



CONCEPTUAL MODEL OF GREEN HRM PRACTICES ON EMPLOYEE RETENTION AND ORGANIZATIONAL SUSTAINABILITY TOWARDS IT INDUSTRY: INDIA PERSPECTIVE

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Abstract:

Green Human Resources Management (GHRM) has emerged as an important aspect of sustainable business practices. This study aims to understand the link between GHRM practices on work engagement, and employee retention in the IT sector. Using a qualitative research design, the study gathered information from existing literature. Existing Researchers created the gap to link GHRM practices indifferent contexts. The implementation of GHRM practices such as eco-friendly work practices, green training programs, and green job design were found to significantly increase work engagement, employee retention, organisation citizenship behaviour, organisational sustainability and financial outcomes. Current study suggests that the future researchers may link in the inferential statistics with the work engagement, Job satisfaction, and job embeddedness are the mediating variables to link the GHRM practices, employee retention and organizational citizenship behaviour. This article suggests that future empirical researches may link the GHRM Variable with different outcomes such as employee retention, organisational citizenship behaviour, organisational sustainability, productivity, profitability, and innovation. Overall, this study highlights the importance of GHRM practices in enhancing work engagement and employee retention in the IT sector. Organizations can use this information to develop and implement GHRM practices that promote sustainability while also benefiting their employees.

Keywords: Green HRM, Organizational Sustainability, Employee Retention, IT Industry, India Perspective.

Introduction

Green Human Resource Management (GHRM) is the practice of promoting environmental sustainability in all aspects of an organization's human resource management activities. The IT sector is one of the fastest-growing industries globally and is known for its high turnover rates. Thus, the aim of this research paper is to examine the impact of Green HRM practices

on work engagement and employee retention in the IT sector. Work engagement refers to the level of energy and enthusiasm that employees have towards their work. The concept of employee retention, on the other hand, refers to an organization's ability to retain its employees over time. Green HRM practices can significantly impact work engagement and employee retention in the IT sector.

Firstly, GHRM practices can improve work engagement by promoting employee involvement in environmental sustainability initiatives. When employees are given the opportunity to participate in sustainability efforts, they feel more engaged in their work, as it gives them a sense of purpose beyond their daily tasks. Secondly, Green HRM practices can enhance employee retention by promoting a positive organizational culture. Organizations that prioritize sustainability often have a more positive image, which can attract and retain employees who share similar values. Additionally, by prioritizing sustainability, organizations demonstrate a commitment to their employees' well-being and job security, which can boost employee retention rates.

Thirdly, Green HRM practices can improve employee retention by promoting a healthy work-life balance. For instance, initiatives such as telecommuting and flexible work arrangements can reduce employees' carbon footprint by reducing commuting time, which can improve employees' work-life balance and job satisfaction, thereby increasing their likelihood of staying with the organization.

Review of Literature

Green Human Resources Management (GHRM) is a relatively new concept that involves integrating environmentally sustainable practices into the human resources management functions of an organization. The IT sector is known to be one of the most energy-intensive industries, which makes it essential for IT companies to adopt GHRM practices to reduce their environmental impact. This literature review aims to explore the impact of GHRM practices on work engagement and employee retention in the IT sector.

Green HRM Practices

GHRM practices involve several strategies that focus on reducing the environmental impact of the organization. These practices include green recruitment, green training and development, green performance management, green compensation and benefits, and green communication. Green recruitment involves attracting and hiring candidates who have a commitment to environmental sustainability. Green training and development provide employees with the necessary knowledge and skills to implement sustainable practices. Green performance management focuses on evaluating employee performance based on their adherence to sustainable practices. Green compensation and benefits involve rewarding employees for their sustainability efforts. Finally, green communication aims to increase employee awareness of environmental sustainability and the importance of GHRM practices.

Work Engagement

Work engagement is defined as the emotional and cognitive connection that employees have with their work. It is a positive state of mind that leads to higher levels of productivity, job satisfaction, and organizational commitment. GHRM practices have been found to have a positive impact on work engagement. In a study conducted by De Cuyper et al. (2019), it was found that green HR practices, such as green training and development and green communication, positively influence work engagement. Similarly, in a study conducted by Gur et al. (2020), it was found that green recruitment and green performance management practices positively influence work engagement.

Employee Retention

Employee retention refers to an organization's ability to retain its employees. GHRM practices have also been found to have a positive impact on employee retention. In a study conducted by Bajwa et al. (2020), it was found that green compensation and benefits practices positively influence employee retention. Similarly, in a study conducted by Gur et al. (2020), it was found that green recruitment and green performance management practices positively influence employee retention.

