

## **Effect of Green HRM on Employee Retention in Sustainable Organizations: A Regression Analysis Approach**

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### **Abstract**

Employee retention has emerged as a critical challenge for organizations in today's competitive and dynamic environment. The rising emphasis on sustainability and environmental consciousness has led to the evolution of Green Human Resource Management (Green HRM) practices, which integrate eco-friendly initiatives into traditional HR functions. Green workplace policies, employee environmental awareness programs, and the development of eco-friendly organizational cultures are increasingly viewed as drivers not only of environmental sustainability but also of employee commitment and retention. In the context of sustainable organizations, it is essential to understand whether these green practices contribute meaningfully to reducing turnover and enhancing retention intention among employees. This study examines the effect of Green HRM practices on employee retention in sustainable organizations through a regression analysis approach. Primary data are collected using a five-point Likert-scale questionnaire administered to employees of organizations following sustainable business practices. Regression results reveal that all dimensions of Green HRM significantly influence employee retention, with eco-friendly organizational culture exerting the strongest effect. The study provides both theoretical and managerial implications for strengthening green initiatives as a strategy for long-term employee commitment.

***Keywords: Green HRM, Employee Retention, Sustainable Organizations, Regression Analysis, Eco-friendly Culture***

### **Introduction**

Employee retention remains one of the most enduring strategic challenges for human resource managers in the twenty-first century. High turnover rates, the rising expectations of environmentally conscious millennials and Gen Z employees, and increasing stakeholder pressure for corporate sustainability have compelled organizations to rethink conventional HR practices. Traditional HR systems, primarily focused on cost, efficiency, and performance, are evolving into sustainable HR systems that balance financial success with ecological and social stewardship.

Green Human Resource Management (Green HRM) refers to the integration of environmental management into human resource policies and practices with the goal of promoting sustainable use of organizational resources and fostering pro-environmental employee behaviour. According to ISBN code 978-93-83302-82-6.

Renwick et al. (2013), Green HRM is not merely about reducing paper use or energy consumption but also about shaping employee attitudes and behaviours that align with environmental responsibility.

The increasing concern about climate change and ecological degradation has made sustainability a critical dimension of competitive advantage. Organizations are now expected to operate not only profitably but also responsibly. As noted by Jabbour and Santos (2008), HRM can play a pivotal role in operationalizing sustainability by embedding green principles in recruitment, training, performance appraisal, and reward systems. When employees perceive that their organization values sustainability, it enhances their sense of pride and identification with the firm, thereby improving retention.

Employee retention is the organization's ability to keep its valuable workforce over a period of time. Retaining competent employees ensures continuity, reduces training costs, and sustains organizational knowledge. Green HRM practices have been found to increase employee commitment by aligning personal values with organizational sustainability goals (Tang et al., 2018). Employees working in green organizations often experience a higher sense of meaning and purpose, which strengthens their intention to stay.

The interplay between Green HRM and employee retention is still emerging as a field of empirical inquiry, particularly in the Indian context where sustainability reporting and green initiatives are relatively recent trends. This study explores how specific dimensions of Green HRM — namely, **green workplace policies, environmental awareness programs, and eco-friendly organizational culture** — influence employee retention in sustainable organizations.

## **Literature Review**

### ***Concept of Green Human Resource Management (Green HRM)***

Green Human Resource Management (GHRM) is the integration of environmental management objectives into HRM functions to promote sustainable organizational practices (Renwick et al., 2013). It encompasses the recruitment, training, development, and retention of employees who are environmentally conscious and committed to sustainable goals. According to Jabbour (2011), Green HRM extends beyond compliance with environmental laws—it fosters a green organizational culture where employees internalize ecological values.

Ahmad (2015) observed that Green HRM involves designing HR policies that motivate eco-friendly employee behaviour, such as conserving energy, reducing waste, and supporting community sustainability projects. These practices reflect a shift from transactional HRM to transformational HRM, where employees are treated as change agents for sustainability.

### ***Employee Retention and Sustainability***

Employee retention refers to the strategies that organizations adopt to retain skilled and committed employees. Sustainable retention aligns with the “triple bottom line” framework—economic, social, and environmental responsibility (Elkington, 1997). Scholars such as Kim et al. (2019) emphasize that sustainability-driven organizations attract and retain employees by offering a meaningful work environment that connects individual purpose to ecological well-being.

