



# How sustainable human resources management helps in the evaluation and planning of employee loyalty and retention: Can social capital make a difference?

Gabriel Cachón-Rodríguez<sup>a,\*</sup>, Alicia Blanco-González<sup>a,2</sup>, Camilo Prado-Román<sup>a,3</sup>,  
Cristina Del-Castillo-Feito<sup>a,4</sup>

<sup>a</sup> Rey Juan Carlos University, Department of Business Economics, Paseo de los Artilleros s/n, 28032 Madrid, Spain

## ARTICLE INFO

### Keywords:

Human resource management  
Sustainability  
Social capital  
Loyalty  
Retention  
Higher education  
Mediating effect

## ABSTRACT

Researchers establish that the current challenges of human resources management to attract and retain talent are based on fostering and increasing the participation of relationships with employees and sustainably managing the organization and teams. The objective of this article is to evaluate the effect that sustainable human resource management has on social capital, and employee retention and loyalty programs. The information required to carry out the empirical analysis was obtained from an online survey to Spanish universities. Data processing was conducted by using the PLS-SEM technique. The results obtained show that social sustainability actions influence the social capital perceived by employees significantly and that social capital influences their loyalty and retention significantly. However, we found that social sustainability actions influence employee loyalty and retention significantly and positively only when it mediates between social capital. This research contributes to the management of organizations and suggests human capital managers to have a greater relational management of human resources in the connection, involvement and transparency of their social sustainability actions in order to achieve greater loyalty and retention ratios, better performance of the organization and, in general, a greater benefit for society.

## 1. Introduction

Nowadays among the challenges faced by human resource management are developing sustainability strategies and employee participation as a key element that allows them to develop capacities so that nobody is left behind (PwC and WEF, 2021). The consulting firm KPMG (2021) establishes that the challenges of managing labor relations to attract and retain talent are based on fostering and increasing the participation of employee relations and sustainably managing the organization and teams. Faced with this concern, many human resource (HR) managers are evolving from a traditional human capital management structure based on knowledge, skills and experience in the short term towards greater knowledge management supported by long-term

relationship systems (Hite & McDonald, 2020).

Sustainability is considered a key element that can generate a long-term competitive advantage, which is reflected by an increase in both business and financial performance (Cachón-Rodríguez et al., 2021), by satisfying humanity's current needs, without compromising or harming their future needs (Baumgartner & Rauter, 2017; WCED, 1987). Many organizations have focused on developing the economic and environmental sustainability of an organization dimension, however, sustainability is an element that goes beyond economic and financial performance, and future environmental impacts, since in its social dimension (Staniškienė & Stankevičiūtė, 2018), it affects employees' relationships, attitudes and behaviour (Carroll et al., 2020). Sustainable HR Management can be defined as the adoption of HR Management

\* Corresponding author.

E-mail addresses: [gabriel.cachon@urjc.es](mailto:gabriel.cachon@urjc.es) (G. Cachón-Rodríguez), [alicia.blanco@urjc.es](mailto:alicia.blanco@urjc.es) (A. Blanco-González), [camilo.prado.roman@urjc.es](mailto:camilo.prado.roman@urjc.es) (C. Prado-Román), [cristina.delcastillo@urjc.es](mailto:cristina.delcastillo@urjc.es) (C. Del-Castillo-Feito).

<sup>1</sup> <https://orcid.org/0000-0002-4228-2881>

<sup>2</sup> <https://orcid.org/0000-0002-8509-7993>

<sup>3</sup> <https://orcid.org/0000-0002-1540-0643>

<sup>4</sup> <https://orcid.org/0000-0002-7903-1365>

<https://doi.org/10.1016/j.evalprogplan.2022.102171>

Received 23 May 2022; Received in revised form 21 September 2022; Accepted 22 September 2022

Available online 24 September 2022

0149-7189/© 2022 The Author(s). Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

strategies and practices that enable the achievement of financial, social and ecological goals, with an impact inside and outside of the organization and over a long-term time horizon while controlling for unintended side effects and negative feedback (Ehnert et al., 2016; Macke & Genari, 2019). From the point of view of HR, employees are generally treated as the main asset of an organization (Lins et al., 2017). The perspective of the sustainable management of HR becomes relevant considering that employees not only participate in the direct processes of the organization, but also condition the setting of objectives of the organizations and organize the process of their achievement (Staniškienė & Stankevičiūtė, 2018). Many companies are implementing sustainability management systems to gain competitive advantage, but for the implementation and evaluation to be successful, managers have to involve HR (Daily & Huang, 2001).

Despite the fact that employees are stakeholders relevant to business success, the social employee sustainability approach has received less attention (Staniškienė & Stankevičiūtė, 2018). This approach to the Social Sustainability of Human Resources (SHRM) is an element that allows an organization to face challenges in the labor market such as attracting and retaining talent, supporting work-life balance of employees, building trust in employees, promoting the development of lifelong learning, population management active aging, fostering a better quality of life for employees and the community (Ehnert et al., 2016). Consequently, the relationship between social sustainability and HR management is indicated as an innovative and emerging approach and a relevant gap that must be evaluated and filled.

Social capital is understood as a set of organizational resources that encourage people's involvement in community networks with their associated social norms (Kawachi et al., 2008), emphasizing mutual knowledge and recognition formed by a mutual exchange between people with direct relationships, which improves the performance of organizations (Ahn & Park, 2018). Some approaches suggest that social sustainability and social capital are indistinctly associated (Dal Mas, 2019), other approaches have indicated that social capital is an antecedent of sustainability (Akhtar et al., 2015), while for other authors, social capital is a result of social actions that allows for a long-term survival of the organization (Ahn & Park, 2018). Moreover, there are authors who indicate that it is necessary to evaluate the impact of social capital and evaluate the intervention systems aimed at promoting it (Ment et al., 2019).

Employee loyalty, is defined as an attitudinal and behavioral element (Cachón-Rodríguez et al., 2021), retention as intention to continue (Book et al., 2019), are both relational variables of a long-term relationship, whose absence leads to a series of undesirable results for the organization and its employees, such as decreased productivity, profitability and employee satisfaction (Carroll et al., 2020). The relationship between social capital and employees' loyalty and retention is suggested (Ahn & Park, 2018; Kim et al., 2019). However, these studies do not reflect whether social capital can mediate the influence of SHRM on employees' loyalty and retention, since those organizations that develop sustainability actions can produce higher expectations in the social capital perceived by employees, which can lead to different loyalty and retention behaviours. Social capital perceived by employees can lead to different loyalty and different retention behaviors.

To fill these gaps, this research aims: first, to evaluate the positive effects of the influence of SHRM on three key variables for the level of employee involvement: social capital, loyalty and retention which they feel towards the organization. Second, to analyse the effect of social capital on employee loyalty and retention. Third, to examine the mediating effect (indirect) of social capital on the influence of SHRM on employee loyalty and retention in the organization. Specifically, this research evaluates: How can HR management cultivate networks of sustainable relationships with its employees that allow them to improve their performance? In other words, how do relationships and sustainability influence the success of HR practices as employee loyalty and retention? The answer to these questions allows us to evaluate the

effectiveness of implementing policies aimed at managing social capital as a trigger for SHRM.

This study represents an original contribution to the field of organizational management and HR by analysing the effect of SHRM and social capital actions on the loyalty and retention of higher education employees. Furthermore, this contribution becomes more significant by evaluating whether social capital can indirectly mediate the relationship between sustainability and employee loyalty and retention, thus filling a previous gap in the current literature and providing information to managers in the implementation of their policies.

The paper is organized as follows. First, the theoretical framework and hypotheses are defined. The methodology used and the results obtained are presented below. The work ends with the discussion of the results, implications, limitations, and future lines of research.

