysis, showed that individual-organization fit has a negative relationship with turnover intention, but the value variables used are often general, such as achievement orientation or collectivism, rather than specifically sustainability values. This gap raises questions about how employees who are strongly concerned about environmental and social issues perceive the presence or absence of sustainability values in organizations, and how this affects their decision to stay. When employees have high environmental values and the organization provides supportive environmental work characteristics, then the fit between organizational values and the environment (environmental P-O fit) is associated with higher organizational commitment and lower turnover intention (Kühner et al., 2024).

At the organizational level, various sustainability initiatives are being developed,

from environmental impact reduction programs to work policies that support employee welfare. The integration of sustainability values into HR practices, however, is often disconnected between the policy level and the employee experience. Kramar (2014) highlights that many organizations adopt the term sustainability without changing core HR management practices. Ehnert et al. (2016) found significant variation in how large corporates worldwide report the link between HR policies and sustainability goals, indicating that the relationship between the two is still unstable. In such circumstances, employees may experience a misalignment between their personal values related to sustainability and the actual behavior of the organization (Fiapshev, 2023). This tension has the potential to affect perceptions of fairness, trust, and commitment, which ultimately relate to the desire to leave the organization.

From an HR perspective, high turnover intention remains a classic problem that burdens organizations, especially in positions that require specific skills or in-depth knowledge of internal processes. Allen et al. (2010) emphasize that employees' decisions to leave are influenced by various factors, including job characteristics, rewards, and perceptions of value alignment with the organization. They stress the importance of an evidence-based approach to understanding and managing employee retention. In an era where sustainability is a strategic value, however, there has been little research specifically examining whether alignment with sustainability values is an important determinant of stay or leave intentions. Without a clearer understanding, organizations risk designing strong sustainability programs at the image level, but failing to retain the employees who care most about these values. Person organization and person vocational fit related to sustainable work life balance significantly reduce turnover intentions among employees (Saufi et al., 2023).

Changes in the global business landscape show that stakeholders, including investors and young workers, increasingly judge organizations based on their credible commitment to sustainability. New generations of employees often seek work environments that align with their beliefs about social and environmental responsibility. In this situation, the alignment of sustainability values can affect an organization's attractiveness and its ability

to retain value-oriented employees. If the relationship between sustainability value alignment and turnover intention can be explained more systematically, organizations will have a stronger foundation for designing HR policies that integrate sustainability goals with employees' personal aspirations. This research helps fill that gap in understanding by explicitly highlighting the value dimension.

In the academic realm, the development of theories regarding person-organization fit and sustainable HRM is still ongoing. Research combining these two fields has the potential to contribute to our understanding of how sustainability values work as psychological mechanisms that influence employee attitudes and behavior. Rather than viewing sustainability as a purely organizational variable, this research focuses on how individuals perceive these values and how they influence their career decisions. This topic is therefore relevant to the development of P-O fit theory that is more responsive to changing values in the workplace, as well as to the development of management practices that seek to maintain a balance between business sustainability and human welfare.

This research aims to systematically analyze the compatibility of personal-organizational values related to sustainability and explain its relationship with employee turnover intention. Theoretically, this research seeks to enrich the literature on person-organization fit and sustainable HRM by placing sustainability values as a dimension that is explicitly tested in relation to turnover intention. Practically, the results of this research are expected to provide a basis for HR managers to design employee selection, socialization, and development processes that prioritize sustainability value alignment, so that organizations are better able to retain employees who have a strong concern for the long-term goals of the company and society.

B. METHOD

This research uses a qualitative literature research design with a thematic synthesis approach to collect and organize scientific knowledge regarding personal-organizational value congruence related to sustainability and its relationship with turnover intention. The initial step was conducted through a systematic search of scientific databases such as Scopus, Web of Science, and ScienceDirect using English

keywords, including person–organization fit, values congruence, sustainability, sustainable HRM, and turnover intention. The search focused on publications from the last two decades to keep pace with the latest developments in the fields of HRM and sustainability and to ensure theoretical relevance. Snyder (2019) emphasizes that a systematically designed literature study can serve as an independent research method capable of producing a structured knowledge map. This principle was adapted by preparing a protocol that describes the stages of search, selection, and synthesis so that the research process can be reconstructed and assessed for validity by other researchers.

