



Employee Perception of Sustainable Workplace Practices and Organisational Commitment: A Cluster Analysis Approach in the Banking Sector

Sneha Kumari Vishwakarma, Sandeep Kumar Rawat

Abstract: This study investigated employees' perceptions of sustainable work practices and their relationships with retention intention, organisational commitment, and job satisfaction in the banking sector. total of 143 public sector bank employees' data was collected using a structured questionnaire. An advanced statistical tool (cluster analysis using the Squared Euclidean Distance and Average Linkage methods) was used to identify distinct groups of employees based on their organisational attitudes and perceptions of sustainability. The results revealed 8 distinct employee clusters with varying levels of sustainability awareness, organisational commitment, emotional attachment, and other factors. This study also showed that employees with higher levels of sustainability awareness exhibit higher organisational commitment, work engagement, and long-term retention intention.

Keywords: Cluster Analysis, Sustainable Work Practices, Organizational Commitment, Sustainability Awareness, Retention Intention.

Nomenclature:

ANOVA: Analysis of Variance
CSR: Corporate Social Responsibility
ESG: Environmental, Social and Governance
GHRM: Green Human Resource Management
HR: Human Resource
IBM SPSS: International Business Machines – Statistical Package for the Social Sciences
K-Means: K-Means Clustering Algorithm
LED: Light Emitting Diode
OC: Organisational Commitment
RI: Retention Intention
SWP: Sustainable Workplace Practices
WLB: Work-Life Balance
SA: Sustainability Awareness
ES: Employee Satisfaction
N: Sample Size
Df: Degrees of Freedom
F: F-statistic
Sig: Significance Value (p-value)
M: Mean
SD: Standard Deviation

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I. INTRODUCTION

The importance of sustainability has increased, becoming a high strategic priority for organisations worldwide. Over the last few years, organisations have increasingly been embedding environmental, social and governance (ESG) practices into their operating systems to pursue long-term organisational success. Sustainability in the banking sector is not only about the environment but also about ethical governance, employee welfare, social responsibility, work-life balance, equal employment opportunities and sustainable organisational culture [1]. From paperless transactions to energy-efficient systems, employee wellness schemes and ethical operating procedures, these sustainable workplace practices are vital in improving organisational effectiveness and stakeholder trust.

The banking sector plays a vital role in economic development and financial stability. The growing competition and technological transformation are prompting banks to focus more on employee-focused sustainability practices to improve organisational performance and employee retention. Employees who have a positive perception of sustainable workplace practices are more likely to exhibit higher levels of job satisfaction, emotional attachment, organisational commitment, and retention intention [2]. Sustainable organisational policies create a working environment that encourages increased employee engagement and organisational loyalty.

Employee satisfaction has been identified as one of the most important determinants of organisational success in service-oriented sectors like banking. The workplace environment, organisational support, career growth, recognition programs, and work-life balance play a major role in shaping employees' attitudes and productivity. Previous studies have shown that organisations with sustainable human resource management practices have lower turnover intentions and higher employee commitment [3]. Sustainable HR practices help improve employee morale and foster a sense of pride in the organisation among staff.

Organisational commitment refers to the psychological attachment and loyalty of employees to their organisation. Employees who perceive fairness, ethical governance, sustainability awareness, and supportive leadership are more willing to put in extra effort towards the organisation's success. Similarly, intention to stay refers to employees' willingness to remain with an organisation in the foreseeable future. Several researchers have studied the link between sustainability initiatives and employee outcomes in the



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banking sector. It has been found that internal corporate social responsibility (CSR), green human resource management (GHRM), and sustainability-oriented organisational culture are important predictors of employee engagement and organisational [12]. Workers at socially responsible companies tend to be more loyal, more engaged at work and more likely to stay for the long term.

While there is growing research on sustainability and organisational behaviour, few studies have used cluster analysis to classify employees based on sustainability perceptions, job satisfaction, and organisational commitment. Most previous studies have focused on regression and structural equation modelling approaches. Hence, the present study attempts to address this research gap by identifying employee clusters based on sustainability awareness, employee satisfaction, organisational commitment, and retention intention in the banking sector. The research uses cluster analysis to classify employees into homogeneous groups based on their perceptions and attitudes at work. The findings will offer valuable insights to banking institutions to develop sustainability-oriented HR policies that improve employee satisfaction, loyalty, and long-term workforce stability.

II. REVIEW OF LITERATURE

A. Sustainable Workplace Practices and Organisational Sustainability

The concept of organisational sustainability highlights the significance of balance between economic, environmental and social responsibilities in the functioning of organisations. Sustainable workplace practices include: Ethical governance, Employee welfare programs, environmentally friendly operations, Work-life balance policies and Equal employment opportunities. Organisations that implement sustainable HR practices often find an enhanced organisational reputation and employee engagement [13]. Examined the effect of Green Human Resource Management (GHRM) practices on employee engagement in the banking industry and found that sustainability-oriented HR practices positively impact employee involvement and organisational loyalty. The study found that employees working in eco-friendly organisations have higher levels of organisational attachment and workplace participation.

Furthermore, [4] reported that green HRM practices, such as sustainability training, digital banking initiatives, and environmental awareness programmes, significantly increase employee commitment and workplace behaviour. The research found that a sustainability-oriented organisational culture positively affects employees' attitudes toward the organisation.

B. Employee Satisfaction and Work-Life Balance

Employee satisfaction is the positive emotional response employees have toward their workplace and job responsibilities. The factors affecting job satisfaction are organisational support, career advancement opportunity, fair compensation, recognition systems and work-life balance.

Supportive work conditions significantly enhance employee commitment and workplace engagement in the banking sector, [5] found. Employees with a positive work-

life balance and organisational support are more emotionally attached to and satisfied with their organisations.

[6] also reported that work-life balance is an important predictor of employee well-being and organisational commitment. Flexible work policies, employee-centred HR practices, and supportive leadership positively affect employee productivity and retention intention in service organisations.

Further, [7] found that transparent appraisal systems, employee recognition, and opportunities for career growth improve employee morale and reduce turnover intentions in banks.

C. Organisational Commitment

Organisational commitment is the psychological attachment employees have to the organisation. The more committed employees are, the more likely they are to stay with the organisation and work extra hard toward organisational goals. Prior studies have suggested the Three-Component Model of Organisational Commitment, comprising affective, continuance, and normative commitment. The model proposes that employees' commitment is based on emotional attachment, perceived costs of leaving the organisation, and moral obligation [14]. Found a positive effect of sustainability-oriented organisational culture on employee commitment and organisational citizenship behaviour. Employees' Sense of Ethical and Socially Responsible Organisation Leads to Greater Work Loyalty and Engagement.

[12] Moreover, also arrived at the same conclusion that internal CSR is positively related to employee commitment and emotional attachment in banking institutions. In fact, employees of socially responsible organisations tend to be more committed to their workplaces and prouder of their organisations.

D. Sustainability Practices and Employee Retention

Employee retention tuning willingness means employees' commitment to being in the workplace long term for an Organisation. Sustainability in the workplace is a major contributor to employee retention, as it fosters a supportive and ethical working environment.

According to [10], sustainability-oriented workplace policies reduce turnover intention and improve employee satisfaction in organisations. Employees expect fairness, sustainability awareness, and support from the Organisation, which, when lacking, cultivates (negative) perceptions among them, leading to their exit decision. Moreover, [9] stated that Sustainable HR practices ensure employees' retention intention in the banking sector through employee recognition systems and career development opportunities. Research by [8] found that sustainability measures positively impact engagement, organisational commitment, and long-term retention intention. Employees with strong perceptions of organisational support and sustainability orientation are more likely to refer their Organisation as a great place to work.