GHRM practices in the IT sector

The IT sector is one of the most significant contributors to global greenhouse gas emissions. As a result, the adoption of GHRM practices is crucial for the sustainability of the sector. Several studies have shown that the IT sector has been slow to adopt GHRM practices. However, there is a growing awareness of the importance of GHRM practices in the IT sector, and many organizations are beginning to integrate environmental considerations into their HRM functions.

A study by Prasad and Greenhaus (2015) found that GHRM practices have a positive impact on employee engagement and retention in the IT sector. The study examined the impact of GHRM practices on work engagement and employee retention in a large multinational IT company. The results showed that GHRM practices, such as green training and development programs, environmental sustainability goals, and employee participation in environmental initiatives, were positively related to work engagement and employee retention.

Environmental sustainability goals

Environmental sustainability goals refer to the environmental goals that organizations set for themselves. Environmental sustainability goals have been shown to have a positive impact on employee engagement and retention. A study by Delgado-Ceballos, Arenas-Gaitán, and Ramírez-Alesón (2019) found that environmental sustainability goals were positively related to employee engagement and retention in the IT sector. The study examined the impact of environmental sustainability goals on work engagement and employee retention in a large IT company. The results showed that employees who perceived that their organization had environmental sustainability goals were more engaged and had higher retention rates than those who did not perceive that their organization had such goals.

Employee participation in environmental initiatives

Employee participation in environmental initiatives refers to the involvement of employees in environmental initiatives within the organization. Employee participation in environmental initiatives has been shown to have a positive impact on employee engagement and retention. A study by Yılmaz and Şenturan (2019) found that employee participation in environmental initiatives was positively related to employee engagement and retention in the IT sector. The study examined the impact of employee participation in environmental initiatives on work engagement and employee retention in a large IT company. The results showed that employees who participated in environmental initiatives were more engaged and had higher retention rates than those who did not participate in such initiatives. A study conducted by Xiong and Ma (2021) found that GHRM practices positively influenced work engagement among IT employees in China. The study also found that work engagement mediated the relationship between GHRM practices and employee retention.

Ahmed et al. (2021) found that GHRM practices significantly predicted employee retention in the IT sector in Pakistan. The study highlighted the importance of eco-friendly HR policies, such as reducing carbon emissions and promoting environmental awareness, in promoting employee retention.

Basri et al. (2021), it was found that GHRM practices, such as employee involvement in environmental management, training on environmental sustainability, and environmental performance appraisal, significantly influenced work engagement and employee retention in the IT sector in Malaysia. Moreover, a study by Al Mamun et al. (2021) revealed that GHRM practices, such as green recruitment, green training and development, and green employee involvement, had a positive impact on employee retention in the IT sector in Bangladesh. The study also found that work engagement mediated the relationship between GHRM practices and employee retention. A study by Alam et al. (2021) investigated the relationship between Green HRM practices and employee performance in the IT industry. The study found a positive association between Green HRM practices and employee performance, indicating that the adoption of sustainable HRM practices can enhance employee productivity and engagement.

Qureshi et al. (2020) explored the barriers and enablers to the adoption of Green HRM practices in the IT industry. The study found that the lack of top management support and the absence of a clear sustainability strategy were major barriers to the adoption of Green HRM practices. On the other hand, employee awareness and motivation, along with the availability of resources and technology, were identified as enablers for the adoption of sustainable HRM practices. A review of literature by Rasool et al. (2020) examined the impact of Green HRM practices on employee well-being in the IT industry. The study found that the adoption of sustainable HRM practices, such as eco-friendly workplace design and green training programs, can improve employee well-being and job satisfaction.

Objective of the Study:

Consequently, the main objectives of this paper are to explore the GHRM-employee environmental commitment relationship by applying the qualitative approach in order to attain the main research;

- To identify the GHRM practices for sustainable growth in the organisation.
- To study the link between the GHRM practices on employee retention.
- To study the benefits and Challenges of adopting the GHRM in the IT Sector.
- To propose a theoretical model for GHRM

Benefits of Green HRM in IT Sector

Green HRM is paramount in achieving broader goals such as cost savings, corporate social responsibility, talent acquisition and management, and competitive advantage. It also has the following benefits:

- **Reduced Environmental Footprint:** By implementing GHRM practices, organizations can reduce their environmental footprint by minimizing waste, reducing energy consumption, and promoting sustainable practices.
- **Improved Employee Engagement:** Green HRM practices can help to improve employee engagement by creating a sense of purpose and pride in working for an environmentally responsible organization.
- **Enhanced Corporate Reputation:** Implementing GHRM practices can enhance an organization's reputation and brand image by demonstrating its commitment to sustainability.
- **Cost Savings:** Green HRM practices can also result in cost savings for organizations by reducing energy and resource consumption, lowering waste disposal costs, and improving operational efficiency.
- **Compliance with Environmental Regulations:** Green HRM practices can help organizations comply with environmental regulations and avoid potential fines and penalties.
- **Attracting and Retaining Talented Employees:** Organizations that demonstrate a commitment to sustainability are more likely to attract and retain talented employees who are environmentally conscious and want to work for a socially responsible organization.
- **Increased Innovation:** Green HRM practices can drive innovation in organizations by encouraging employees to come up with new and creative ways to reduce the organization's environmental footprint.
- **Better Supply Chain Management:** Green HRM practices can also help organizations improve their supply chain management by encouraging suppliers to adopt sustainable practices and reduce their environmental impact.
- **Enhanced Customer Loyalty:** Customers are increasingly conscious of the environmental impact of the organizations they do business with. By implementing Green

HRM practices, organizations can improve customer loyalty by demonstrating their commitment to sustainability.

- **Improved Health and Safety:** Green HRM practices can also improve the health and safety of employees by reducing exposure to hazardous materials and promoting healthier working conditions.
- **Positive Impact on Society:** Finally, by implementing GHRM practices, organizations can have a positive impact on society and the environment by contributing to a more sustainable future.
- **Increased Employee Productivity:** Green HRM practices can also increase employee productivity by promoting a healthy and sustainable work environment, reducing absenteeism and turnover, and increasing employee morale and motivation.
- **Competitive Advantage:** Organizations that implement GHRM practices can gain a competitive advantage by differentiating themselves from their competitors and appealing to environmentally conscious customers.
- **Long-Term Cost Savings:** Implementing GHRM practices can result in long-term cost savings for organizations by reducing energy consumption, waste disposal costs, and regulatory compliance costs.
- **Improved Corporate Social Responsibility (CSR):** Green HRM practices can improve an organization's CSR by demonstrating a commitment to sustainability, social responsibility, and ethical business practices.
- **Reduced Risk:** Green HRM practices can also reduce an organization's risk of environmental and social non-compliance, reputational damage, and legal liability.
- **Improved Relationship with Stakeholders:** Implementing GHRM practices can help organizations build stronger relationships with their stakeholders, including customers, employees, suppliers, investors, and regulators, by demonstrating their commitment to sustainability and social responsibility.

Challenges of Green HRM in IT Sector

In addition to the advantages or benefits mentioned above, GHRM faces certain challenges. The challenges of GHRM are as follows: ∞ It is difficult to change the behavior of employees in a short period of time.

- **Resistance to Change:** Implementing GHRM practices may require significant changes to the organization's policies, procedures, and culture. Employees and managers may resist these changes, making it difficult to implement the new practices.
- **Lack of Awareness and Training:** GHRM practices require a high level of awareness and training, which may be lacking in some organizations. Employees and managers may not understand the importance of environmental sustainability or how to implement sustainable practices.
- **Limited Resources:** Implementing GHRM practices can require significant resources, such as funding, technology, and expertise. Some organizations may not have the necessary resources to implement sustainable practices effectively.

- **Coordination and Integration:** GHRM practices require coordination and integration across different departments and functions in the organization. This can be challenging, particularly in large organizations with complex structures and processes.
- **Measurement and Evaluation:** It can be difficult to measure the effectiveness of Green HRM practices and evaluate their impact on the organization's sustainability goals. This can make it challenging to justify the investment in sustainable practices.
- **Regulatory Compliance:** Organizations may face regulatory compliance issues when implementing GHRM practices, such as complying with environmental laws and regulations. This can add to the complexity and cost of implementing sustainable practices.
- **Supplier and Stakeholder Management:** Implementation of GHRM practices requires engaging with suppliers and stakeholders to promote sustainable practices. This can be challenging, particularly if suppliers and stakeholders are not committed to sustainability.
- **Complexity of Sustainability:** Implementing GHRM practices can be complex, as sustainability issues are often interconnected and require a holistic approach. Organizations may struggle to understand and address the complexity of sustainability issues.
- **Green-washing:** Green-washing refers to the practice of making false or exaggerated claims about an organization's environmental performance or sustainability practices. Organizations may face reputational risks if they are accused of green-washing.
- **Limited Availability of Sustainable Products and Services:** Organizations may face challenges in sourcing sustainable products and services, as they may be more expensive or not readily available in the market.
- **Cultural and Geographic Differences:** GHRM practices may be perceived differently across cultures and geographic regions. Organizations operating in different regions may face challenges in implementing sustainable practices that are culturally and geographically appropriate.
- **Resistance from Shareholders and Investors:** Some shareholders and investors may prioritize financial performance over environmental sustainability. Organizations may face challenges in convincing these stakeholders of the importance of sustainable practices.
- **Limited Government Support:** Governments may not provide sufficient support or incentives for organizations to implement sustainable practices, making it challenging for organizations to adopt sustainable practices.