Inclusion and exclusion criteria were established at the outset to ensure the accuracy of source selection. Articles and books were included if they met several criteria, namely publication in reputable journals or academic publishers, written in English or Indonesian, and discussing at least one of three main focuses, person–organization fit, sustainability values or sustainable HRM (which includes strategic HR and environmental policy management aimed at improving organizational performance and sustainability) (Hariyani et al., 2022), and turnover intention. Publications that were editorial in nature, popular opinion pieces, or did not present a clear theoretical basis and/or empirical data were excluded from the research material. In developing the selection and initial assessment strategy, the guidelines for compiling a literature review from Booth et al. (2016) were used as a reference, particularly regarding the formulation of review questions, the development of search logic, and the documentation of inclusion and exclusion decisions. To support quality assessment, each selected article was read in full and evaluated based on clarity of purpose, accuracy of methods, consistency of arguments, and relevance to the focus on the relationship between sustainability value alignment and employee turnover intention.

The data synthesis process follows the thematic analysis steps widely introduced by Braun and Clarke (2006) and developed within the qualitative synthesis framework by Thomas and Harden (2008). After selecting the literature, the researchers conducted open coding of the text sections that explained the concepts of P–O fit, sustainability values, and the psychological and organizational mechanisms that link the

two to turnover intention. The initial codes were then grouped into higher-level themes, such as forms of sustainability value fit, HR strategies that support value fit, and patterns of relationships between value fit and turnover intention. Thomas and Harden (2008) emphasize the importance of moving from descriptive synthesis to analytical interpretation, so that the results of the study do not stop at summarizing existing studies, but rather produce new conceptual insights. To maintain consistency, the coding and theme formation processes were carried out iteratively, with reflective notes on the conceptual decisions made during the analysis.

C. RESULTS AND DISCUSSION

Alignment of Sustainability Values between Employees and Organizations

Understanding the alignment of sustainability values between employees and organizations stems from the concept of person–organization fit as the alignment between individual values, goals, and preferences with organizational characteristics. Within this framework, value alignment is understood as a condition in which employees perceive the values upheld by the organization to be in line with their personal beliefs about what is important in work and business. Cable and DeRue (2002) show that perceptions of alignment are subjective and are formed through employees' interpretations of explicit and implicit messages conveyed by the organization. When corporations articulate their commitment to sustainability, such as reducing their environmental footprint or social responsibility, employees will assess the extent to which these commitments are in line with their personal orientation towards sustainability issues (Kühner et al., 2024). This perception of fit then influences the evaluation of the quality of the relationship with the organization, making sustainability values an important component in the P–O fit structure in today's business era (Cable & DeRue, 2002).

The literature on corporate sustainability emphasizes that sustainability is more than just a set of technical indicators; it is a set of values that balances economic, environmental, and social goals (Fiapshev, 2023). Dyllick and Hockerts (2002) explain that corporations that adopt sustainability as a core value seek to balance the interests of shareholders with those of other stakeholders, including employees. Bansal (2003) adds that the

process of translating sustainability issues into organizational action involves a process of interpretation at the managerial level, which is then translated into daily policies and practices. Crucially, this translation is mediated by communication, which functions to build shared understanding and sustain relationships both within and across organizational boundaries (Gardi et al., 2021). Employees capture signals of sustainability values through these policies, through official communications, and through the behavior of line managers. If the sustainability values displayed are consistent and in line with personal beliefs, employees tend to feel a psychological closeness that strengthens their sense of fit with the organization (Dyllick & Hockerts, 2002; Bansal, 2003).

Individual value frameworks also influence how employees assess organizational sustainability (Sengupta, 2025). Basic value theory suggests that individuals have a relatively stable set of values, such as concern for the welfare of others or concern for the environment, which guide their assessment of organizational actions. Steg and Vlek (2009) show that altruistic and biospheric values are related to an individual's readiness to engage in pro-environmental behavior. In the work environment, employees who prioritize these values tend to seek organizations that show genuine concern for social and environmental impacts (Gifari & Sanusi, 2025). This places a strategic imperative on companies to adopt clear sustainability frameworks that can withstand regulatory and managerial pressures (Mardikaningsih & Darmawan, 2021). When organizations prioritize sustainability in their strategies and practices, employees with similar values will feel a sense of alignment that strengthens their identification with the organization. Conversely, employees who prioritize sustainability values may experience tension when working in corporations that ignore or sacrifice environmental and social issues, thereby weakening their perception of value alignment (Steg & Vlek, 2009).

The literature on corporate social responsibility provides additional insight into how sustainability values are organized and interpreted by employees. Aguinis and Glavas (2012) review that when CSR activities and corporate sustainability are perceived as expressions of sincere values, employees respond with increased job meaning,

commitment, and satisfaction. Rupp et al. (2006) show that employees interpret CSR initiatives as moral signals about how the organization treats stakeholders, which then influences perceptions of fairness and the quality of social exchange relationships. If the sustainability values promoted by the organization are in line with the moral values of employees, they tend to view the corporation as a party worthy of support and defense. This reinforces the value-based P-O fit construct, as sustainability becomes a concrete manifestation of a shared moral orientation between individuals and organizations (Aguinis & Glavas, 2012; Rupp et al., 2006).