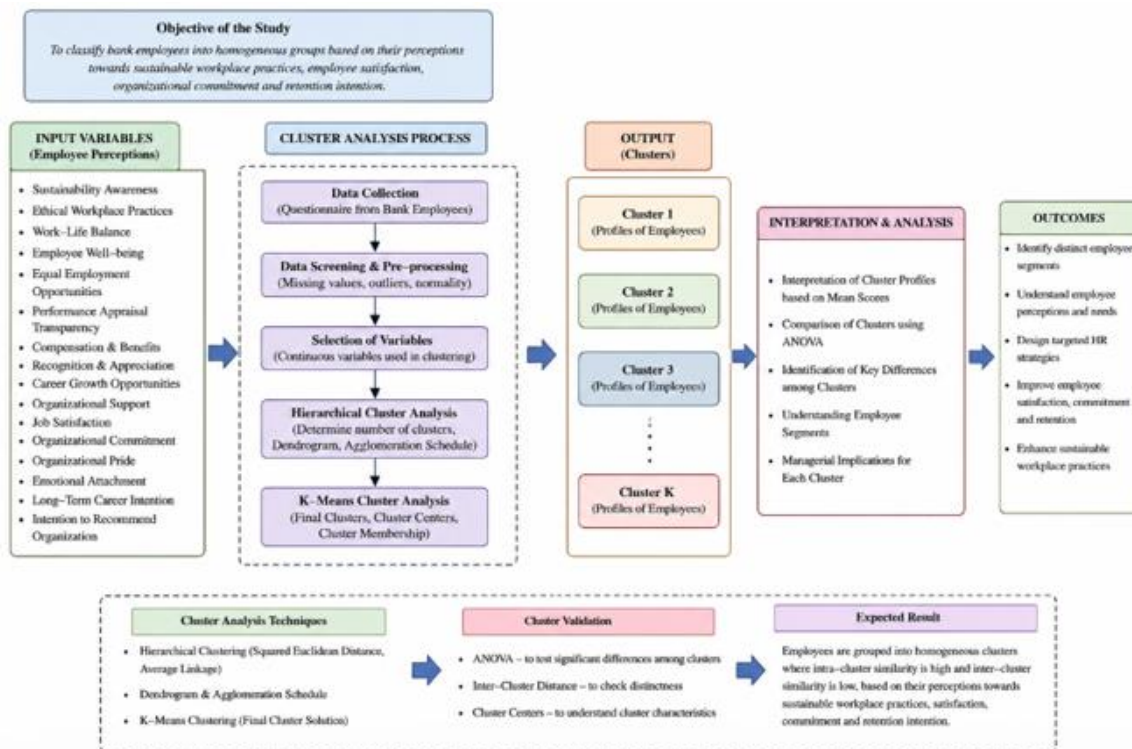
E. Research Gap

Although sustainability practices, employee satisfaction, organisational commitment, and retention intention have been studied in previous work, little research has examined the segmentation of employees into groups based on sustainability perceptions and organisational attitudes in the banking sector. Regression and structural equation modelling are commonly used analytical methods, whereas cluster analysis is relatively underused. Therefore, the present study attempts to classify various employee groups based on sustainability awareness, employee satisfaction, organisational commitment and retention intention to provide richer insights into employee behavioural trends in the banking industry.

III. RESEARCH METHODOLOGY

A. Research Design

The present study is descriptive and analytical. The present study aims to investigate the relationship between sustainable workplace practices, employee satisfaction, organisational commitment, and retention intention in the banking sector. The research also attempts to group employees into different groups based on their perceptions of sustainability practices using cluster analysis. The research uses a quantitative approach to analyse employee responses collected through a structured questionnaire. Quantitative methods are suitable because they help measure employee perceptions objectively and provide statistical evidence of organisational behaviour and sustainability-related practices [11].



[Fig.1: Conceptual Model of Cluster Analysis]

Source: Developed by the Researcher Based on the Literature on Cluster Analysis.

B. Data Collection

The study is based on primary data collected from employees working in the banking sector. A structured questionnaire was designed to collect employee perceptions regarding:

- Sustainable workplace practices
- Job satisfaction
- Organisational commitment
- Retention intention

The questionnaire included statements related to sustainability awareness, ethical practices, work-life balance, organisational support, employee recognition, career advancement, loyalty, and long-term retention intention.

C. Sample Size and Sampling Technique

The study included:

- 143 respondents

The study selected employees from various banks. The respondents were selected through convenience sampling due to employees' availability and accessibility during data collection. Convenience sampling is a common method used in organisational and behavioural research, in which respondents are selected based on ease of access and willingness to participate.

D. Variables of the Study

- Independent Variable
 - i. Sustainable Workplace Practices
- Dependent Variables
 - i. Employee Satisfaction
 - ii. Organisational Commitment



iii. Retention Intention

E. Statistical Tools Used

The collected data were analysed using IBM SPSS Statistics. The following statistical tools were applied:

- *Cluster Analysis*

Cluster analysis is used to group employees. Hierarchical cluster analysis was used with Squared Euclidean Distance and Average Linkage; K-Means Clustering and ANOVA were also used to examine significant differences among variables.

- *Reliability and Validity*

A structured questionnaire was used, and items were drawn from prior literature on sustainability and other variables. The structured format of the standardised Likert scale also contributed to its reliability. This study was also validated when ANOVA and cluster analysis identified distinct groups of employees.

F. Scope of the Study

- The following are the scope of the study
- It focused on employees working in the banking sector
- It examines how sustainable workplace practices influence employee attitudes and retention behaviour.
- The findings provide practical implications for banking institutions to improve employee engagement and long-term organisational commitment through sustainability-oriented HR practices.

G. Hypothesis Development

- *Sustainable Workplace Practices and Employee Satisfaction*

The adoption of sustainable workplace practices develops a positive organisational environment by fostering ethical governance, employee well-being, work-life balance, equal opportunities, and environmentally responsible practices. Employees in organisations with a strong sustainability orientation report greater workplace satisfaction and emotional well-being. Sustainable HR practices foster employee morale by developing a supportive, employee-oriented organisational culture.

Earlier research has shown that sustainability-oriented organisational practices positively affect employee satisfaction and workplace engagement [8]. Employees who view their company as socially responsible and ethically supportive are more likely to have positive attitudes toward their job and workplace. Thus, the following hypothesis is proposed:

H1: *Sustainable workplace practices positively influence employee satisfaction.*

- *Sustainable Workplace Practices and Organisational Commitment*

Organisational commitment is the emotional attachment and loyalty that employees feel toward their Organisation. Sustainable workplace practices include ethical operations, transparent policies, employee recognition, and

sustainability awareness programs, which create a sense of belonging and organisational pride among employees [15]. Also examined how green HRM practices and a sustainability-oriented organisational culture significantly enhance employee commitment and organisational citizenship behaviour. People who view sustainability initiatives positively are more likely to go the extra mile and remain loyal to the Organisation. The following hypothesis is therefore proposed:

H2: *Sustainable workplace practices positively influence organisational commitment.*

- *Employee Satisfaction and Organisational Commitment*

Organisational commitment is regarded as an important antecedent of employee satisfaction. When employees are satisfied, they are more emotionally attached, more loyal, and more willing to stay with the Organisation for longer. Employees who are treated fairly, receive support from the Organisation, have opportunities to advance in their careers, and receive recognition are likely to show higher commitment to their Organisation. Research has shown that higher job satisfaction enhances organisational loyalty and employees' intention to retain [9]. Thus, the hypothesis that satisfied employees exhibit higher organisational commitment in sustainability-oriented organisations can be derived. The following hypothesis is then formulated:

H3: *Employee satisfaction positively influences organisational commitment.*

- *Organisational Commitment and Retention Intention*

Retention intention refers to employees' willingness to remain with an Organisation in the foreseeable future. Employees with a high level of organisational commitment usually have low turnover intention and high loyalty to the Organisation.