## 2. Theoretical framework and hypotheses

### 2.1. SHRM and social capital

The relationship between sustainability and HR management is based on two assumptions: the role of HR management in the development of organizational sustainability and the sustainability of HR management processes (Kramar, 2014; Macke & Genari, 2019). Sustainable HR management is related to what companies in their environment must do to have access to lasting HR (Ehnert, 2009). As a set of long-term activities aimed at the recruitment, selection, development, hiring and retention of socially responsible employees (Thom & Zaugg, 2004). From a strategic HR management as a set of long-term HR strategies and practices aimed at enabling the achievement of the organization's objectives (Ehnert, 2009), and as a design option for the employment relationship and as a contribution to sustainable corporate development (Osranek & Zink, 2014). Sustainable HRM can be defined as the adoption of HRM strategies with an impact inside and outside of the organization, and over a long-term time horizon while controlling for unintended side effects and negative feedback (Ehnert et al., 2016).

Although there is some unanimity regarding the concept of SHRM (Ehnert, 2009; Osranek & Zink, 2014), it seems that no consensus has been reached regarding its evaluation methods (Gould et al., 2017; Staniškienė & Stankevičiūtė, 2018). Lehtonen (2004) evaluates SHRM by addressing the capabilities approach and the social capital approach. Singh et al. (2009) offer twelve groups of indices for measuring sustainability. Parris and Kates (2003) concluded that there were no universally accepted indicator sets to measure sustainability for three main reasons: the ambiguity of sustainability; the plurality of purposes in the characterization and measurement of sustainability; and confusion of terminology, data, and measurement methods. Other authors affirm that the relationship between sustainability and human resources is a fairly new approach and that it is still in the exploratory phase (Aust et al., 2020). Zaid et al. (2018) have suggested that recruitment, selection, training, evaluation, pay, compensation, rewards, and employees are a powerful tool for aligning employees with organizational strategies that lead to long-term social sustainability performance. To establish a methodology for the social sustainability of human resources, in this paper, we adopt a social sustainability approach from the perspective of employees in SHRM, included in previous studies and reports such as the Global Reporting Initiative (GRI), as a set of long-term actions on social problems related to the employment relationship, such as the employees' participation, employees' cooperation, equal opportunity, employee development, health and safety. In this way, SHRM not only seeks a positive impact on employees' attitudes and behaviour that enables to increase their motivation and sense of belonging, but it also allows managers to create a space that enables them to evaluate and respond to employees' needs and problems, which in turn contributes to higher employees' satisfaction and sustainable organizational performance.

Social capital has been analysed from a macro and micro level. At the macro level, it deals with social capital as an attribute of a social unit or

public good and individual interests are considered secondary, and at the micro level, it analyses individual results from individual, network, group or organizational analyses (Leana and Van Buren, 1999). From an organizational point of view, social capital is a resource that reflects the nature of social relationships within the organization and that benefits both the organization and its members (Bolino et al., 2002). Employee social capital has been found to contribute to greater employee involvement in the organization (Blanco-Gonzalez et al., 2020; Meng et al., 2019). Previous studies have evaluated that participatory methods improve the efficiency of work teams as well as their commitment to the organization (Heavey & Murphy, 2012; Kozlowski & Ilgen, 2006). Participatory methods that focus on employee relations (for example, social capital) foster positive outcomes such as: better organizational management and cooperation, a greater likelihood that proposed changes will actually happen, and help ensure a feeling among employees (Meng et al., 2019). In summary, human resource assessment and planning with a participatory approach aimed at improving social capital is more likely to be more successful in retaining and long-term relationships with employees.

According to Nahapiet and Ghoshal (1998), social capital is a multidimensional construct, consisting of three dimensions: structural, cognitive and relational. The structural dimension refers to the set of links generated, which includes network links, network configuration and appropriability of the organization (Bolino et al., 2002). The cognitive dimension is the set of resources that provide codes and languages shared among the organization's members. It involves a shared vision, objectives and values between the organization's individuals, which allows for greater integration and shared action by its members (Coleman, 1988; Leana & Pil, 2006). Finally, the relational dimension constitutes a behavioural element and focuses on the characteristics and quality of the relationships (not the quantity, which would be part of the structural dimension) between the organization members, which are formed as a result of their interactions (Bolino et al., 2002), it describes levels of trust, shared norms, shared obligations and a feeling of mutual identification (Nahapiet & Ghoshal, 1998).

This research focuses on the relational dimension of social capital (Leana & Pil, 2006; Nahapiet & Ghoshal, 1998), since this dimension can be stimulated from the structural and cognitive dimensions, and it becomes the most appropriate and inclusive to determine whether an organization adjusts to its employees' behaviours. The relational dimension of social capital can be applied at different levels derived from both formal and informal networks (Bolino et al., 2002). In this regard, authors such as Ahn and Park (2018) refer to the relational dimensions as the wealth generated by the relationship between employees, which is measured by two variables, identification and trust.

According to the Theory of social identification, identification is the feeling of an individual to a group (Tajfel & Turner, 1986). Organizational identification is a form of social identification that occurs when a member's beliefs about the organization become a self-definition of himself (McShane & Cunningham, 2012). It involves a voluntary, active and selective relationship between the stakeholder and the organization, aimed at satisfying one or more of his personal definition needs (Bhat-tacharya & Sen, 2003). Significant ties and bonds of the employees with the organization are generated through this relationship, which help the employees to achieve their objectives from the organization (Cachón-Rodríguez et al., 2021). Trust is a key element for establishing long-term relationships (Morgan & Hunt, 1994), which in situations of job instability, employees may feel vulnerable or unprotected and it can reduce uncertainty (Cachón-Rodríguez et al., 2019).

Several previous studies suggest that social capital is a result of SHRM. Leana III and Van Buren (1999) stated that when the organization defines objectives linked to society in the long term, such as sustainability, its employees conceive it as more integrated, which reinforces than trust they have towards it. Ahn and Park (2018) concluded that employees' identification with the organization is greater when social demands are met by organizations over time. Degli Antoni

and Portale (2010) point out that the development of social actions and non-profit cooperatives promote the creation of a cooperative social network, generalized trust and relational skills among employees, that is, social capital. Lins et al. (2017) found that under these contexts, companies that had developed social actions obtained higher profitability and commitments by their employees, so investments in long-term social actions generate social capital that cushions the negative impact derived from a crisis. Other research also suggests that HR managers give importance to the fact that social actions are perceived by employees (Degli Antoni & Portale, 2010), generating social capital, trust and cooperation (Russo & Perrini, 2010), employee satisfaction and commitment in situations of job instability (Pedro et al., 2017). Story et al. (2016) found that internal sustainable practices, such as the development of professional opportunities, family conciliation policies, training and development, were directly related to greater organizational attractiveness, which is in turn a resource aimed for planning programs with greater trust and identification (ie., greater social capital) in the long term with employees (Ahn & Park, 2018). This evidence suggests that the development of sustainable social actions positively influences employees' perceptions within an organizational relations planning system. Therefore, we can establish that:

**H1.** : SHRM directly and positively influences the social capital perceived by employees.

## 2.2. SHRM and loyalty

The concept of employee loyalty is a term used in the internal marketing theory (Foreman & Money, 1995). According to this theory, employees can be considered "internal customers", where greater loyalty employees have a perform better, have fewer intentions to leave the organization and are considered an asset to the organization (Welch, 2011; Whelan & Fink, 2016). Employee loyalty is composed of an attitudinal element and a behavioural element (Cachón-Rodríguez et al., 2021). For Ali et al. (2016), loyalty is made up of attitudinal and behavioural components, where stakeholders are very likely to become good advocates, recommending the organization to others. Wolter et al. (2017) define loyalty as a behaviour related to continuous behavioural actions towards the object of interest, and loyalty as an attitude represents a predisposition to engage in behaviours based on favourable evaluations of the object of loyalty. Thus, loyalty is related to an attitudinal element of behavioural intention and to the retention behaviour performed by the stakeholder with the organization (Blanco-Gonzalez et al., 2020).