In the psychological realm, the alignment of sustainability values is closely related to the experience of meaningful work and organizational identification. Glavas and Kelley (2014) found that perceptions of corporate social responsibility are related to the feeling that work has a purpose that is beneficial beyond personal interests, which in turn increases affective commitment and work engagement. Bauman and Skitka (2012) argue that when personal moral principles align with organizational practices, employees experience moral satisfaction that fosters positive emotional ties to the organization. In a state of sustainable value alignment, employees can perceive their work as a channel for realizing their concern for the environment and society, rather than merely a source of income. This condition strengthens value-based P-O fit and provides a psychological basis for the intention to stay, because leaving the organization also means relinquishing the vessel for the actualization of personal values (Glavas & Kelley, 2014; Bauman & Skitka, 2012).

The alignment of sustainability values is inseparable from how organizations communicate and practice those values. This communication and practice must be rooted in clear ethical principles that guide business decisions, as these principles form the bedrock of credible corporate sustainability and stakeholder trust (Mardikaningsih & Darmawan, 2022). Cable and Edwards (2004) distinguish between supplementary alignment, when individuals and organizations have similar values, and complementary alignment, when the two complement each other. In sustainability issues, supplementary alignment is evident when employees and organizations both place environmental sustainability and social justice as core values,

while complementary alignment arises when organizations provide the means and policies that enable employees to develop their potential sustainability values (Pawar, 2025). Mayer et al. (2010) show that ethical leadership styles influence the extent to which organizational moral values can be understood and internalized by employees. When leaders consistently emphasize the importance of sustainability and exemplify consistent behavior, perceptions of sustainability value alignment tend to strengthen because employees see the connection between stated values and actual actions (Cable & Edwards, 2004; Mayer et al., 2010).

The structural and HRM policy dimensions also influence the formation of sustainability value alignment. Research on HRM and CSR shows that when HR policies are aligned with sustainability values, for example through environmental training programs, performance appraisal systems that include sustainability indicators, or reward schemes for green initiatives, employees perceive that sustainability is not just a communication slogan (Aguinis & Glavas, 2012). Peterson (2004) found that employees' perceptions of an organization's social commitment are related to the level of affective commitment, which is an important indicator of P-O fit quality. HR management that consistently integrates sustainability values creates a work environment that makes it easier for employees to see the alignment between personal and institutional values, so that organizational structure and HRM practices function as a concrete medium for the formation of sustainability value alignment (Peterson, 2004).

The alignment of sustainability values is also related to the dynamics of employee selection and socialization. Fit theory emphasizes that a values-based selection process can increase the chances of obtaining employees who are in line with the character of the organization's values. Cable and DeRue (2002) show that corporate messages during the recruitment process shape initial expectations and perceptions of fit. If a corporation highlights its commitment to sustainability from the outset, applicants with similar values will be more attracted and subsequently more likely to feel alignment upon joining. In the next stage, orientation and socialization programs that emphasize sustainability values help employees understand why these issues are considered important and how they are applied in daily work decisions.

Sustainability value alignment is therefore not merely the result of natural selection, but something that can be cultivated through recruitment and socialization processes that are consistent with the values promoted (Cable & DeRue, 2002). Gupta and Jangra (2024) green human resource management practices influence work engagement through HRM performance attributions.

The dimension of perceived authenticity of sustainability commitment helps determine whether employees will assess that their personal values are truly aligned with organizational values. Bansal (2003) shows that sustainability practices born out of managerial conviction tend to differ from programs driven solely by external pressure. Employees are sensitive to the difference between policies implemented out of conviction and programs implemented for the sake of image. When they perceive the organization's sustainability efforts to be consistent, transparent, and long-term oriented, their perception of value alignment tends to increase. Conversely, if they see a gap between statements and practices, for example, a company touts green programs but is still involved in practices that damage the environment, then trust in the appropriateness of sustainability values can weaken, even if the organization formally claims a high level of commitment (Bansal, 2003; Dyllick & Hockerts, 2002).

Industrial diversity and corporate cultural characteristics also influence how sustainability values are formed. Aguinis and Glavas (2012) show that expressions of CSR and sustainability differ between the manufacturing, service, and financial sectors, so employees in these sectors are confronted with different forms of sustainability values. In corporations with a strong competitive culture, sustainability values may be combined with an emphasis on efficiency innovation and market reputation, while in more community-oriented organizations, sustainability values are reflected in an emphasis on solidarity and local welfare (Gifari & Sanusi, 2025). Edwards and Shipp (2007) argue that P-O fit is formed through interactions between individual characteristics and the work environment, which change over time. Therefore, the strategic integration of industrial and demographic diversity with a unified sustainability vision becomes critical. Such integration can transform potential tensions into sources of

innovation and inclusivity, ultimately enhancing organizational performance and competitiveness (Mardikaningsih & Hariani, 2022). Within that framework, sustainability value fit is the result of the encounter between employees' initial values and their experiences of how the corporation articulates and implements sustainability in various work situations (Aguinis & Glavas, 2012; Edwards & Shipp, 2007).