Research suggests that employees who are emotionally invested are likely to remain associated with organisations that have supportive workplace environments and sustainability policies [9]. Organisational commitment enhances employees' emotional attachment to the Organisation and their long-term career plans. Therefore, the hypothesis is formulated as follows:

H4: *Organisational commitment positively influences employees' intention to retain.*

- *Sustainable Workplace Practices and Retention Intention*

Sustainable workplace practices increase satisfaction with the workplace, emotional attachment to it, and trust in the Organisation, thereby improving employee retention. Employees working in organisations with a strong sustainability orientation tend to perceive their workplace as supportive, ethical and employee-friendly. Previous studies have indicated that awareness of sustainability and CSR activities significantly reduces employees' turnover intention and improves retention behaviour [9]. Employees with a positive perception of sustainable organisational culture are more likely to work long-term in the Organisation. Therefore, the





following hypothesis is proposed:

H5: Sustainable workplace practices positively influence employee retention intention

IV. DATA ANALYSIS

Table I: Case Processing Summary^{a,b}

Valid		Missing		Total	
N	Percent	N	Percent	N	Percent
143	100.0	0	.0	143	100.0

a. Squared Euclidean Distance used

b. Average Linkage (Between Groups)

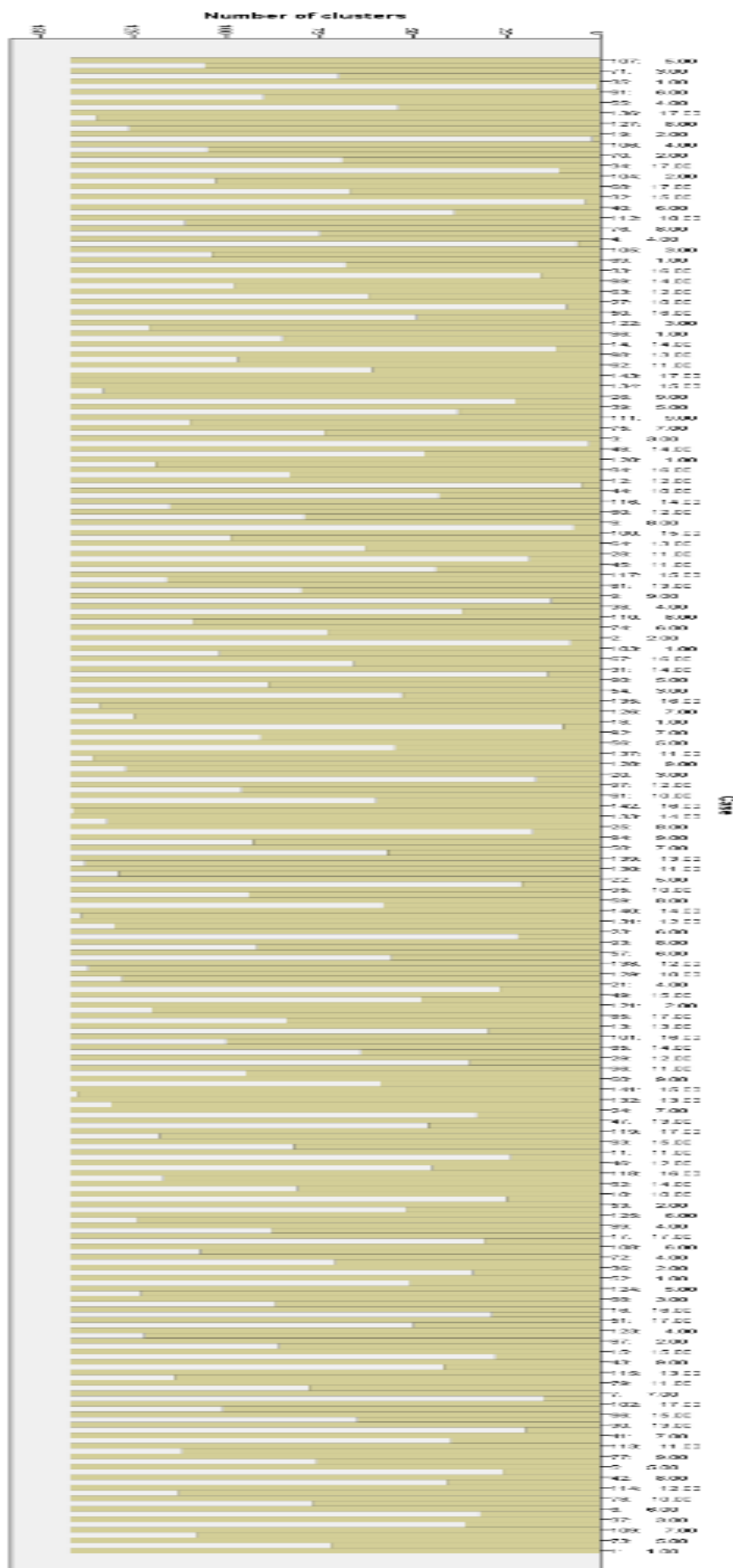
Table II: Agglomeration Schedule

Stage	Cluster Combined		Coefficients	Stage Cluster First Appears		Next Stage
	Cluster 1	Cluster 2		Cluster 1	Cluster 2	
1	134	143	.000	0	0	10
2	133	142	.000	0	0	11
3	132	141	.000	0	0	12
4	131	140	.000	0	0	13
5	130	139	.000	0	0	14
6	129	138	.000	0	0	15
7	128	137	.000	0	0	16
8	127	136	.000	0	0	17
9	126	135	.000	0	0	18
10	26	134	.000	0	1	82
11	25	133	.000	0	2	83
12	24	132	.000	0	3	84
13	23	131	.000	0	4	85
14	22	130	.000	0	5	86
15	21	129	.000	0	6	87
16	20	128	.000	0	7	88
17	19	127	.000	0	8	89
18	18	126	.000	0	9	90
19	89	125	.000	0	0	55
20	88	124	.000	0	0	56
21	87	123	.000	0	0	57
22	86	122	.000	0	0	58
23	85	121	.000	0	0	59
24	84	120	.000	0	0	60
25	83	119	.000	0	0	61
26	82	118	.000	0	0	62
27	81	117	.000	0	0	63
28	80	116	.000	0	0	64
29	79	115	.000	0	0	65
30	78	114	.000	0	0	66
31	77	113	.000	0	0	67
32	76	112	.000	0	0	68
33	75	111	.000	0	0	69
34	74	110	.000	0	0	70
35	73	109	.000	0	0	71
36	72	108	.000	0	0	72
37	71	107	.000	0	0	73
38	70	106	.000	0	0	74
39	69	105	.000	0	0	75
40	68	104	.000	0	0	76
41	67	103	.000	0	0	77
42	66	102	.000	0	0	78
43	65	101	.000	0	0	79
44	64	100	.000	0	0	80
45	63	99	.000	0	0	81
46	62	98	.000	0	0	82
47	61	97	.000	0	0	83
48	60	96	.000	0	0	84
49	59	95	.000	0	0	85
50	58	94	.000	0	0	86
51	57	93	.000	0	0	87
52	56	92	.000	0	0	88
53	55	91	.000	0	0	89
54	54	90	.000	0	0	90
55	17	89	.000	0	19	91
56	16	88	.000	0	20	92
57	15	87	.000	0	21	93
58	14	86	.000	0	22	94
59	13	85	.000	0	23	95
60	12	84	.000	0	24	96
61	11	83	.000	0	25	97
62	10	82	.000	0	26	98