Employee loyalty, dedication and involvement with the work must be measured because people who are not loyal to their work miss more days of work and produce lower business performance (Cachón-Rodríguez et al., 2021). In fact, there is a great deal of advice on how to increase employee loyalty due to its importance to organizational results, but there is little quantitative data on the effect of sustainability and social capital on employee loyalty (Kim et al., 2019; Swanson et al., 2020). Previous studies have suggested that employee loyalty evaluation and planning methods can incorporate strategic elements: leadership, reputation, ethics, safety, stakeholders; and operational elements: awards and recognition, work-life balance, performance management, tools and technology, opportunities for advancement or satisfaction (Kennedy & Daim, 2010; Macke & Genari, 2019; Staniskienė & Stankevičiūtė, 2018).

Different research has shown that in addition to monetary compensation, sustainable social and environmental programs developed by organizations contribute to greater employee loyalty. Becker (2002) stated that the level of commitment of an organization influences its employees' loyalty. Ineson et al. (2013) analysed the factors that exert a greater influence on employee loyalty, and found that social benefits predominated over monetary benefits. Han and Hyun (2019) stated that the sustainability actions carried out inside and outside the organization

increased the perception of mental health, emotional well-being and employee loyalty. [Chen et al. \(2018\)](#) found that the management of an organization supported by sustainability improves employee loyalty. [Kim and Park \(2011\)](#) or [Story et al. \(2016\)](#) showed that those organizations that developed appropriate sustainable actions resulted in being more appealing to attract and retain employees. [Whelan and Fink \(2016\)](#) stated that those organizations that invest in sustainability programmes positively impact employee productivity, reduce the average employee turnover and the attrition rate. Therefore, we can establish that:

**H2.** : *SHRM directly and positively influences employee loyalty.*

### 2.3. SHRM and employee retention

Employee retention refers to the practices used by the organization to prevent workers from leaving the organization ([Book et al., 2019](#)). Employee retention is a predominant HR approach in many organizations due to the significant costs related to employee replacement ([Rigoni & Nelson, 2016](#)) and organizational performance. Employee retention involves retaining those employees that have good skills and perform well in the organization in the long term so as to maintain a competitive advantage ([Book et al., 2019](#)). The planning of human resources implies that a company has to establish methods on how to develop human capital, how to measure it, how to increase its productivity and how to maintain it, that is, retain it ([Kennedy & Daim, 2010](#); [Mattox & Jinkerson, 2005](#)). [Kaliprasad \(2006\)](#) suggested that the retention methods used depend significantly on four key interrelated processes that can be used for an effective human resource planning system: the motivational process; the process of interaction; the vision process; and the learning process. Employee retention helps in their engagement, secondly, it provides a direction that substantially increases the value of that employee for the company ([Kennedy & Daim, 2010](#)). According to [Kaliprasad \(2006\)](#) the main components that employee retention methods must incorporate are orientation and integration of employees; career planning and development; employee relations and motivation; performance management; Formation and development; transfers and promotions; compensation and benefit programs.

[Mattox and Jinkerson \(2005\)](#) suggested that organizations that develop actions related to SHRM experience an improvement in the attitudes of the organization's employees related to retention. [Poe \(2003\)](#) showed that social and non-monetary recognition is just as important as the salary to retain employees. [McShane and Cunningham \(2012\)](#) state that a company's social actions serve to formalize and involve employees. [Nawaz et al. \(2012\)](#) found a correlation between supervisors' support for social actions and perceived retention. [Wang, Fu, et al. \(2017\)](#) show that employees can see the organization not as a simple place to work, but as an institution that shares their social perceptions, generating greater identification and, as a result, greater retention of its employees ([Lee & Chen, 2018](#)). [Rodrigo et al. \(2019\)](#) argue that when organizations manage to align social actions with an organization strategy, they improve employees' organizational commitment. [Rodrigo et al. \(2019\)](#) argue that when organizations manage to align social actions with an organization strategy, they improve employees' organizational commitment. Thus, employees not only consider the organization as their first job option, but they also do not actively seek another job and do not respond to offers, and if they need something, they look for it in the organization. Therefore, we can establish that:

**H3.** : *SHRM directly and positively influences employee retention.*

### 2.4. Social capital and employee loyalty

From a HR management approach supported by relationships, there are several investigations that associate social capital with employee loyalty planning. [Kim et al. \(2019\)](#) studied that social capital exerts a

positive effect on the members of a community, especially when it comes to satisfaction. [Yao et al. \(2015\)](#) found that social capital is positively related to team learning and knowledge exchange in the community. Different aspects related to social capital such as social interactions, trust or a shared vision in business innovation are related to the loyalty perceived by employees ([Hom & Xiao, 2011](#); [Parzefall & Kuppelwieser, 2012](#)). [Hau et al. \(2013\)](#) suggest that reciprocity, enjoyment and social capital contribute significantly to improving the tacit and explicit intentions to share employees' knowledge, and these have positive effects on their behavioural intentions, for example, the acquisition of its products or services, or recommending them to family and friends ([Cachón-Rodríguez et al., 2021](#)). These behavioural elements are the result of tacit or attitudinal elements ([Wang, Singh, et al., 2017](#)) that increase when employees feel identified and trust the organization ([Schlesinger et al., 2014](#)), which are elements linked to social capital. In summary, when employees perceive a high level of identification and trust (social capital) they contribute to improving their long-term relationships with the organization, they demand its services, make recommendations, suggestions and even donations, that is their loyalty. Therefore, we can establish that:

**H4.** : *Social capital directly and positively influences employee loyalty.*

### 2.5. Social capital and employee retention

Regarding the relationship between social capital and employee retention, there are several investigations that have suggested that HR management aspects such as job retention depend on relational networks between employees. [Hom and Xiao \(2011\)](#) proved that relationship-supported work contacts increase the propensity of employees to stay in the organization. [Faraz and Usha \(2018\)](#) based on a relational HR management such as mentoring programmes, strategic leadership, and the use of social networks, stated that they have great potential to promote skills that in turn result in a greater intention to stay in the organization. [Munir et al. \(2018\)](#) showed that different aspects such as recognition and the relationship of coworkers, aspects related to social capital, have a positive relationship with employee retention. [Akpey-Mensah \(2020\)](#) suggested the development of social capital as an element of HR management, so that it can ensure greater commitment of staff. Therefore, we can establish that:

**H5.** : *Social capital directly and positively influences employee retention.*

### 2.6. The mediating role of social capital between retention and employee loyalty

Different studies have stated that the influence of SHRM on employee loyalty and retention were closely related to social capital aspects such as transparency, social adaptation, social interactions, social identification, or shared motivations by employees ([Blanco-Gonzalez et al., 2020](#); [Kim, 2018](#)). In fact, an organization with low levels of social capital could lose support from their employees due to its actions and therefore, not survive ([Hau et al., 2013](#); [Liu, 2017](#)). [Whelan and Fink \(2016\)](#) indicate that sustainability actions improve employee retention and loyalty, when HR management is supported by generating a culture and a shared commitment (associated with social capital) among its employees. [Kim et al., \(2016\)](#) argue that shared cultural elements or altruism (associated with social sustainability) create relationship networks (social capital) that represent key elements in the intention of continuing to interact or to be linked with an organization. [Liu \(2017\)](#) found that job performance could increase with the development of contacts in social interactions between employees (social capital), which in turn serve to improve or mediate the perceptions of social actions developed with the organization. [Swanson et al. \(2020\)](#) consider that to obtain less turnover and greater employee loyalty, it is essential to promote a work environment of shared relationships as a mechanism that enables to improve perceptions of the actions and behaviours



carried out by the organization. With this evidence, we can suggest that when the organization encourages a relationship network between its employees, so that they feel identified and committed to the organization (social capital), they perceive the impact of SHRM actions more intensely than in those organizations that simply build sustainability programmes. In this regard, management based on social capital is necessary to increase employee loyalty and retention rather than the simple effect of the sustainability action. Therefore, we can establish that:

- H6. : Social capital mediates the effect of SHRM on employee loyalty.
- H7. : Social capital mediates the effect of SHRM on employee retention.