From this description, it can be concluded that the alignment of sustainability values between employees and organizations is a complex phenomenon, involving personal value structures, organizational policies, leadership styles, and the way companies communicate and practice sustainability. Sustainability values serve as a bridge connecting individual moral aspirations with the strategic direction of the organization. The more consistently a company expresses and operationalizes sustainability values, the more likely employees who share similar values will feel a sense of alignment that strengthens their psychological bond. This alignment then creates fertile ground for the emergence of emotional commitment, pride, and a desire to grow with the organization, which will later influence decisions to stay or leave.

Ultimately, alignment with sustainability values cannot be viewed as a static condition that is complete when employees join the organization. Sustainability values need to be continuously nurtured through aligned policies, practices, and communication, while employees also renegotiate their understanding as they gain work experience and the environment changes. This process of mutual adjustment between individuals and organizations determines whether sustainability value alignment will remain strong, grow stronger, or weaken. By recognizing this dynamic nature, organizations can be more sensitive in managing employee experiences so that sustainability value alignment is maintained and becomes the basis for more stable and long-term working relationships.

Alignment of Sustainability Values and Employee Turnover Intention

The relationship between sustainability value alignment and turnover intention can be understood through general literature on factors that drive employees to leave an organization. A meta-analysis conducted by Griffeth et al. (2000)

shows that job satisfaction, organizational commitment, and perceptions of alternative employment outside the company are the main determinants of turnover intention. When organizational sustainability values align with personal values, employees are more likely to feel satisfaction and commitment, thereby reducing the likelihood of turnover intention. Conversely, when employees perceive that the organization ignores or betrays the sustainability value they consider important, perceptions of incongruity can trigger negative evaluations of their future career in the corporation. Sustainability value congruence thus works through the work attitude pathway that has been widely identified as a predictor of turnover intention (Griffeth et al., 2000).

Research on person-organization fit provides empirical support that the compatibility between individual and organizational values is associated with lower turnover intention (Peng et al., 2014). Verquer et al. (2003) found in their meta-analysis that P-O fit is negatively correlated with turnover intention, through the mediation of job satisfaction and commitment. Oh et al. (2014) reinforced these findings by showing that various forms of fit, including value alignment, are systematically related to various outcomes such as performance, intention to stay, and psychological well-being. In the context of sustainability, specific value fit on environmental and social issues can be viewed as a subset of broader P-O fit, with parallel mechanisms: when sustainability values align, employees perceive the organization as a workplace that fits their identity, thereby reducing the tendency to seek other organizations (Verquer et al., 2003; Oh et al., 2014).

The literature on organizational commitment and retention emphasizes that employees' affective bonds play a strong role in deterring turnover intentions. Maertz and Griffeth (2004) developed a model of turnover drivers that includes avoidance, search, and tie motives. Value alignment has the potential to strengthen tie motives, as employees feel connected to organizations that they perceive as aligned with their moral and social aspirations. Hausknecht, Rodda, and Howard (2009) found that employees' reasons for staying are often related to emotional attachment, recognition, and goal congruence. In situations where sustainability is part of the corporate purpose, employees who

share similar values may perceive that leaving the corporate vehicle means losing a platform to support the issues they care about, thereby reducing their intention to leave (Maertz & Griffeth, 2004; Hausknecht et al., 2009).

The dimension of organizational support perceived by employees is also closely related to turnover intention. Rhoades and Eisenberger (2002), through meta-analysis, showed that perceived organizational support (POS) is negatively related to turnover intention and positively related to affective commitment. When organizations consistently demonstrate a commitment to sustainability that is in line with employee values, it can increase the perception that the company values their contributions and moral values. In this framework, the alignment of sustainability values strengthens POS, as employees feel that the organization not only provides material rewards but also appreciates the values they hold in environmental and social matters. This relationship ultimately reduces employees' desire to seek employment elsewhere (Rhoades & Eisenberger, 2002). As mentioned by Van et al (2024), internal corporate social responsibility aspects significantly drive employees' job satisfaction and organizational engagement.