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63	9	81	.000	0	27	99
64	8	80	.000	0	28	100
65	7	79	.000	0	29	101
66	6	78	.000	0	30	102
67	5	77	.000	0	31	103
68	4	76	.000	0	32	104
69	3	75	.000	0	33	105
70	2	74	.000	0	34	106
71	1	73	.000	0	35	107
72	36	72	.000	0	36	109
73	35	71	.000	0	37	142
74	34	70	.000	0	38	132
75	33	69	.000	0	39	127
76	32	68	.000	0	40	132
77	31	67	.000	0	41	129
78	30	66	.000	0	42	123
79	29	65	.000	0	43	108
80	28	64	.000	0	44	124
81	27	63	.000	0	45	127
82	26	62	.000	10	46	120
83	25	61	.000	11	47	125
84	24	60	.000	12	48	108
85	23	59	.000	13	49	121
86	22	58	.000	14	50	122
87	21	57	.000	15	51	116
88	20	56	.000	16	52	126
89	19	55	.000	17	53	141
90	18	54	.000	18	54	129
91	17	53	.000	55	0	112
92	16	52	.000	56	0	109
93	15	51	.000	57	0	114
94	14	50	.000	58	0	131
95	13	49	.000	59	0	113
96	12	48	.000	60	0	138
97	11	47	.000	61	0	110
98	10	46	.000	62	0	118
99	9	45	.000	63	0	124
100	8	44	.000	64	0	136
101	7	43	.000	65	0	115
102	6	42	.000	66	0	111
103	5	41	.000	67	0	117
104	4	40	.000	68	0	137
105	3	39	.000	69	0	120
106	2	38	.000	70	0	130
107	1	37	.000	71	0	111
108	24	29	1.005	84	79	110
109	16	36	15.018	92	72	112
110	11	24	15.876	97	108	113
111	1	6	16.239	107	102	117
112	16	17	17.812	109	91	114
113	11	13	17.986	110	95	116
114	15	16	21.338	93	112	115
115	7	15	24.859	101	114	118
116	11	21	25.768	113	87	119
117	1	5	28.417	111	103	123
118	7	10	32.896	115	98	119
119	7	11	35.285	118	116	121
120	3	26	39.100	105	82	131
121	7	23	41.708	119	85	122
122	7	22	43.382	121	86	125
123	1	30	44.885	117	78	128
124	9	28	47.202	99	80	130
125	7	25	50.034	122	83	126
126	7	20	52.373	125	88	128
127	27	33	52.619	81	75	134
128	1	7	54.643	123	126	133
129	18	31	55.468	90	77	133
130	2	9	55.828	106	124	135
131	3	14	61.282	120	94	134
132	32	34	65.231	76	74	139
133	1	18	65.295	128	129	135
134	3	27	70.240	131	127	137
135	1	2	73.681	133	130	136
136	1	8	82.350	135	100	138
137	3	4	85.991	134	104	139
138	1	12	90.830	136	96	140
139	3	32	93.085	137	132	140
140	1	3	114.213	138	139	141
141	1	19	147.954	140	89	142
142	1	35	181.678	141	73	0

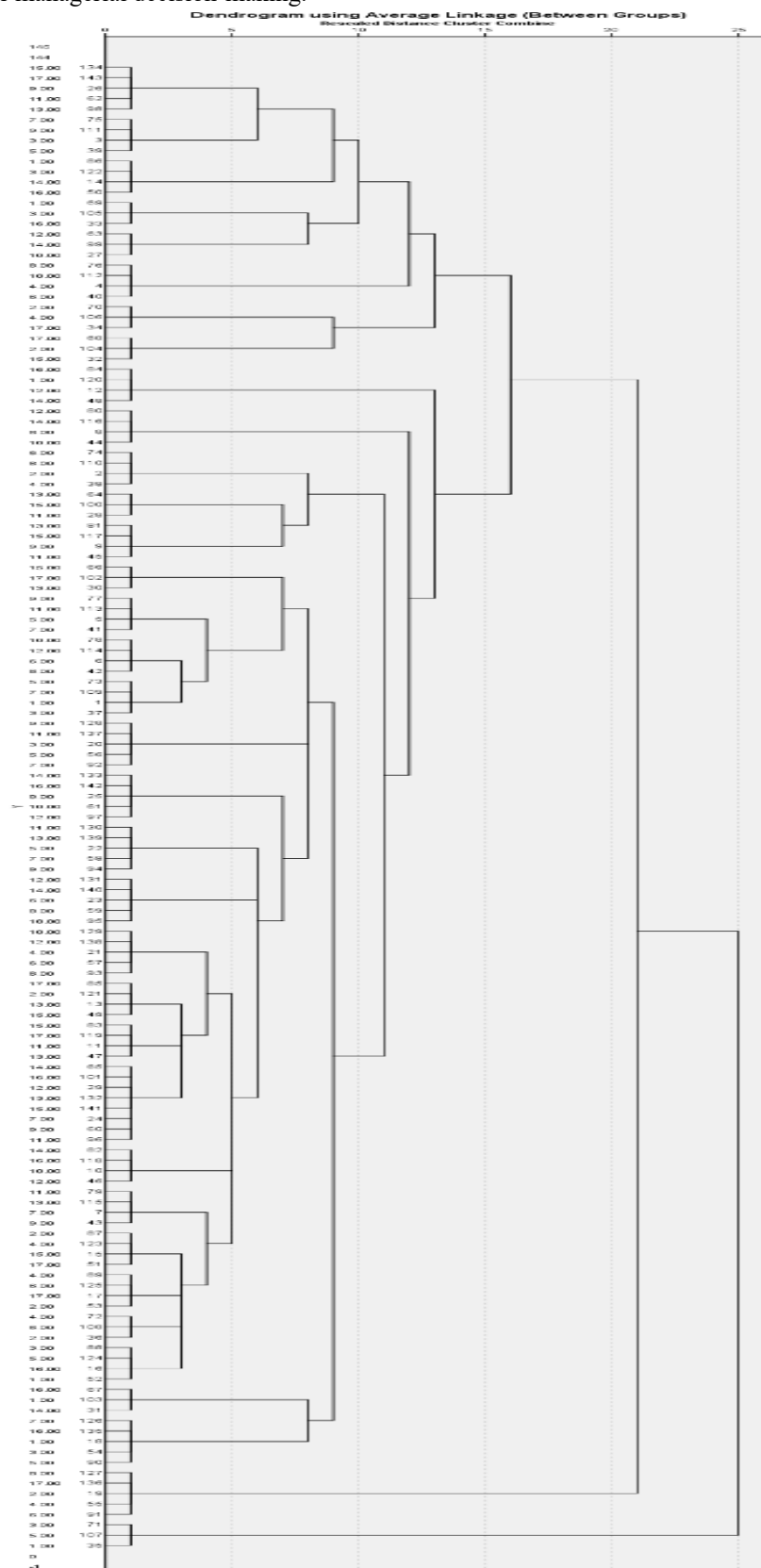




[Fig.2: Cluster Graph]

The graph shows the distribution of respondents across clusters identified during cluster analysis. Each vertical bar represents the cluster membership of the individual respondents based on perceptions of sustainability practices, employee satisfaction, organisational commitment and

retention intention. The variation in bar heights indicates that respondents belong to distinct clusters with varying behavioural and attitudinal characteristics. The graph confirms the presence of heterogeneous employee groups in the banking sector. Overall, Figure 1 shows that cluster analysis can successfully identify meaningful employee segments that can be further interpreted and used for managerial decision-making.