2.7. Proposed research model

Based on the literature review explained previously, Fig. 1 shows the model to be tested in this research. The model shows that SHRM has a direct effect on social capital (H1), loyalty (H2) and job retention (H3); social capital has a direct effect on employee loyalty (H4) and retention (H5); social capital mediates the relationship between SHRM and employee loyalty (H6); and between SHRM and employee retention (H7).

3. Methodology

3.1. Area of study

The research scenario was developed in Spanish public universities, since sustainability and human capital actions must be integrated into the field of teaching and research and besides, they are a key element in the creation and development of their strategic management (Martín-Miguel et al., 2020). In addition, the public nature of the university determines the necessary evaluation the efficiency in the management of HR and the development of policies adapted to the context. University SSRHM and social capital management strategies can include two approaches, on the one hand, the effect that the university activity for the development of society can have on employees, and on the other hand, the management of HR in such a way that they ensure the survival and development of the institution (Cachón-Rodríguez et al., 2021). Furthermore, Spanish public universities operate under a strong competitive environment and their long-term survival depends on adequate management of social actions and social relationships between employees (Blanco-González et al., 2021).

3.2. Data collection

An online questionnaire was sent to professors in the business areas of 47 Spanish public universities to collect data. Finally, 529 valid

responses were obtained between March and June 2021. Table 1 shows the descriptive results of the first part of the questionnaire.

The second part of the questionnaire focused on measuring the perceptions of the proposed variables, through adapted items from previous studies (Table 2). Likert scales (0–10) were used for all the items (reflective-type A), where 0 refers to totally disagree and 10 refers to totally agree.

3.3. Data analysis

To carry out the data processing, SmartPLS version 3.3.3 (Ringle et al., 2015) was used to perform the PLS-SEM analysis and evaluate the research model. PLS-SEM is a comprehensive multivariate approach to statistical analysis that can simultaneously examine each of the relationships between variables in a conceptual model, including the measurement and structural components of direct and indirect effects (Hair, Risher, et al., 2019). Compared to other methods such as CB-SEM or AMOS (based on covariances), it is a multivariate analysis method that is mainly designed for exploratory studies and has as its main purpose the prediction of dependent variables by estimating path models. These reasons justify your choice. Data processing using PLS-SEM involves analysing, first, the reliability and validity of the measurement model (Chin, 1998). After that, and in the second place, we will evaluate the structural model for testing the hypotheses.

4. Results

4.1. Evaluation of the measurement model

The values of the loadings of the individual indicators and Cronbach’s Alpha (CA) require values above 0.7 (Hair, Risher, et al., 2019). For the composite reliability (CR), values higher than 0.6 (Bagozzi & Yi, 1988) or 0.7 (Dibbern & Chin, 2010) are recommended. Values higher than 0.6 are considered adequate for the rho\_A statistic (Henseler et al., 2015). Finally, AVE values higher than 0.5 are recommended (Chin, 2010). Table 3 shows that all the indicators meet these criteria, there are no reliability and validity problems.

Regarding the discriminant validity, HTMT ratio values lower than 0.90 are recommended (Gold et al., 2001). The results shown in Table 4 indicate that there are no discriminant validity problems.

4.2. Evaluation of the structural model. Hypothesis testing

Once the measurement instrument has been analysed, the second step to test the hypotheses is to evaluate the structural model. For this, the collinearity of the structural model must be analysed through the variance inflation factor (VIF) and statistical significance of the effects of the path coefficients. Values with a VIF higher than 3.3 suggest the existence of possible multicollinearity problems (Diamantopoulos & Siguaw, 2006; Hair, Risher, et al., 2019). Table 5 shows some VIF values

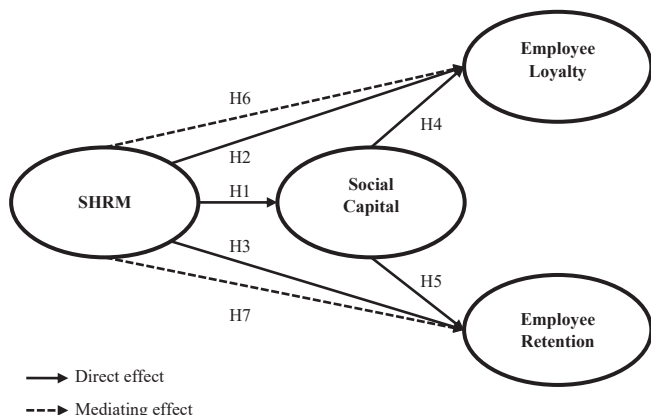


Fig. 1. Proposed model and hypotheses.

Table 1 Profile of Respondents.

Characteristics	Frequency	Percentage (%)
Gender		
Male	289	54.6
Female	240	45.4
Age		
26–36	168	31.8
37–47	110	20.8
48–58	162	30.6
Above 58	89	16.8
Professional category		
Associate/Visiting	185	35.0
Lecturer	140	26.5
Professor	204	38.5
Total	529	–

**Table 2**  
Items used.

Construct	
<b>SHRM</b> (Osranek & Zink, 2014; Staniškienė & Stankevičiūtė, 2018)	
SHR1	My university encourages the employees to share the work-related problems managers
SHR2	My university encourages the employees to provide suggestions concerning the improvement of processes at the organization
SHR3	More experienced employees share their working experience with colleagues
SHR4	My university ensures equal personal development opportunities for employees
SHR5	My university provides good conditions for rest for its employees
SHR6	My university cooperates with other organisations for the purpose of employee development
<b>Social Capital. Identification.</b> (Blanco et al., 2020; Mael & Ashforth, 1992; Nahapiet & Ghoshal, 1998)	
IDE1	I feel proud when someone speaks well of my university
IDE2	I consider the success of my university as my own
IDE2	I feel that I am part of my university
<b>Social Capital. Trust.</b> (Blanco et al., 2020; Nahapiet & Ghoshal, 1998; Serkan, 2018)	
HON1	My university fulfils its promises
HON2	My university makes promises that I can trust
BEN1	My university gives beneficial advice and recommendations to its stakeholders (students, teachers and researchers, administrative staff, society as a whole, etc.)
BEN2	My university is concerned about the present and future interests and benefits of its stakeholders (students, teachers and researchers, administrative staff, society as a whole, etc.)
COM1	My university meets its students' needs
COM2	My university shows the capacity required to carry out its work
<b>Loyalty</b> (Cachón-Rodríguez et al., 2019; Nguyen, 2016)	
LOY1	If I had to take other courses, conferences or studies of professional improvement, I would definitely consider my university as the first option
LOY2	If someone asks me for advice, I will recommend my university
LOY3	I would encourage family and friends to study at my university
<b>Retention</b> (Book et al., 2019; Osranek & Zink, 2014)	
RET1	I plan to work in my present job for as long as possible
RET2	I plan to stay in this job for at least two to three years
RET3	I would hate to quit this job

**Table 3**  
Reliability and convergent validity tests.

Construct	Items	loadings	CA	CR	rho_A	AVE
SHRM	SHR1	0.915	0.759	0.892	0.774	0.905
	SHR2	0.879				
	SHR3	0.877				
	SHR4	0.873				
	SHR5	0.869				
	SHR6	0.877				
Loyalty	LOY1	0.900	0.938	0.959	0.942	0.804
	LOY2	0.964				
	LOY3	0.969				
Retention	RET1	0.919	0.917	0.948	0.922	0.895
	RET2	0.932				
	RET3	0.917				
Social Capital	IDE1	0.795	0.908	0.928	0.904	0.805
	IDE2	0.781				
	IDE3	0.854				
	HON	0.930				
	BEN	0.862				
	COM	0.836				