Organizational justice is another channel that links sustainability values to turnover intention. Colquitt et al. (2001) show that perceptions of justice in processes, distribution, and interactions are related to satisfaction, commitment, and intention to stay. Sustainability practices that consider the impact on local communities, the environment, and employee well-being can increase confidence that the company is acting fairly toward stakeholders (Gifari & Sanusi, 2025). When employees' personal values regarding social justice and environmental responsibility are in line with company policy, perceptions of fairness are strengthened, and this contributes to a decrease in turnover intention (Sengupta, 2025). Conversely, a gap between personal values and company actions on sustainability issues can give rise to perceptions of unfairness that drive the desire to sever employment ties (Colquitt et al., 2001). Research on corporate social responsibility and employee identification provides additional evidence that sustainability orientation is related to the desire to stay. Kim et al. (2010) found that perceptions of corporate social responsibility increase employee corporate identification, which in turn reduces the

intention to leave. Newman et al. (2015) concluded in their literature review that CSR is positively related to employee commitment, engagement, and citizenship behavior. In the context of sustainability value alignment, when employees perceive the organization's sustainability programs to be in line with their personal values, their identification with the corporation strengthens and their sense of pride increases, thereby weakening their desire to leave the corporation. This identification, however, must be actively nurtured and translated into performance through effective leadership. The application of situational leadership strategies where leaders adapt their style to guide teams through the changes inherent in sustainability initiatives is crucial for solidifying this 'identity glue' and channeling it into improved team cohesion and reduced turnover (Mardikaningsih & Darmawan, 2022). Sustainability values thus function as an identity glue that restrains the tendency to change jobs (Kim et al., 2010; Newman et al., 2015). This reduction in turnover intention and the strengthening of team cohesion are not just HR outcomes; they are critical components that contribute to broader organizational effectiveness. Retaining talent and aligning values directly support key factors that enhance overall organizational performance (Darmawan, 2024).

More recent research highlights how employees' expectations of organizational social responsibility influence their reactions to corporate policies (Banga & Gobind, 2025). Gond et al. (2017) show that corporations face diverse CSR expectations from employees and need to respond to them through credible policies in order to maintain internal support. De Roeck and Maon (2018) explain that employee reactions to CSR are shaped by individual, organizational, and institutional factors, which then influence attitudes and behavior in the workplace. Within the framework of sustainability value alignment, meeting employee expectations regarding sustainability reinforces the belief that the organization is compatible with the values they hold, while failure to respond to those expectations can trigger cynicism and the intention to leave. In other words, sustainability value alignment is not just a matter of declaring values, but also the extent to which the organization formulates and implements sustainability policies that employees recognize as responding to their expectations (Gond et al., 2017; De Roeck & Maon, 2018).

From a career dynamics perspective, perceptions of sustainability value alignment can influence how employees assess their prospects for self-development within the organization. Chen et al. (2011) show that experiences of career advancement and continuous learning in the workplace can create positive momentum that reduces turnover intentions. When organizations incorporate sustainability into career development, for example through sustainability project assignments, training, and environmentally or socially oriented innovation opportunities, employees who share similar values can see career paths that align with their personal ideals. In such circumstances, the alignment of sustainability values intertwines with perceptions of growth opportunities, resulting in a powerful combination that suppresses the desire to move to another organization (Chen et al., 2011).

Structured HR policies have great potential to strengthen sustainability values and reduce turnover intention. Hausknecht et al. (2009) emphasize that effective retention programs stem from an understanding of employee retention motives, including value and identity motives. In the realm of sustainability, organizations can design policies that highlight employee contributions to environmental and social goals, such as formal recognition of green projects, opportunities to participate in corporate social initiatives, or adjustments to reward systems that appreciate sustainable behavior (Pawar, 2025). A collaborative culture that supports open discussion about sustainability and encourages cross-unit participation will help employees feel that sustainability values are being lived out collectively. This approach is not merely about adding programs, but rather creating an ecosystem of policies and practices that allow employees to see a clear connection between their personal values and the direction of the corporate (Hausknecht et al., 2009).

Human resource development interventions such as mentoring and coaching can also be directed at strengthening sustainability values and reducing turnover intentions. The literature on retention shows that quality relationships between supervisors and subordinates, as well as support from senior colleagues, contribute to commitment and the desire to stay (Maertz & Griffeth, 2004). Mentoring programs that incorporate sustainability themes into career conversations enable mentors to help mentees understand how environmental and social

values can be integrated into career paths within the corporation. An applied curriculum in internal training that highlights sustainability case studies, cross-functional projects, and value reflection provides space for employees to interpret their work experience as part of the company's sustainability contribution. In such an environment, sustainability value alignment is maintained through daily interactions, not just through formal communication. In accordance with this, research shows that a shared vision of sustainability (green shared vision) and corporate commitment to environmental social responsibility (green CSR) trigger personal norms among employees, which in turn contribute significantly to their retention green shared vision and green CSR significantly enhance personal norms, which positively impact employee retention (Ding & Rafiq, 2025).