[Fig.3: Dendrogram from a Hierarchical Cluster Analysis]

The figure is a dendrogram from a hierarchical cluster analysis using Average Linkage and Squared Euclidean Distance. The dendrogram shows the clustering from a hierarchical cluster analysis of respondents based on the similarity of their perceptions of sustainability practices, employee



satisfaction, organisational commitment, and retention intention. Respondents connected by shorter distances are more similar, whereas those connected by longer distances are more dissimilar. The progressive joining of branches demonstrates the growth of larger clusters from smaller homogeneous groups. The dendrogram helps determine how many clusters to use in subsequent K-Means cluster analysis and interpretation.

Table III: Initial Cluster Centres

	Cluster							
	1	2	3	4	5	6	7	8
I am aware of sustainable work practices implemented in my Organisation	5.00	5.00	1.00	5.00	3.00	1.00	5.00	5.00
The bank provides training or orientation on sustainability initiatives	5.00	4.00	3.00	5.00	5.00	5.00	5.00	2.00
Sustainability policies are clearly communicated within the bank	4.00	5.00	3.00	5.00	4.00	5.00	5.00	2.00
I understand the importance of sustainability in banking operations.	5.00	3.00	5.00	5.00	4.00	5.00	5.00	4.00
My Organisation actively promotes awareness of sustainability practices.	5.00	5.00	1.00	4.00	3.00	5.00	5.00	1.00
My Organisation promotes paperless transactions and documentation.	5.00	5.00	3.00	1.00	3.00	1.00	5.00	1.00
Energy-efficient systems (e.g., LED lighting, digital systems) are used in the workplace.	4.00	5.00	5.00	1.00	2.00	1.00	5.00	4.00
Waste reduction and recycling practices are implemented effectively.	3.00	1.00	5.00	1.00	2.00	1.00	5.00	1.00
Digital banking initiatives reduce environmental impact.	5.00	5.00	3.00	5.00	4.00	1.00	5.00	2.00
The bank supports work-life balance	5.00	1.00	1.00	5.00	2.00	1.00	1.00	2.00
Equal opportunities are provided to all employees regardless of gender or background	5.00	3.00	3.00	5.00	1.00	1.00	5.00	3.00
Ethical practices are strictly followed in daily operations	5.00	4.00	5.00	5.00	1.00	1.00	5.00	4.00
Employee health, safety, and well-being are prioritised	4.00	5.00	1.00	5.00	1.00	1.00	1.00	2.00
The bank ensures job security for employees	5.00	4.00	3.00	5.00	2.00	1.00	3.00	4.00
Compensation and benefits are fair and competitive.	1.00	4.00	1.00	3.00	2.00	1.00	5.00	5.00
There are adequate opportunities for career advancement	3.00	5.00	5.00	5.00	2.00	1.00	5.00	4.00
Performance appraisal systems are transparent	5.00	5.00	1.00	3.00	1.00	1.00	5.00	4.00
I am satisfied with my current job role	5.00	3.00	5.00	5.00	4.00	5.00	5.00	4.00
My work gives me a sense of accomplishment	1.00	5.00	5.00	5.00	3.00	5.00	5.00	3.00
I am satisfied with the support from my supervisor	5.00	5.00	3.00	4.00	1.00	5.00	5.00	4.00
I feel valued and recognised in my Organisation	3.00	5.00	3.00	4.00	1.00	5.00	5.00	4.00
MY job meets my expectations	3.00	1.00	5.00	4.00	3.00	5.00	5.00	2.00
I feel emotionally attached to my Organisation	4.00	1.00	5.00	3.00	2.00	5.00	5.00	3.00
I am proud to be part of the bank	1.00	2.00	5.00	5.00	2.00	5.00	5.00	4.00
I am willing to put extra effort for my organisational success	4.00	1.00	5.00	4.00	3.00	5.00	5.00	2.00
I feel a strong sense of loyalty towards my Organisation	5.00	5.00	5.00	5.00	4.00	5.00	5.00	4.00
I intend to remain with the Organisation for the foreseeable future	4.00	5.00	5.00	5.00	2.00	5.00	5.00	4.00
I rarely think about leaving my Organisation.	5.00	1.00	5.00	5.00	3.00	5.00	5.00	4.00
I see a long-term career in this bank.	5.00	1.00	3.00	5.00	3.00	5.00	5.00	4.00
Sustainable practices influence my decision to stay.	2.00	5.00	3.00	5.00	3.00	5.00	5.00	3.00
I would recommend the bank as a good workplace.	4.00	5.00	3.00	5.00	3.00	5.00	5.00	2.00
I am satisfied with the overall work environment of the bank.	5.00	5.00	3.00	4.00	3.00	5.00	5.00	3.00

Table IV: Iteration History

Iteration	Change in Cluster Centres							
	1	2	3	4	5	6	7	8
1	.000	.000	4.182	4.914	5.124	.000	4.912	5.143
2	.000	.000	.000	.000	.000	.000	.377	.926
3	.000	.000	.000	.000	.000	.000	.000	.000

a. Convergence achieved due to no or small change in cluster centres. The maximum absolute coordinate change for any centre is .000. The current iteration is 3. The minimum distance between initial centres is 9.592.

Table V: Cluster Membership

Case Number	VAR00001	Cluster	Distance
1	1.00	8	3.472
2	2.00	4	4.914
3	3.00	3	4.182
4	4.00	8	5.434
5	5.00	8	2.700
6	6.00	3	4.493
7	7.00	4	3.869

8	8.00	7	6.841
9	9.00	4	5.074
10	10.00	7	5.124
11	11.00	7	3.404
12	12.00	1	.000
13	13.00	7	2.783
14	14.00	5	4.846



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15	15.00	4	3.174
16	16.00	7	3.065
17	17.00	7	3.939
18	1.00	7	5.729
19	2.00	2	.000
20	3.00	7	5.456
21	4.00	7	4.008
22	5.00	4	5.182
23	6.00	7	4.691
24	7.00	7	3.741
25	8.00	7	4.902
26	9.00	3	3.030
27	10.00	5	5.094
28	11.00	4	5.092
29	12.00	7	3.643
30	13.00	8	5.456
31	14.00	8	5.556
32	15.00	5	5.265
33	16.00	8	5.399
34	17.00	5	5.124
35	1.00	6	.000
36	2.00	4	2.835
37	3.00	8	3.472
38	4.00	4	4.914
39	5.00	3	4.182
40	6.00	8	5.434
41	7.00	8	2.700
42	8.00	3	4.493
43	9.00	4	3.869
44	10.00	7	6.841
45	11.00	4	5.074
46	12.00	7	5.124
47	13.00	7	3.404
48	14.00	1	.000
49	15.00	7	2.783
50	16.00	5	4.846
51	17.00	4	3.174
52	1.00	7	3.065
53	2.00	7	3.939
54	3.00	7	5.729
55	4.00	2	.000
56	5.00	7	5.456
57	6.00	7	4.008
58	7.00	4	5.182
59	8.00	7	4.691
60	9.00	7	3.741
61	10.00	7	4.902
62	11.00	3	3.030
63	12.00	5	5.094
64	13.00	4	5.092
65	14.00	7	3.643
66	15.00	8	5.456
67	16.00	8	5.556
68	17.00	5	5.265
69	1.00	8	5.399
70	2.00	5	5.124
71	3.00	6	.000
72	4.00	4	2.835
73	5.00	8	3.472
74	6.00	4	4.914
75	7.00	3	4.182
76	8.00	8	5.434
77	9.00	8	2.700
78	10.00	3	4.493
79	11.00	4	3.869
80	12.00	7	6.841
81	13.00	4	5.074
82	14.00	7	5.124
83	15.00	7	3.404