**Table 4**  
Discriminant validity.

Construct	Social Capital	Loyalty	Retention
Social Capital	N/A		
Loyalty	0.848	N/A	
Retention	0.856	0.653	N/A
SHRM	0.795	0.627	0.717

N/A: Not applicable

**Table 5**  
Structural VIF and hypothesis testing.

Relationship	VIF	beta	t-value	VAF	Supported
H1: SHRM-> Social Capital	1.000	0.670***	18.531	N/A	Yes
H2: SHRM-> Loyalty	1.816	0.008	0.164	N/A	No
H3: SHRM-> Retention	1.816	0.071	1.401	N/A	No
H4: Social Capital ->Loyalty	1.817	0.783***	19.393	N/A	Yes
H5: Social Capital ->Retention	1.817	0.792***	18.531	N/A	Yes
H6: SHRM -> Social Capital ->Loyalty	N/A	0.525***	12.350	98.3%	Yes
H7: SHRM -> Social Capital -> Retention	N/A	0.531***	14.779	88.2%	Yes

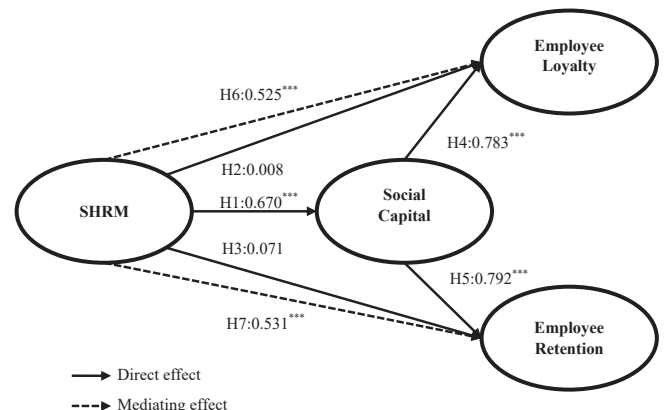
\* p < 0.05; \*\* p < 0.01; \*\*\* p < 0.001 (based on t (4999), one-tailed test)  
R<sup>2</sup>: 0.456 (social capital); 0.583 (loyalty); 0.756 (retention)  
Q<sup>2</sup>: 0.302 (social capital); 0.525 (loyalty); 0.641 (retention)  
N/A: Not applicable

below the indicated thresholds, thus ruling out problems related to this indicator.

Regarding the significance of the main effects, the results of 5000 subsamples shown in Table 5 and Fig. 2 indicate that SHRM positively and significantly influences on social capital (H1; β = 0.670; p < 0.000). SHRM did not reveal a positive and significant effect on employee loyalty (H2: β = 0.008; p > 0.5) or on employee retention (H3: β = 0.071; p > 0.5). The direct effect of social capital has a positive and significant influence on employee loyalty (H4: β = 0.783; p < 0.000) and on employee retention (H5: β = 0.792; p < 0.000).

Evaluating the indirect effects requires two steps: determining the significance of the indirect effect (step 1) and evaluating the magnitude of the indirect effect or mediation (step 2) (Carrión et al., 2017). The results of Table 5 and Fig. 2 show that both the social capital mediating effect between social sustainability and employee loyalty (H6: β = 0.525; p < 0.000) and the social capital mediating effect between social sustainability and employee retention (H7: β = 0.531; p < 0.000), are significant in both cases (step 1). Regarding the magnitude of the effect (step 2), the results show that the mediation is complete, since the direct effect of sustainability on loyalty and on employee retention is not significant (H2 and H3 p > 0.5), while the indirect effect of social capital on the SHRM-loyalty relationship (H6 p < 0.001) and on the SHRM-retention relationship (H7: p < 0.000) are significant, indicating that there is only an indirect effect through the mediator. Some authors suggest confirming this statement through the variance accountant for (VAF), thus values higher than 80% would indicate complete mediation (Carrión et al., 2017; Hair et al., 2017). The results in Table 5 confirm that we have a complete mediation.

Once the significance of the proposed hypotheses has been analyzed and to confirm the evaluation of the structural model, the coefficient R<sup>2</sup>



**Fig. 2.** Results of proposal model.

is presented. This coefficient represents a measure of predictive power and indicates the amount of variance of a construct that is explained by the predictor variables of said endogenous construct in the model (Hair, Risher, et al., 2019).  $R^2$  values greater than 0.33 are considered moderate and greater than 0.67 are considered substantial (Chin, 1998). As can be seen in Table 5, these values of 0.456 (social capital); 0.583 (loyalty); and 0.756 (retention) show a moderate and substantial effect respectively. Finally, together with the size of the  $R^2$  as a criterion of predictive relevance, the value of the Stone-Geisser ( $Q^2$ ) is re-reported, which supposes a criterion to evaluate the predictive relevance of the dependent construct.  $Q^2$  values greater than zero indicate that the model has predictive capacity. As can be seen in Table 5, values of 0.302 (social capital); 0.525 (loyalty); and 0.641 (retention) are reflected, this indicates that the model has predictive capacity.

## 5. Discussion and future lines

### 5.1. Discussion of results

The aim of this paper has been to evaluate the direct effects of SHRM on social capital, employee loyalty and retention, as well as the direct effect of social capital on employee loyalty and retention. In addition, we have evaluated the indirect effect of social capital on the influence of SHRM on employee loyalty and retention. The results will allow managers to have an essential information for the correct implementation of HR management policies.

The results show, first, the positive and significant effect of SHRM on social capital (Hypothesis 1). These results highlight the importance of SHRM on employee perceptions regarding social relationships in an organization. Previous studies have suggested a positive relationship between sustainability and social capital in other types of contexts (Kim, 2018; Osranek & Zink, 2014), indicating that the results obtained are consistent with previous studies. This has shown that programs aimed at obtaining greater cooperation, involvement, transparent promotion and equality processes within an organization, the possibility of opting for social benefits, must be known by its employees, since they contribute to greater social capital, which is essential to achieve a competitive advantage that allows for its long-term existence (Macke & Genari, 2019). Therefore, the search for social capital is one of the main motivations in planning sustainable HR actions (Osranek & Zink, 2014), beyond economic returns (Kim et al., 2019). This is relevant to carry out a human capital management process supported by sustainability. However, we still do not know what happens at macro level and what effects other dimensions of sustainability, opinion leaders or the media can have on the social capital perceived by employees.

Secondly, the results also reveal that SHRM does not have a significant effect on employee loyalty (Hypothesis 2) or retention (Hypothesis 3), which is inconsistent with what is suggested in the findings of previous studies on other types of organizations (Kim & Park, 2011; Lee & Chen, 2018; Story et al., 2016; Whelan & Fink, 2016). The lack of significance of the results may be due to the fact that employees are not involved in the management and decision-making of social sustainability activities. In addition, this study was developed in public institutions of higher education, where different studies suggest that sustainability actions are in the initial phase of their strategic programmes and that their employees do not perceive them or do not have sufficiently attractive knowledge (Cachón-Rodríguez et al., 2021), requiring a greater longitudinal study of these actions, and confirming when these actions become effective employee loyalty.

However, thirdly, the results reflect that social capital has a positive and significant effect on employee loyalty (Hypothesis 4) and retention (Hypothesis 5). This has confirmed what is suggested in other studies which argue that among the critical factors of employee loyalty and retention programs include relational elements such as shared knowledge (Afrasiabi et al., 2022). Thus, social capital is a resource in the ability to generate loyalty and retention of an organization's internal

members (Cachón-Rodríguez et al., 2021; Kim et al., 2019; Osranek & Zink, 2014), since it generates greater identification and trust in employees. This shows that the results are consistent with previous studies.