Based on these findings, the alignment of sustainability values can be seen as a bridge between employees' personal identities and organizational strategies. When an organization adopts a balanced sustainability strategy pursuing not only economic profit but also considering social responsibility and environmental preservation (Mardikaningsih & Hariani, 2021) that are oriented towards long-term sustainability. When this bridge is strong, employees feel that staying with the company is in line with the life story they want to build. The intention to leave weakens not solely because of economic considerations, but because leaving is perceived as a loss of a place to realize the important values they believe in.

Conversely, if an organization claims sustainability without seriously managing value alignment, employees who have a strong moral commitment to environmental and social issues may experience disappointment and psychological fatigue. In such circumstances, turnover intention tends to increase, especially among value-oriented talent. This underscores the need for organizations to view sustainability value alignment and employee retention as two interrelated aspects, rather than as separate agendas.

D. CONCLUSIONS

This literature review shows that the alignment of personal and organizational values related to sustainability is an important element in the relationship between employees and organizations. Sustainability values that are in

line with individual moral orientations and beliefs strengthen employee identification, work meaning, and affective commitment, which in turn are associated with a decrease in turnover intention. Conversely, the gap between the sustainability values claimed by the organization and actual practices causes disappointment, reduces trust, and encourages the desire to move on. Sustainability is not only concerned with environmental and social policies at the corporate level, but also relates to the alignment of values that employees perceive in their daily work experiences.

The main implication of this research is the need for organizations to integrate sustainability agendas with value-based HRM. The recruitment, selection, and orientation processes need to be designed to identify and reinforce the alignment of sustainability values between applicants and employees with the organization. HRM practices such as training, performance appraisal, reward systems, and job design should incorporate sustainability as a clear and consistent value reference. At the same time, ethical leadership and organizational justice need to be realized in practice so that sustainability claims are not perceived as mere rhetoric. These steps provide a stronger foundation for efforts to reduce turnover intention by strengthening the alignment of sustainability values.

Further research should develop empirical models that examine the specific relationship between sustainability value alignment, commitment, and turnover intention in various industrial sectors. A quantitative survey approach can be used to measure perceptions of value alignment in a more structured manner, while qualitative studies can explore employees' narratives about how they interpret sustainability values in the workplace. Cross-cultural research will also help to understand variations in how employees interpret sustainability and its alignment with the organization. Practitioners are advised to conduct regular value audits to assess the extent to which the corporate sustainability practices are truly aligned with employee expectations and value orientations.

REFERENCES

- Aguinis, H., & Glavas, A. (2012). What We Know and Don't Know About Corporate Social Responsibility: A Review and Research Agenda. *Journal of Management*, 38(4), 932–968.
- Ahmad Saufi, R., Che Nawi, N. B., Permarupan, P. Y., Zainol, N. R. B., Aidara, S., Kakar, A. S., & Jothi, B. A. P. (2023). Academic Person-Environment Fit Towards Sustainable Work-Life Balance and Reduced Turnover Intention Moderated by Job Opportunities. *Sustainability*, 15(4), 1-15.
- Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining Talent: Replacing Misconceptions with Evidence-Based Strategies. *Academy of Management Perspectives*, 24(2), 48–64.
- Banga, C. M., & Gobind, J. (2025). Implementation of Sustainability in Human Resource Management: A Literature Review. *SA Journal of Human Resource Management*, 1-18.
- Bansal, P. (2003). From Issues to Actions: The Importance of Individual Concerns and Organizational Values in Responding to Natural Environmental Issues. *Organization Studies*, 24(3), 207–227.
- Bauman, C. W., & Skitka, L. J. (2012). Corporate Social Responsibility as a Source of Employee Satisfaction. *Research in Organizational Behavior*, 32, 63–86.
- Booth, A., Sutton, A., & Papaioannou, D. (2016). *Systematic Approaches to a Successful Literature Review* (2nd ed.). SAGE Publications, London.
- Braun, V., & Clarke, V. (2006). Using Thematic Analysis in Psychology. *Qualitative Research in Psychology*, 3(2), 77–101.
- Cable, D. M., & DeRue, D. S. (2002). The Convergent and Discriminant Validity of Subjective Fit Perceptions. *Journal of Applied Psychology*, 87(5), 875–884.
- Cable, D. M., & Edwards, J. R. (2004). Complementary and Supplementary Fit: A Theoretical and Empirical Integration. *Journal of Applied Psychology*, 89(5), 822–834.
- Chen, G., Ployhart, R. E., Thomas, H. C., Anderson, N., & Bliese, P. D. (2011). The Power of Momentum: A New Model of Dynamic Relationships Between Job Satisfaction Change and Turnover Intentions. *Academy of Management Journal*, 54(1), 159–181.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the Millennium: A Meta-Analytic Review of 25 years of Organizational Justice Research. *Journal of Applied Psychology*, 86(3), 425–445.
- Darmawan, D. (2024). Distribution of Six Major Factors Enhancing Organizational