84	16.00	1	.000
85	17.00	7	2.783
86	1.00	5	4.846
87	2.00	4	3.174
88	3.00	7	3.065
89	4.00	7	3.939
90	5.00	7	5.729
91	6.00	2	.000
92	7.00	7	5.456
93	8.00	7	4.008
94	9.00	4	5.182
95	10.00	7	4.691
96	11.00	7	3.741
97	12.00	7	4.902
98	13.00	3	3.030
99	14.00	5	5.094
100	15.00	4	5.092
101	16.00	7	3.643
102	17.00	8	5.456
103	1.00	8	5.556
104	2.00	5	5.265
105	3.00	8	5.399
106	4.00	5	5.124
107	5.00	6	.000
108	6.00	4	2.835
109	7.00	8	3.472
110	8.00	4	4.914
111	9.00	3	4.182
112	10.00	8	5.434
113	11.00	8	2.700
114	12.00	3	4.493
115	13.00	4	3.869
116	14.00	7	6.841
117	15.00	4	5.074
118	16.00	7	5.124
119	17.00	7	3.404
120	1.00	1	.000
121	2.00	7	2.783
122	3.00	5	4.846
123	4.00	4	3.174
124	5.00	7	3.065
125	6.00	7	3.939
126	7.00	7	5.729
127	8.00	2	.000
128	9.00	7	5.456
129	10.00	7	4.008
130	11.00	4	5.182
131	12.00	7	4.691
132	13.00	7	3.741
133	14.00	7	4.902
134	15.00	3	3.030
135	16.00	7	5.729
136	17.00	2	.000
137	1.00	7	5.456
138	2.00	7	4.008
139	3.00	4	5.182
140	4.00	7	4.691
141	5.00	7	3.741
142	6.00	7	4.902
143	7.00	3	3.030





Table VI: Final Cluster Centres

	Cluster							
	1	2	3	4	5	6	7	8
I am aware of sustainable work practices implemented in my Organisation	5	5	2	4.15	3	1	4.65	4.38
The bank provides training or orientation on sustainability initiatives	5	4	3	4.26	2.23	5	4.42	2.29
Sustainability policies are clearly communicated within the bank	4	5	3	4.04	2.54	5	4.3	2.62
I understand the importance of sustainability in banking operations.	5	3	4	4.44	3.31	5	4.79	3.86
My Organisation actively promotes awareness of sustainability practices.	5	5	2.69	4.19	2.31	5	4.39	2.48
My Organisation promotes paperless transactions and documentation.	5	5	3.38	2.96	2.92	1	4.47	2.95
Energy-efficient systems (e.g., LED lighting, digital systems) are used in the workplace.	4	5	4.38	3.15	3.08	1	4.86	4.48
Waste reduction and recycling practices are implemented effectively.	3	1	3.62	2.85	1.69	1	4.16	3.24
Digital banking initiatives reduce environmental impact.	5	5	3.77	4.74	3.85	1	4.53	3.76
The bank supports work-life balance	5	1	2	3.93	1.23	1	3.53	2.05
Equal opportunities are provided to all employees regardless of gender or background	5	3	3.46	4.44	1.23	1	4.33	3.24
Ethical practices are strictly followed in daily operations	5	4	4.38	4.41	2.15	1	4.39	3.67
Employee health, safety, and well-being are prioritised	4	5	2	4.37	2.08	1	3.67	2.76
The bank ensures job security for employees	5	4	3.31	4.56	2.46	1	4.12	3.57
Compensation and benefits are fair and competitive.	1	4	2.08	3.63	2.31	1	3.96	4.33
There are adequate opportunities for career advancement	3	5	4	4.56	3.31	1	4.37	4.14
Performance appraisal systems are transparent	5	5	1.62	3.89	1.46	1	4.14	3.67
I am satisfied with my current job role	5	3	4.31	3.96	3.08	5	4.21	3.57
My work gives me a sense of accomplishment	1	5	4	4.3	2.85	5	4.44	3.67
I am satisfied with the support from my supervisor	5	5	2.92	3.33	1.69	5	4.68	3.57
I feel valued and recognised in my Organisation	3	5	2.92	3.63	1.46	5	4.46	3.57
MY job meets my expectations	3	1	4.31	3.96	2.46	5	4.56	3.48
I feel emotionally attached to my Organisation	4	1	4.31	3.67	3.31	5	4.6	4.29
I am proud to be part of the bank	1	2	4.31	4.44	3	5	4.93	4.33
I am willing to put extra effort for my organisational success	4	1	5	3.85	4.08	5	4.91	4.1
I feel a strong sense of loyalty towards my Organisation	5	5	5	4.89	4.31	5	5	4.48
I intend to remain with the Organisation for the foreseeable future	4	5	5	4.89	3.62	5	4.82	4.33
I rarely think about leaving my Organisation.	5	1	5	4.33	3.38	5	4.39	3.9
I see a long-term career in this bank.	5	1	3.69	4.26	2.77	5	4.67	4.33
Sustainable practices influence my decision to stay.	2	5	3	3.89	2.62	5	4.6	3.76
I would recommend the bank as a good workplace.	4	5	3.69	4.19	2.92	5	4.61	3.48
I am satisfied with the overall work environment of the bank.	5	5	3.69	3.93	2.77	5	3.95	3.52

Table VII: Distances between Final Cluster Centres

Cluster	1	2	3	4	5	6	7	8
1		11.705	9.501	7.384	11.534	14.422	7.871	9.233
2	11.705		11.995	9.462	11.761	15.524	10.205	10.031
3	9.501	11.995		6.107	6.387	10.150	6.642	4.822
4	7.384	9.462	6.107		8.977	11.703	3.818	4.955
5	11.534	11.761	6.387	8.977		11.284	10.603	6.563
6	14.422	15.524	10.150	11.703	11.284		11.975	11.494
7	7.871	10.205	6.642	3.818	10.603	11.975		5.445
8	9.233	10.031	4.822	4.955	6.563	11.494	5.445	

Table VIII: ANOVA

	Cluster		Error		F	Sig.
	Mean Square	df	Mean Square	df		
I am aware of sustainable work practices implemented in my Organisation.	18.280	7	.840	135	21.773	.000
The bank provides training or orientation on sustainability initiatives.	18.035	7	.783	135	23.040	.000
Sustainability policies are clearly communicated within the bank.	12.194	7	.689	135	17.686	.000
I understand the importance of sustainability in banking operations.	6.296	7	.411	135	15.320	.000
My Organisation actively promotes awareness of sustainability practices.	17.497	7	.625	135	28.001	.000
My Organisation promotes paperless transactions and documentation.	15.245	7	.890	135	17.132	.000
Energy-efficient systems (e.g., LED lighting, digital systems) are used in the workplace.	15.301	7	.530	135	28.881	.000
Waste reduction and recycling practices are implemented effectively.	17.860	7	.953	135	18.743	.000
Digital banking initiatives reduce environmental impact.	8.229	7	.527	135	15.602	.000
The bank supports work-life balance	22.730	7	1.180	135	19.260	.000
Equal opportunities are provided to all employees regardless of gender or background.	21.889	7	.998	135	21.940	.000
Ethical practices are strictly followed in daily operations.	13.216	7	.559	135	23.642	.000
Employee health, safety, and well-being are prioritised	16.809	7	1.005	135	16.723	.000
The bank ensures job security for employees.	11.138	7	.933	135	11.938	.000
Compensation and benefits are fair and competitive.	16.736	7	.701	135	23.886	.000
There are adequate opportunities for career advancement.	7.906	7	.424	135	18.637	.000
Performance appraisal systems are transparent.	23.860	7	.596	135	40.005	.000
I am satisfied with my current job role.	4.374	7	.676	135	6.469	.000
My work gives me a sense of accomplishment.	10.948	7	.504	135	21.727	.000
I am satisfied with the support from my supervisor.	19.436	7	.557	135	34.914	.000
I feel valued and recognised in my Organisation.	17.315	7	.872	135	19.854	.000
MY job meets my expectations.	15.251	7	.417	135	36.611	.000
I feel emotionally attached to my Organisation.	11.298	7	.456	135	24.783	.000
I am proud to be part of the bank.	16.663	7	.221	135	75.431	.000
I am willing to put extra effort for my organisational success.	12.913	7	.301	135	42.830	.000
I feel a strong sense of loyalty towards my Organisation.	1.232	7	.079	135	15.587	.000
I intend to remain with the Organisation for the foreseeable future.	3.365	7	.242	135	13.910	.000
I rarely think about leaving my Organisation.	10.983	7	1.055	135	10.412	.000
I see a long-term career in this bank.	14.054	7	.278	135	50.465	.000
Sustainable practices influence my decision to stay.	11.936	7	.558	135	21.407	.000
I would recommend the bank as a good workplace.	7.137	7	.433	135	16.467	.000
I am satisfied with the overall work environment of the bank.	4.899	7	.956	135	5.126	.000