Conceptual Model

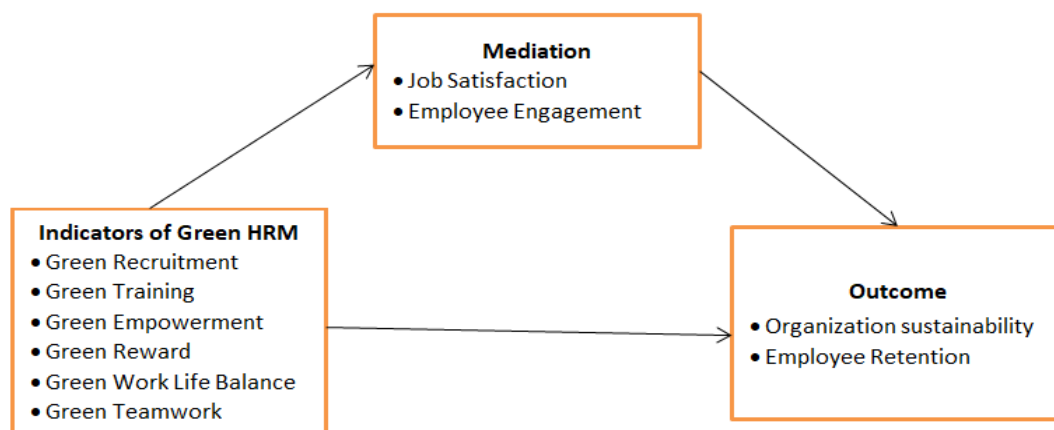


Figure 1: Proposed Conceptual Green HRM Model

Implications for Practice

The findings of this research paper have several implications for practice. Firstly, organizations should adopt GHRM practices as part of their sustainability strategy. This can be achieved by integrating environmental considerations into HRM policies and practices such as recruitment and selection, training and development, communication, and employee engagement. Organizations should also provide green training and development opportunities for employees to improve their environmental knowledge and skills. Secondly, organizations should communicate their sustainability goals and achievements to employees to create awareness and foster a culture of sustainability. This can be achieved through regular communication and engagement activities such as employee meetings, newsletters, and social media platforms. Thirdly, organizations should involve employees in sustainability initiatives and decision-making processes. This can be achieved through employee participation in sustainability committees, green teams, and feedback mechanisms. Employee involvement can enhance their sense of ownership and commitment to sustainability initiatives, leading to improved performance and productivity. Fourthly, organizations should monitor and evaluate their sustainability performance regularly to identify areas for improvement and track progress towards their sustainability goals. This can be achieved through the use of sustainability metrics and reporting frameworks such as the Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals (SDGs).

Limitations and Future Research

This study has a few limitations that should be considered when interpreting the results. Firstly, the study concentrated existing theory supports, which may limit the generalizability of the findings. Future studies may concentrate on empirical research to increase the generalizability of the findings. Secondly, the study relied on qualitative data, which may be subject to social desirability bias. Future studies should use objective measures to validate the findings. Existing literature created the gap to address the relationship, link and effect between the GHRM Practices with its different outcomes such as employee retention, organisational citizenship behaviour and organisational sustainability. Future research may investigate the impact of green HRM practices on other organizational outcomes such as productivity, profitability, and innovation. This will provide a more comprehensive

understanding of the benefits of GHRM practices and their impact on different outcomes on organizational performance.

Research Conclusion

Green HRM practices have a positive impact on organizational performance and employee retention in the IT industry. The implementation of green practices, such as reducing energy consumption and waste management, not only contributes to the environment but also improves employee job satisfaction, motivation, and loyalty towards the organization. The adoption of GHRM practices has become a critical issue for organizations operating in the IT industry in India due to increasing awareness and concerns about environmental sustainability. Organizations that have implemented GHRM practices have a competitive advantage over those that have not, as it enhances their brand reputation, attracts and retains talented employees, and improves stakeholder relationships. Employee engagement and participation in GHRM practices are essential for its successful implementation in the organization. It is important for organizations to provide training and development opportunities to employees, encourage their participation in environmental sustainability initiatives, and recognize and reward their efforts towards promoting green practices. The study indicates that the implementation of GHRM practices should be an integral part of an organization's HR strategy to improve employee retention, increase organizational efficiency, and contribute to environmental sustainability. However, it is important to consider the cost and feasibility of implementing these practices in the organization, especially for small and medium-sized enterprises.

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