- Effectiveness. *Journal of Distribution Science*, 22(4), 47-58.
- De Roeck, K., & Maon, F. (2018). Building the Theoretical Puzzle of Employees' Reactions to Corporate Social Responsibility: An Integrative Conceptual Framework and Research Agenda. *European Journal of Work and Organizational Psychology*, 27(4), 462-476.
- Ding, W., & Rafiq, M. (2025). Sustaining Talent: The Role of Personal Norms in the Relationship Between Green Practices and Employee Retention. *Sustainability*, 17(10), 1-21.
- Dyllick, T., & Hockerts, K. (2002). Beyond the Business Case for Corporate Sustainability. *Business Strategy and the Environment*, 11(2), 130-141.
- Edwards, J. R., & Shipp, A. J. (2007). The Relationship Between Person-Environment Fit and Outcomes: An Integrative Theoretical Framework. In C. Ostroff & T. A. Judge (Eds.), *Perspectives on Organizational Fit*. Taylor & Francis, New York, NY.
- Ehnert, I., Parsa, S., Roper, I., Wagner, M., & Muller-Camen, M. (2016). Reporting on Sustainability and HRM: A Comparative Study of Sustainability Reporting Practices by the World's Largest Companies. *The International Journal of Human Resource Management*, 27(1), 88-108.
- Elias, A., Sanders, K., & Hu, J. (2023). The Sustainable Human Resource Practices and Employee Outcomes Link: An HR Process Lens. *Sustainability*, 15(13), 1-18.
- Fiapshev, A. B. (2023). Analysis of Organizational and Individual Values Congruence in the Implementation of the Bank's ESG Strategy. In *Current Problems of the Global Environmental Economy Under the Conditions of Climate Change and the Perspectives of Sustainable Development*. Charm: Springer International Publishing, 205-212.
- Gardi, B., Udjari, H., & Darmawan, D. (2021). Understanding the Function of Communication in Building and Sustaining Quality Relationships Across Organizational Boundaries. *Journal of Social Science Studies*, 1(2), 245-252.
- Gifari, D., & Sanusi, F. (2025). Employee Green Values: A Review of Theory and Application to Company. *Journal of Applied Business, Taxation and Economics Research*, 4(4), 597-605.
- Glavas, A., & Kelley, K. (2014). The Effects of Perceived Corporate Social Responsibility on Employee Attitudes. *Business Ethics Quarterly*, 24(2), 165-202.
- Gond, J.-P., El Akremi, A., Swaen, V., & Babu, N. (2017). The Psychological Microfoundations of Corporate Social Responsibility: A Person-Centric Systematic Review. *Journal of Organizational Behavior*, 38(2), 225-246.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium. *Journal of Management*, 26(3), 463-488.
- Gupta, A., & Jangra, S. (2024). Green Human Resource Management and Work Engagement: Linking HRM Performance Attributions. *Sustainable Futures*, 7, 1-12.
- Hariani, M., Mardikaningsih, R., & Essa, N. E. (2022). HR and Environmental Policy Management Strategies to Create a Sustainable Organization that Improves Company Performance. *Journal of Social Science Studies*, 2(2), 249-254.
- Hausknecht, J. P., Rodda, J., & Howard, M. J. (2009). Targeted Employee Retention: Performance-Based and Job-Related Differences in Reported Reasons for Staying. *Human Resource Management*, 48(2), 269-288.
- Kim, H.-R., Lee, M., Lee, H.-T., & Kim, N.-M. (2010). Corporate Social Responsibility and Employee-Company Identification. *Journal of Business Ethics*, 95(4), 557-569.
- Kramar, R. (2014). Beyond Strategic Human Resource Management: Is Sustainable Human Resource Management the Next Approach?. *The International Journal of Human Resource Management*, 25(8), 1069-1089.
- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of Individuals' Fit at Work: A Meta-Analysis of Person-Job, Person-Organization, Person-Group, and Person-Supervisor Fit. *Journal of Applied Psychology*, 90(5), 1011-1035.
- Kühner, C., Stein, M., & Zacher, H. (2024). A Person-Environment Fit Approach to Environmental Sustainability in the Workplace. *Journal of Environmental Psychology*, 95, 1-17.
- Maertz, C. P., Jr., & Griffeth, R. W. (2004). Eight Motivational Forces and Voluntary Turnover: A Theoretical Synthesis with Implications for Research. *Journal of Management*, 30(5), 667-683.
- Mardikaningsih, R., & Darmawan, D. (2021). Business Sustainability Strategies in the Facing of Regulatory Uncertainty and Managerial