Finally, we find that social capital exerts a full mediating effect on the influence of SHRM on employee loyalty (Hypothesis 6) and retention (Hypothesis 7). This is an original contribution and highlights the importance of social capital for employee loyalty and retention. This result represents an extension in human capital management, in a way that social sustainability programs do not always have a significant effect on employee loyalty and retention. Therefore, employees will be more committed with the organization in the long term when social sustainability actions are accepted by all employees, that is, social capital generates trust and shared identification among employees, so true loyalty and retention of employees will be produced. Therefore, only sustainability actions present in the management of social capital will become relevant to employees, in such a way that they will speak positively about the organization, recommend it to family and friends and plan to stay in the organization.

### 5.2. Management implications

The results have significant implications for those responsible for managing organizations and for employee commitment and evaluate how the relationships between the model variables have different impacts. Our results evaluate to the importance of sustainability and social capital actions in long-term relationships with employees. Therefore, managers have to plan actions aimed at increasing employees' knowledge and involvement in actions and programmes for sustainable HR management, such as the development of programs and indicators, financing models, control mechanisms, plans for equal or improvement of working conditions (Osranek & Zink, 2014), which would improve social capital. Thus, for the evaluation and planning of a sustainable human resources policy, reports such as the Global Reporting Initiative (GRI) can be applied, which include indicators of employee participation, employee cooperation, equal opportunities, the development of employees, health and safety (Staniškienė & Stankevičiūtė, 2018). In this way, employees will positively perceive these actions and their effect in relation to organizational performance. This will increase the level of social capital and employees will feel more committed, they will recommend the organization and want to stay in it, which in turn will contribute not only to higher performance and long-term survival of the organization, but also to a greater benefit for all employees and society in general. Organizations should make effort to improve employee lives and solve important global issues (Cachón-Rodríguez et al., 2021). Thus, employees are attracted to organizations that care about social issues and work to solve them. For example, employees could be involved in the companies' social actions programs, improving the perception of the social welfare caring and reinforcing the social capital (Blanco-Gonzalez et al., 2020). Managers can use loyalty programs associated with monetary and social benefits. Manager could implement an environment based on trust and credibility, where employees can perceive that organizations really care about them. In this line, managers could improve their communication strategies, providing more information and training employees (for example using a survival analysis method) to improve their retention and loyalty (Mattox & Jinkerson, 2005). The intervention mapping method has been described as a useful participatory method for developing communication, a shared understanding of work tasks, involving work teams in relevant decision-making procedures and processes, cooperation, ultimately strengthening the social capital (Meng et al., 2019). Therefore, a positive sustainable social management of HR improves relations in the organizations and entails a subsequent loyalty employee and retention that contributes to improving organizational performance. Considering that the cost of hiring and losing personnel are substantial, managers should promote evaluation programs supported by training, planning and career development; relationships and motivation that increase the

income and loyalty of employees. The costs of hiring and losing personnel are substantial (Mattox & Jinkerson, 2005), managers must promote the profitability of the organization through evaluation programmes supported by training, planning and career development; relationships and motivation that increase employee retention and loyalty (Kennedy & Daim, 2010). Considering the global market competitiveness, enterprises managers must understand the relevance of managing the evaluation and planning of the relations with their employees to receive positive assessments and be successful in the medium-long term.

### 5.3. Limitations and future lines

A limitation would be determined by the level of segmentation of the sample, since it is made up of professor from public universities. If we had evaluated the sustainability dimensions separately or other organizations, the results could have been different. Therefore, future research could, on the one hand, compare these same effects between each of the sustainability dimensions and its relationship with employee's loyalty and retention separately and, on the other hand, a greater heterogeneity of stakeholders or unobserved organizations could be considered: customers, employees, managers, size of the organization or sector, etc.

### Declaration of Conflicting Interests

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

### Acknowledgments

We want to thank Camilo Prado Fundation, Organizational Legitimacy Observatory, and Professor Francisco Díez-Martín (Rey Juan Carlos University, Spain), for their generous support and their very valuable advice during this research.

### References

- Afrasiabi, A., Chalmardi, M. K., & Balezentis, T. (2022). A novel hybrid evaluation framework for public organizations based on employees' performance factors. *Evaluation and Program Planning* (Vol. 91), Article 102020.
- Ahn, S.-Y., & Park, D.-J. (2018). Corporate social responsibility and corporate longevity: The mediating role of social capital and moral legitimacy in Korea. *Journal of Business Ethics* (Vol. 150), 117–134.
- Akhtar, C. S., Ismail, K., Ndaliman, M. A., Hussain, J., & Haider, M. (2015). Can intellectual capital of SMEs help in their sustainability efforts. *Journal of Management Research* (Vol. 7), 82.
- Akpey-Mensah, T. L. (2020). Social capital development as innovation in human resource development: a case of Technical Universities in Ghana. In *African Journal of Science, Technology, Innovation and Development* (Vol. 12, pp. 27–32). Routledge.
- Ali, F., Zhou, Y., Hussain, K., Nair, P. K., & Ragavan, N. A. (2016). Does higher education service quality effect student satisfaction, image and loyalty? A study of international students in Malaysian public universities. In *Quality Assurance in Education* (Vol. 24, pp. 70–94). Emerald Group Publishing Limited.
- Aust, I., Matthews, B., & Muller-Camen, M. (2020). Common Good HRM: A paradigm shift in Sustainable HRM? *Human Resource Management Review* (Vol. 30), Article 100705.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science* (Vol. 16), 74–94.
- Baumgartner, R. J., & Rauter, R. (2017). Strategic perspectives of corporate sustainability management to develop a sustainable organization. *Journal of Cleaner Production* (Vol. 140), 81–92.
- Becker, E. (2002). Foci and bases of commitment: Are they distinctions worth making? *Academy of Management Journal* (Vol. 35), 232–244.
- Bhattacharya, C. B., & Sen, S. (2003). Consumer-company identification: A framework for understanding consumers' relationships with companies. *Journal of Marketing, American Marketing Association* (Vol. 67), 76–88.
- Blanco-Gonzalez, A., Díez-Martín, F., Cachón-Rodríguez, G., & Prado-Román, C. (2020). Contribution of social responsibility to the work involvement of employees. *Corporate Social Responsibility and Environmental Management*, 1–11.
- Blanco-González, A., Del-Castillo-Feito, C., & Miotto, G. (2021). The influence of business ethics and community outreach on faculty engagement: the mediating effect of legitimacy in higher education. *European Journal of Management and Business Economics, Emerald Publishing Limited* (Vol. 30), 281–298.
- Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behavior and the creation of social capital in organizations. *Academy of Management Review* (Vol. 27), 505–522.
- Book, L., Gatling, A., & Kim, J. (2019). The effects of leadership satisfaction on employee engagement, loyalty, and retention in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism* (Vol. 18), 368–393.
- Cachón-Rodríguez, G., Blanco-González, A., Prado-Román, C., & Díez-Martín, F. (2021). Sustainability actions, employee loyalty, and the awareness: The mediating effect of organization legitimacy. *Managerial and Decision Economics* (Vol. 42), 1730–1739.
- Cachón-Rodríguez, G., Prado-Román, C., & Zúñiga-Vicente, J.Á. (2019). The relationship between identification and loyalty in a public university: Are there differences between (the perceptions) professors and graduates. *European Research on Management and Business Economics* (Vol. 25), 3. <https://doi.org/10.1016/j.iedeen.2019.04.005>
- Cachón-Rodríguez, G., Prado-Román, C., & Blanco-González, A. (2021). The relationship between corporate identity and university loyalty: The moderating effect of brand identification in managing an institutional crisis. *Journal of Contingencies and Crisis Management* (Vol. 29), 265–280.
- Carrón, G. C., Nitzl, C., & Roldán, J. L. (2017). Mediation analyses in partial least squares structural equation modeling: Guidelines and empirical examples. *Partial Least Squares Path Modeling* (pp. 173–195). Springer.
- Carroll, A. B., Adler, N. J., Mintzberg, H., Cooren, F., Suddaby, R., Freeman, R. E., & Laasch, O. (2020). What are responsible management? A conceptual potluck. *Research Handbook of Responsible Management*. Edward Elgar Publishing.
- Chen, S., Chen, H. H., Zhang, K. Q., & Xu, X. (2018). A comprehensive theoretical framework for examining learning effects in green and conventionally managed hotels. *Journal of Cleaner Production* (Vol. 174), 1392–1399.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern Methods for Business Research* (Vol. 295), 295–336.
- Chin, W. W. (2010). How to write up and report PLS analyses. *Handbook of partial least squares* (pp. 655–690). Berlin, Heidelberg: Springer.
- Coleman, J. S. (1988). Social capital in the creation of human capital. In *American Journal of Sociology* (Vol. 94, pp. S95–S120). University of Chicago Press.
- Daily, B. F., & Huang, S. (2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of Operations & Production Management* (Vol. 21), 1539–1552.
- Dal Mas, F. (2019). The relationship between intellectual capital and sustainability: An analysis of practitioner's thought. *Intellectual Capital Management as a Driver of Sustainability* (pp. 11–24). Springer.
- Degli Antoni, G., & Portale, E. (2010). The effect of corporate social responsibility on social capital creation in social cooperatives. In *Nonprofit and Voluntary Sector Quarterly* (Vol. 40, pp. 566–582). SAGE Publications Inc.
- Diamantopoulos, A., & Siguaw, J. A. (2006). Formative versus reflective indicators in organizational measure development: A comparison and empirical illustration. *British Journal of Management* (Vol. 17), 263–282.
- Dibbern, J., & Chin, W. W. (2010). An introduction to a permutation based procedure for multi-group PLS analysis: Results of tests of differences on simulated data and a cross cultural analysis of the sourcing of information system services between Germany and the USA. *Handbook of Partial Least Squares: Concepts, Methods and Applications*, 171–193.
- Ehnert, I. (2009). *Sustainable human resource management, a conceptual and exploratory analysis from a paradox prospective*. Heidelberg: Springer.
- Ehnert, I., Parsa, S., Roper, L., Wagner, M., & Muller-Camen, M. (2016). Reporting on sustainability and HRM: A comparative study of sustainability reporting practices by the world's largest companies. In *The International Journal of Human Resource Management* (Vol. 27, pp. 88–108). Routledge.
- Faraz, N. M., & Usha, L. (2018). Development and retention of Generation Y employees: A conceptual framework. *Employee Relations, Emerald Publishing Limited* (Vol. 40), 433–455.
- Foreman, S. K., & Money, A. H. (1995). Internal marketing: concepts, measurement and application. *Journal of Marketing Management* (Vol. 11), 755–768.
- Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems* (Vol. 18), 185–214.
- Gould, R., Missimer, M., & Mesquita, P. L. (2017). Using social sustainability principles to analyse activities of the extraction lifecycle phase: Learnings from designing support for concept selection. *Journal of Cleaner Production* (Vol. 140), 267–276.
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (second ed.). Thousand Oaks: Sage Publications.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review, Emerald Publishing Limited* (Vol. 31), 2–24.
- Han, H., & Hyun, S. S. (2019). Green indoor and outdoor environment as nature-based solution and its role in increasing customer/employee mental health, well-being, and loyalty. *Business Strategy and the Environment* (Vol. 28), 629–641.
- Hau, Y. S., Kim, B., Lee, H., & Kim, Y.-G. (2013). The effects of individual motivations and social capital on employees' tacit and explicit knowledge sharing intentions. *International Journal of Information Management* (Vol. 33), 356–366.
- Heavey, C., & Murphy, E. (2012). A proposed cooperation framework for organisations and their leaders. In *Management Decision* (Vol. 50, pp. 993–1000). Emerald Group Publishing Limited.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science* (Vol. 43), 115–135.