The F tests should be used only for descriptive purposes, as the clusters have been chosen to maximise differences between cases across clusters. The observed significance levels are not corrected for this and therefore cannot be interpreted as tests of the hypothesis that the cluster means are equal.

The study was based on responses from 143 employees in the banking sector. The case processing summary revealed that all responses were valid and there was no missing data in the dataset. Therefore, the complete data set was appropriate for further statistical analysis.

V. CLUSTER ANALYSIS

Cluster analysis was used to identify homogeneous groups of employees based on their perceptions of sustainable workplace practices, employee satisfaction, organisational commitment, and retention intention.

The study used:

- Squared Euclidean Distance
- Average Linkage Method
- K-Means Cluster Analysis

First, hierarchical clustering was performed to identify the number of clusters. The agglomeration schedule shows a steady increase of coefficients in the beginning and a sharp increase in later stages, indicating the presence of different

groups of employees. The clustering pattern revealed eight clusters as the most appropriate solution for the study.

A. Interpretation of Final Cluster Centres

The final cluster centres are the mean responses of the employees in each cluster. The clusters revealed distinct patterns of employee behaviour regarding sustainability awareness, job satisfaction, organisational commitment, and retention intention.

- *Cluster 1: Highly Loyal but Compensation-Dissatisfied Employees*

Employees in cluster one reported a high level of awareness about sustainable work practices and organisational commitment. They reported high satisfaction with sustainability initiatives, the work environment and organisational commitment.

- *Cluster 2: Sustainability-Oriented but Emotionally Detached Employees*

Employees in Cluster 2 had positive perceptions towards



sustainability practices and career opportunities. However, emotional attachment and long-term career intentions were relatively low.

This suggests that sustainability initiatives alone might not be sufficient to generate strong emotional commitment unless they are accompanied by a supportive organisational culture and employee engagement practices.

- *Cluster 3: Moderately Satisfied and Committed Employees*

Employees in Cluster 3 had moderate sustainability awareness, but high organisational loyalty and retention intention. Perceptions of sustainability communication were average, although employees were dedicated to organisational success. This implies that emotional and career factors, beyond sustainability activities, may also affect commitment to the Organisation.

- *Cluster 4: Balanced and Highly Satisfied Employees*

Cluster 4 comprised highly balanced employees with positive perceptions of sustainability awareness, employee satisfaction, organisational support, and retention intention. Employees in this cluster reported high levels of work-life balance, ethics, recognition and organisational commitment. This employee segment is ideal, showing high levels of engagement and organisational loyalty.

- *Cluster 5: Moderately Dissatisfied Employees*

Cluster 5 employees expressed dissatisfaction with work-life balance, appraisal transparency, recognition and organisational support. Levels of satisfaction, however, were lower, indicating potential risks of employee disengagement and turnover intention. Moderate levels of loyalty and intention to retain were observed.

- *Cluster 6: Emotionally Attached Employees with Low Sustainability Awareness*

Cluster 6 employees were highly emotionally attached and loyal, and intended to stay for the long term, despite having low awareness of sustainability practices and workplace systems.

- *Cluster 7: Highly Engaged and Sustainability-Oriented Employees*

Cluster 7 was the strongest employee group, with very high scores across nearly all variables, including sustainability awareness, organisational loyalty, job satisfaction, emotional attachment, and retention intention. Employee in this cluster viewed their Organisation as very supportive and employee-oriented.

- *Cluster 8: Moderately Positive Employees*

The employees in cluster eight demonstrated a modest level of organisational commitment, retention intention, job satisfaction, and awareness of sustainability.

B. Distance Between Final Cluster Centres

The final centres' distances suggested that the clusters were significantly different from one another.

For example:

- Cluster 1 and Cluster 6 showed high dissimilarity.

- Cluster 4 and Cluster 7 demonstrated relatively similar employee behaviour patterns.
- The findings confirm that the identified clusters correspond to different categories of employees in terms of their perception of sustainability and organisational attitudes.

C. ANOVA Results

To determine whether there were significant differences between the cluster and study variables, an Analysis of Variance (ANOVA) was used for each variable. The ANOVA results revealed statistically significant differences between clusters.

Sig. = 0.000

Following are the findings

- Sustainability awareness
- Work-life balance
- Ethical workplace practices
- Employee satisfaction
- Organisational commitment
- Retention intention

Among all variables, "Performance Appraisal Transparency", "Organisational Pride" and "Long-Term Career Intention" had significantly high F-values, indicating higher differences between employee groups. The results of ANOVA support the robustness of the clustering process and confirm that employees exhibit specific behavioural and attitudinal patterns towards sustainability and organisational commitment.

VI. HYPOTHESIS TESTING

The hypotheses were tested based on the cluster analysis findings, ANOVA results, and overall employee response patterns.

- **H1: Sustainable Workplace Practices Positively Influence Employee Satisfaction**

The cluster analysis results indicated that employees who have higher levels of sustainability awareness and more positive perceptions of workplace sustainability practices also reported higher levels of job satisfaction and workplace engagement. Moreover, clusters 4 and 7, which showed a high sustainability orientation, also reported high satisfaction with the work environment, organisational support, and career opportunities.

So:

- **H2: Sustainable Workplace Practices Positively Influence Organisational Commitment**

Employees in clusters oriented towards sustainability reported greater emotional attachment, loyalty, and willingness to contribute to the Organisation's success. The results indicate that sustainable workplace practices, such as ethical governance, employee support, equal opportunities, and sustainability awareness, positively impact organisational commitment.

Therefore:

H2 is Accepted.



▪ **H3: Employee Satisfaction Positively Influences Organisational Commitment**

Clusters with a sustainability orientation had employees with higher levels of emotional attachment, loyalty, and willingness to contribute to the Organisation's success. The results indicated that sustainable workplace practices, such as ethical governance, employee support, equal opportunities, and sustainability awareness, positively impact organisational commitment.

Therefore:

H3 is Accepted.

▪ **H4: Organisational Commitment Positively Influences Employee Retention Intention**

Employees with strong organisational commitment exhibited greater willingness to remain associated with the Organisation for the foreseeable future.

Highly committed employee clusters demonstrated lower turnover intention and stronger long-term career orientation. Therefore:

H4 is Accepted.

▪ **H5: Sustainable Workplace Practices Positively Influence Employee Retention Intention**

Analysis showed that employees who perceived sustainable workplace practices positively were more likely to recommend the Organisation as a good workplace and to have a stronger intention to continue employment. A sustainability-oriented organisational culture significantly influenced employee retention and workplace engagement. Therefore:

H5 is Accepted.