- Challenges. *Journal of Social Science Studies*, 1(2), 111-118.
- Mardikaningsih, R., & Hariani, M. (2021). Realizing Sustainability in Public Policy: Building a Balance between Economy, Social, and Environment. *Journal of Social Science Studies*, 1(1), 191-196.
- Mardikaningsih, R., & Darmawan, D. (2022). Ethical Principles in Business Decision Making: Implications for Corporate Sustainability and Relationships with External Stakeholders. *Journal of Social Science Studies*, 2(2), 131-138.
- Mardikaningsih, R., & Darmawan, D. (2022). Situational Leadership Strategies to Improve Change Management and Team Performance. *Journal of Social Science Studies*, 2(1), 247-252.
- Mardikaningsih, R., & Hariani, M. (2022). Integrating Diversity and Sustainability in Organizations: How to Impact Performance, Corporate Competitiveness, and the Creation of Inclusive Work Environments. *Journal of Social Science Studies*, 2(2), 77-84.
- Mardikaningsih, R., & Darmawan, D. (2023). Building Sustainability Policies Relevant to Local Cultural Values. *Journal of Social Science Studies*, 3(1), 127-132.
- Mayer, D. M., Kuenzi, M., & Greenbaum, R. L. (2010). Examining the Link Between Ethical Leadership and Employee Misconduct: The Mediating Role of Ethical Climate. *Journal of Business Ethics*, 95(1), 7-16.
- Newman, A., Nielsen, I., & Miao, Q. (2015). The Impact of Employee Perceptions of Organizational Corporate Social Responsibility Practices on Job Performance and Organizational Citizenship Behavior: Evidence from the Chinese Private Sector. *Journal of Management & Organization*, 21(5), 1-20.
- Oh, I.-S., Guay, R. P., Kim, K., Harold, C. M., Lee, J.-H., Heo, C.-G., & Shin, K.-H. (2014). Fit Happens Globally: A Meta-Analytic Comparison of the Relationships of Person-Environment Fit Dimensions with Work Attitudes and Performance Across East Asia, Europe, and North America. *Personnel Psychology*, 67(1), 99-152.
- Oluwatoyin, F., & Mardikaningsih, R. (2024). Challenges and Opportunities for Sustainability of Human Resource Development in Industry 4.0. *Bulletin of Science, Technology and Society*, 3(2), 9-16.
- Pawar, P. (2025). The Relationship Between Green HRM and Employee Environmental Commitment. *International Journal of Research in Commerce and Management Studies*, 7, 481-485.
- Peng, J. C., Lee, Y. L., & Tseng, M. M. (2014). Person-Organization Fit and Turnover Intention: Exploring the Mediating Effect of Work Engagement and The Moderating Effect Of Demand-Ability Fit. *Journal of Nursing Research*, 22(1), 1-11.
- Peterson, D. K. (2004). The Relationship Between Perceptions of Corporate Citizenship and Organizational Commitment. *Business & Society*, 43(3), 296-319.
- Putra, A. R., & Arifin, S. (2022). The Importance of Total Quality Management (TQM) in Building a Sustainable and Adaptive Organizational Culture to Change. *Journal of Social Science Studies*, 2(1), 67-72.
- Rhoades, L., & Eisenberger, R. (2002). Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology*, 87(4), 698-714.
- Rupp, D. E., Ganapathi, J., Aguilera, R. V., & Williams, C. A. (2006). Employee Reactions to Corporate Social Responsibility: An Organizational Justice Framework. *Journal of Organizational Behavior*, 27(4), 537-543.
- Sengupta, A. (2025). How Sustainability is Core for Human Resource Management? A Conceptual Framework. *Journal of Informatics Education and Research*, 5(2), 5217-5222.
- Snyder, H. (2019). Literature Review as a Research Methodology: An Overview and Guidelines. *Journal of Business Research*, 104, 333-339.
- Steg, L., & Vlek, C. (2009). Encouraging Pro-Environmental Behaviour: An Integrated Review and Research Agenda. *Journal of Environmental Psychology*, 29(3), 309-317.
- Thomas, J., & Harden, A. (2008). Methods for the Thematic Synthesis of Qualitative Research in Systematic Reviews. *BMC Medical Research Methodology*, 8(1), 1-10.
- Van, L. T. H., Lang, L. D., Ngo, T. L. P., & Ferreira, J. (2024). The Impact of Internal Social Responsibility on Service Employees' Job Satisfaction and Organizational Engagement. *Service Business*, 18(1), 101-131.
- Verquer, M. L., Beehr, T. A., & Wagner, S. H. (2003). A Meta-Analysis of Relations Between Person-Organization Fit and Work Attitudes. *Journal of Vocational Behavior*, 63(3), 473-489.