- Hite, L. M., & McDonald, K. S. (2020). Careers after COVID-19: challenges and changes. In *Human Resource Development International* (Vol. 23, pp. 427–437). Routledge.
- Hom, P. W., & Xiao, Z. (2011). Embedding social networks: How guanxi ties reinforce Chinese employees' retention. In *Organizational Behavior and Human Decision Processes* (Vol. 116, pp. 188–202). Elsevier.
- Ineson, E. M., Benke, E., & László, J. (2013). Employee loyalty in Hungarian hotels. In *International Journal of Hospitality Management* (Vol. 32, pp. 31–39). Elsevier.
- Kaliprasad, M. (2006). "The Human Factor I: Attracting, Retaining, and Motivating Capable People: a Publication of the American Association of Cost Engineers", Cost Engineering, American Association of Cost Engineers PP - Morgantown, Morgantown, Vol. 48 No. 6, pp. 20–26.
- Kawachi, I., Subramanian, S. V., & Kim, D. (2008). Social capital and health. *Social capital and health* (pp. 1–26). Springer.
- Kennedy, E., & Daim, T. U. (2010). A strategy to assist management in workforce engagement and employee retention in the high tech engineering environment. *Evaluation and Program Planning* (Vol. 33, pp. 468–476).
- Kim, J. (2018). Social dimension of sustainability: From community to social capital. *Journal of Global Scholars of Marketing Science* (Vol. 28, pp. 175–181).
- Kim, M., Cichy, R. F., Zhang, L., & Yu, J. (2019). Antecedents of social capital and its impact on satisfaction and Loyalty. *Journal of Hospitality Marketing & Management* (Vol. 28, pp. 263–284).
- Kim, M. J., Lee, C.-K., & Bonn, M. (2016). The effect of social capital and altruism on seniors' revisit intention to social network sites for tourism-related purposes. *Tourism Management* (Vol. 53, pp. 96–107).
- Kim, S.-Y., & Park, H. (2011). Corporate social responsibility as an organizational attractiveness for prospective public relations practitioners. *Journal of IBusiness Ethics* (Vol. 103, pp. 639–653).
- Kozlowski, S. W. J., & Ilgen, D. R. (2006). Enhancing the effectiveness of work groups and teams. *Psychological Science in the Public Interest* (Vol. 7, pp. 77–124).
- KPMG. (2021). Guía Para Una Nueva Realidad de Las Relaciones Laborales Tras La COVID-19.
- Kramar, R. (2014). Beyond strategic human resource management: is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 1069–1089.
- Leana, C. R., & Pil, F. K. (2006). Social capital and organizational performance: Evidence from urban public schools. *Organization Science* (Vol. 17, pp. 353–366).
- Leana III, C.R. and Van Buren, H.J. (1999), "Organizational social capital and employment practices", Academy of Management Review, Academy of Management Briarcliff Manor, NY 10510, Vol. 24 No. 3, pp. 538–555.
- Lee, L., & Chen, L.-F. (2018). Boosting employee retention through CSR: A configurational analysis. *Corporate Social Responsibility and Environmental Management* (Vol. 25, pp. 948–960).
- Lehtonen, M. (2004). The environmental–social interface of sustainable development: Capabilities, social capital, institutions. *Ecological Economics* (Vol. 49, pp. 199–214).
- Lins, K. V., Servaes, H., & Tamayo, A. (2017). Social capital, trust, and firm performance: the value of corporate social responsibility during the financial crisis. In *The Journal of Finance* (Vol. 72, pp. 1785–1824). John Wiley & Sons, Ltd.
- Liu, C.-H. (2017). The relationships among intellectual capital, social capital, and performance - The moderating role of business ties and environmental uncertainty. *Tourism Management* (Vol. 61, pp. 553–561).
- Macke, J., & Genari, D. (2019). Systematic literature review on sustainable human resource management. *Journal of Cleaner Production* (Vol. 208, pp. 806–815).
- Mael, F. A., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior* (Vol. 13, pp. 103–123).
- Martín-Miguel, J., Prado-Román, C., Cachón-Rodríguez, G., & Avendaño-Miranda, L. L. (2020). Determinants of reputation at private graduate online schools. *Sustainability* (Vol. 12, pp. 9659).
- Mattox, J. R., & Jinkerson, D. L. (2005). Using survival analysis to demonstrate the effects of training on employee retention. *Evaluation and Program Planning* (Vol. 28, pp. 423–430).
- McShane, L., & Cunningham, P. (2012). To thine own self be true? Employees' judgments of the authenticity of their organization's corporate social responsibility program. *Journal of Business Ethics* (Vol. 108, pp. 81–100).
- Meng, A., Borg, V., & Clausen, T. (2019). Enhancing the social capital in industrial workplaces: Developing workplace interventions using intervention mapping. *Evaluation and Program Planning* (Vol. 72, pp. 227–236).
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *The Journal of Marketing JSTOR*, 20–38.
- Munir, Z. A., Fairuz, N. E. S., Noranee, S., Pandiyan, V., Sundram, K., & Aziz, R. A. (2018). Securing the future: Retention among generation Y employees. *Journal of Human Resources Management Research*, 1–8.
- Nahapiet, J., & Ghoshal, S. (1998). Social capital, intellectual capital, and the organizational advantage. *Academy of Management Review* (Vol. 23, pp. 242–266).
- Nawaz, N., Jahanian, A., & Tehreem, S. (2012). Determinants of employee retention in Pakistan International Airlines (PIA). *European Journal of Business and Management* (Vol. 4, pp. 45–53).
- Nguyen, N. (2016). Reinforcing customer loyalty through service employees' competence and benevolence. In *The Service Industries Journal* (Vol. 36, pp. 721–738). Taylor & Francis.
- Orsaneck, R., & Zink, K. J. (2014). Corporate human capital and social sustainability of human resources. In I. Ehnert, W. Harry, & K. J. Zink (Eds.), *Sustainability and Human Resource Management: Developing Sustainable Business Organizations*, (pp. 105–126). Springer Berlin Heidelberg, Berlin, Heidelberg.
- Parzefall, M.-R., & Kuppelwieser, V. G. (2012). Understanding the antecedents, the outcomes and the mediating role of social capital: An employee perspective. *Human Relations* (Vol. 65, pp. 447–472).
- Pedro, G., Arnaldo, C., & Neuza, R. (2017). The role of trust in corporate social responsibility and worker relationships. *Journal of Management Development, Emerald Publishing Limited* (Vol. 36, pp. 478–492).
- Poe, A. C. (2003). Keeping hotel workers: It takes more than money to retain lower-paid employees. *HR Magazine* (Vol. 48, pp. 91–93).
- PwC and WEF. (2021). Upskilling for Shared Prosperity.
- Ringle, C.M., Wende, S. and Becker, J.-M. (2015), "SmartPLS3".
- Rodrigo, P., Aqueveque, C., & Duran, I. J. (2019). Do employees value strategic CSR? A tale of affective organizational commitment and its underlying mechanisms. *Business Ethics: A European Review* (Vol. 28, pp. 459–475).
- Russo, A., & Perrini, F. (2010). Investigating stakeholder theory and social capital: CSR in large firms and SMEs. *Journal of Business Ethics* (Vol. 91, pp. 207–221).
- Schlesinger, W., Cervera, A., & Calderón, H. (2014). El papel de la confianza, la imagen y los valores compartidos en la creación de valor y lealtad: Aplicación a la relación egresado-universidad. In *Revista Española de Investigación En Marketing ESIC* (Vol. 18, pp. 126–139). Elsevier.
- Serkan, O. Y. (2018). How employees define organisational trust: analysing employee trust in organisation. *Journal of Global Responsibility, Emerald Publishing Limited* (Vol. 9, pp. 21–40).
- Staniškieñė, E., & Stankevičiūtė, Ž. (2018). Social sustainability measurement framework: The case of employee perspective in a CSR-committed organisation. *Journal of Cleaner Production* (Vol. 188, pp. 708–719).
- Story, J., Castanheira, F., & Hartig, S. (2016). "Corporate social responsibility and organizational attractiveness: Implications for talent management". *Social Responsibility Journal*. Emerald Group Publishing Limited,.
- Swanson, E., Kim, S., Lee, S.-M., Yang, J.-J., & Lee, Y.-K. (2020). The effect of leader competencies on knowledge sharing and job performance: Social capital theory. *Journal of Hospitality and Tourism Management* (Vol. 42, pp. 88–96).
- Tajfel, H., & Turner, J. C. (1986). *The Social Identity Theory of Intergroup Behavior*. *Psychology of Intergroup Relations*. Chicago: Nelson-Hall.
- Thom, N., & Zaugg, R. J. (2004). In E. J. Schwarz (Ed.), *Nachhaltiges und innovatives Personalmanagement BT - Nachhaltiges Innovationsmanagement* (pp. 215–245). Verlag, Wiesbaden: Gabler.
- Wang, W., Fu, Y., Qiu, H., Moore, J. H., & Wang, Z. (2017). Corporate social responsibility and employee outcomes: A moderated mediation model of organizational identification and moral identity. *Frontiers in Psychology* (Vol. 8, pp. 1906).
- Wang, Z., Singh, S. N., Li, Y. J., Mishra, S., Ambrose, M., & Biernat, M. (2017). Effects of employees' positive affective displays on customer loyalty intentions: An emotions-as-social-information perspective. *Academy of Management Journal* (Vol. 60, (No. 1), pp. 109–129).
- WCED. (1987). World commission on environment and development. *Our Common Future* (Vol. 17, pp. 1–91).
- Welch, M. (2011). The evolution of the employee engagement concept: communication implications. *Corporate Communications: An International Journal*. Emerald Group Publishing Limited,.
- Whelan, T., & Fink, C. (2016). "The comprehensive business case for sustainability. *Harvard Business Review* (Vol. 21, pp. 2012).
- Wolter, J. S., Bock, D., Smith, J. S., & Cronin, J. J. (2017). Creating ultimate customer loyalty through loyalty conviction and customer-company identification. *Journal of Retailing* (Vol. 93, pp. 458–476).
- Yao, C.-Y., Tsai, C.-C., & Fang, Y.-C. (2015). Understanding social capital, team learning, members' e-loyalty and knowledge sharing in virtual communities. In *Total Quality Management & Business Excellence* (Vol. 26, pp. 619–631). Routledge.
- Zaid, A. A., Jaaron, A. A. M., & Talib Bon, A. (2018). The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. *Journal of Cleaner Production* (Vol. 204, pp. 965–979).