Table IX: Hypothesis Testing Summary

Hypothesis	Statement	Result
H1	Sustainable workplace practices positively influence employee satisfaction.	Accepted
H2	Sustainable workplace practices positively influence organisational commitment.	Accepted
H3	Employee satisfaction positively influences organisational commitment	Accepted
H4	Organisational commitment positively influences employee retention intention.	Accepted
H5	Sustainable workplace practices positively influence employees' intention to retain.	Accepted

Overall Interpretation:

The findings of the study reveal that sustainable workplace practices are of great importance for employee satisfaction, organisational commitment and retention intention in the banking sector. Employees who see their organisations as sustainable, ethical, supportive and employee-centred are more engaged, emotionally attached, loyal and committed to their long-term careers. The results highlight the strategic importance of sustainability-oriented HR policies to improve organisational performance and employee retention in the banking industry.

VII. FINDINGS

A. Findings of the Study

Using cluster analysis, the study examines the impact of sustainable workplace practices on employee satisfaction, organisational commitment, and retention intention in the banking sector.

The findings of the research provide valuable insights into employees' attitudes toward sustainability measures and workplace conduct. The major findings of the study are presented below:

B. Employees Show Positive Perception Toward Sustainable Workplace Practices

The survey results indicate a positive attitude among a large share of employees towards sustainability initiatives implemented within banks. Employees reported awareness of sustainable workplace practices, such as paperless transactions, digital banking systems, ethical operations, energy-efficient workplace systems, and sustainability communication. The results highlight that sustainability practices are integrated into organisational culture in the banking industry.

C. Sustainable Workplace Practices Improve Employee Satisfaction

Employees exposed to strong sustainability-oriented workplace practices reported higher levels of job satisfaction and workplace engagement. The findings indicate that an ethical workplace culture, supportive organisational policies, employee well-being initiatives, and work-life balance contribute positively to employee morale and satisfaction.

Increased sustainability awareness was also associated with greater satisfaction with organisational environment and supervisor support.

D. Sustainability Awareness Enhances Organisational Commitment

The study found that employees who perceive sustainability practices positively exhibited higher emotional attachment and organisational loyalty. Employees in organisations that practised ethical governance, equal opportunities, transparent systems, and sustainability awareness programs were more likely to contribute to the Organisation's success.

The results confirm that sustainable workplace practices improve employees' sense of belongingness and organisational commitment.

E. Employees Exhibit Different Behavioural Patterns

Cluster analysis identified:

Eight distinct employee groups

The clusters reflected different levels of:

- Sustainability awareness
- Job satisfaction
- Organisational commitment
- Retention intention

Some employee groups showed a very high level of





orientation towards sustainability and loyalty, while others were moderately dissatisfied with their compensation, appraisal systems, work-life balance, and organisational recognition.

This finding emphasises that organisational strategies need to be differentiated as employees do not behave uniformly.

F. Highly Engaged Employees Demonstrated Strong Retention Intention

According to the results, employees with higher levels of emotional attachment and organisational commitment also have a higher intention to remain in the long term. Workers in the highly engaged clusters had greater organisational pride and were more inclined to suggest the bank as a desirable place to work.

G. Compensation and Recognition Remain Important Concerns

Some clusters expressed discontent with pay and openness in appraisals, despite many workers expressing a strong sense of devotion and dedication to their company.

H. Work-Life Balance Significantly Influences Employee Attitudes

Those who thought their work-life balance and organisational support were better reported higher levels of employee satisfaction and organisational commitment. Work-life balance is a significant factor impacting employee well-being and retention intention.

The findings indicate that companies implementing employee-centric strategies are more likely to retain loyal, satisfied employees.

I. ANOVA Results Confirm Significant Differences Among Employee Groups

The ANOVA analysis indicated statistically significant differences between clusters for all variables with significance values below 0.05. The results show that employees differ considerably in:

- Sustainability perception
- Organisational commitment
- Job satisfaction
- Retention intention

This validates the efficiency of the clustering process and the presence of different employee categories in the banking sector.

VIII. SUGGESTIONS

The study findings imply the following recommendations towards improving sustainable workplace practices, employee satisfaction and organisational commitment in the banking sector.

A. Strengthen Sustainability Awareness Programs

Banks should conduct regular sustainability training programs, workshops and awareness campaigns to educate employees on environmental responsibility, ethical governance and sustainable banking practices. Effective sustainability communication can help increase employee participation and engagement in the workplace.

B. Improve Work-Life Balance Policies

Organisations should focus on developing employee-friendly work policies such as:

- Flexible working arrangements
- Employee wellness programs
- Mental health support
- Family-friendly workplace initiatives

A better work-life balance has great potential to enhance employee satisfaction and reduce turnover intention.

C. Enhance Transparency in Performance Appraisal Systems

The study found that some groups of employees have expressed dissatisfaction with the transparency of appraisals. So, banks should set

- Fair performance evaluation systems
- Transparent promotion policies
- Objective reward mechanisms

Transparent HR practices improve employee trust and organisational commitment.

D. Strengthen Employee Recognition Programs

Organisations should identify employees

- Incentive programs
- Awards and appreciation systems
- Career development opportunities
- Skill enhancement programs

Recognition and appreciation positively influence employee morale, engagement, and loyalty.

E. Promote Ethical and Inclusive Workplace Culture

Banks should encourage:

- Equal employment opportunities
- Ethical workplace practices
- Diversity and inclusion
- Employee participation in organisational decision-making

A positive organisational culture strengthens emotional attachment and workplace satisfaction.

F. Integrate Sustainability with HR Practices:

Sustainability initiatives should not remain limited to environmental policies alone. Banks should integrate sustainability into:

- Recruitment
- Training and development
- Performance management
- Employee engagement programs

Sustainable HR practices can improve long-term organisational commitment and workforce stability.

IX. CONCLUSION

This investigation examines the relationship between sustainable workplace practices, job satisfaction, organisational commitment, and retention intentions in the banking industry. Eight employee groups were identified by the cluster analysis based on their views and opinions at work. The findings showed that long-term retention intentions, organisational loyalty, emotional attachment, and employee satisfaction are all significantly impacted by sustainable workplace practices. Positive perceptions of sustainability activities were connected with higher levels of organisational commitment and willingness to stick with the company. The study also



highlighted the significance of organisational support, work-life balance, employee recognition, environmental awareness, and ethical work culture in determining employee engagement and retention in banks. Employees who work for companies that prioritise sustainability typically have happier jobs, better emotional health, and greater pride in the company. The study also identified opportunities for organisational improvement, particularly in employee recognition initiatives, fair compensation, and transparency in appraisals. However, these elements tend to influence employee attitudes and retention practices even when sustainability is viewed favourably. Rather than treating individuals as a homogeneous group, the cluster analysis differentiated several employee groups to provide more information about employees' behavioural patterns. The outcomes highlight the necessity of tailored HR strategies aligned with company aspirations and employee perspectives. According to the study's findings, the banking sector can improve employee satisfaction, organisational commitment, and retention intention by adopting sustainable workplace practices. Therefore, to achieve long-term organisational growth, workforce stability, and competitive advantage, financial organisations should adopt employee-focused HR practices and sustainability-oriented organisational policies.

DECLARATION STATEMENT

After aggregating input from all authors, I must verify the accuracy of the following information as the article's author.

- **Conflicts of Interest/ Competing Interests:** Based on my understanding, this article has no conflicts of interest.
- **Financial Assistance:** This article has not been sponsored or funded by any organization or agency.
- **Ethical Approval and Consent to Participate:** The data provided in this article are exempt from the requirement for ethical approval or participant consent.
- **Data Access Statement and Material Availability:** The adequate resources of this article are publicly accessible.
- **Author's Contributions:** The authorship of this article is contributed equally by all participating individuals.

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