**Gabriel Cachón-Rodríguez.** Professor of Marketing (Rey Juan Carlos the University). Member of the European Academy of Management and Business Economics (AEDEM). His papers have been published in journals that occupy top positions of JCR / SJR: European Research on Management and Business Economics, Corporate Social Responsibility and Environmental Management, American Behavioral Scientist, or Journal of Business Research. His lines of research focus on: sustainability, legitimacy, crisis management, social capital, loyalty, identity and corporate image.

**Alicia Blanco-González.** Professor of Marketing (Rey Juan Carlos University). She is Director of Organizational Legitimacy Observatory. Her papers have been published in journals that occupy top positions or prominent positions in various categories of the JCR / SJR: Technological Forecasting and Social Change, Journal of Business Research, American Behavioral Scientist, or International Entrepreneurship and Management Journal. Her research lines of research are legitimacy, institutional theory, social responsibility.

**Camilo Prado-Román.** Professor of Finance (Rey Juan Carlos University). General Secretary of AEDEM. His papers have been published in indexed journals: International Entrepreneurship and Management Journal, Management Decision, European Journal of International Management, Business Research Quarterly or European Research on Management and Business Economics. His research lines are: organizational legitimacy, social responsibility and corporate finance.

**Cristina Del-Castillo Feito.** Professor of Marketing (Rey Juan Carlos University). Member of AEDEM. Her research papers have been published in top scientific journals: Journal of Business Research, European Research on Management and Business Economics, Journal

of Cleaner Production or American Behavioral Scientist. Her research lines are: legitimacy, reputation, image and corporate social responsibility.