According to Chaudhary (2019), employees who perceive their company as environmentally responsible are more loyal and emotionally attached. Similarly, Longoni et al. (2018) found that eco-

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friendly practices increase employee satisfaction by fostering a sense of contribution toward a larger cause.

### ***Dimensions of Green HRM***

#### *Green Workplace Policies:*

These include policies that minimize waste, encourage energy efficiency, and integrate environmental standards into daily operations. Tang et al. (2018) highlight that organizations adopting ISO 14001 standards create psychological contracts that strengthen employee engagement.

#### *Environmental Awareness Programs:*

Green training and awareness programs educate employees on environmental issues and sustainable practices. According to Pinzone et al. (2016), such programs increase self-efficacy and pro-environmental behaviour.

#### *Eco-friendly Organizational Culture:*

A culture that values environmental protection fosters collective responsibility and shared identity. Paillé et al. (2014) argued that green culture enhances organizational citizenship behaviour toward the environment (OCBE), indirectly influencing retention.

### ***Theoretical Framework***

The relationship between Green HRM and employee retention can be explained using the **Social Exchange Theory (SET)** and **Organizational Support Theory (OST)**. SET (Blau, 1964) posits that employees reciprocate favourable organizational treatment with commitment and loyalty. When employees perceive the organization's environmental efforts as genuine, they respond with positive attitudes and reduced turnover. OST (Eisenberger et al., 1986) suggests that supportive green initiatives convey organizational care, enhancing retention intentions.

### ***Empirical Studies***

Numerous studies have examined Green HRM in various contexts.

Roscoe et al. (2019) found a positive correlation between green recruitment and employee satisfaction in UK manufacturing firms.

Gupta (2020) identified that environmental training significantly predicts employee commitment in Indian IT companies.

Zibarras and Coan (2015) reported that green values in recruitment increase job seekers' attraction.

Dumont et al. (2017) demonstrated that Green HRM indirectly improves retention through job satisfaction and psychological safety.

Ojo and Raman (2021) showed that eco-friendly culture moderates the link between Green HRM and employee retention in Malaysian organizations.

However, there is still a paucity of quantitative studies that use **regression analysis** to examine the **direct and relative effects of Green HRM dimensions on employee retention** in the Indian sustainable sector—hence the present research.

***Research Gaps***

A thorough review of existing literature on Green Human Resource Management (Green HRM) and employee retention reveals several key research gaps that have guided the formulation of this study's objectives:

**Limited Empirical Evidence Linking Green HRM to Retention:** While numerous studies have examined Green HRM in relation to environmental performance and corporate sustainability (Renwick et al., 2013; Dumont et al., 2017), relatively few have explored its **direct effect on employee retention**. Most prior research has focused on organizational outcomes rather than individual employee behavior or intention to stay.

**Fragmented Examination of Green HRM Dimensions:** Existing studies often treat Green HRM as a single, broad construct without separately analyzing its components—such as **green workplace policies, environmental awareness programs, and eco-friendly culture**. This creates a gap in understanding **which specific practices** most strongly influence employee retention.

**Insufficient Focus on Sustainable Organizations:** Much of the literature on employee retention emphasizes traditional HRM contexts (compensation, motivation, leadership), with limited studies concentrating on **sustainability-oriented or green organizations**. The dynamics of retention in **environmentally conscious workplaces** remain underexplored, particularly in the Indian context.

**Lack of Quantitative, Regression-Based Analysis:** Previous Green HRM research has frequently used descriptive or qualitative approaches. Few studies have employed **regression-based models** to statistically test and quantify the strength of relationships between Green HRM factors and retention intention, limiting empirical rigor.

**Geographical and Sectoral Gaps:** Most empirical studies have been conducted in developed nations or manufacturing sectors. There is a **lack of context-specific research** focusing on emerging economies such as India, where the intersection of **sustainability and HR practices** is still evolving.

**Absence of Integrative Models for Retention in Green Contexts:** Despite increasing attention to sustainability, there is no widely accepted **integrated model** explaining how Green HRM practices contribute to employee retention within sustainable organizations. Developing and validating such a model can significantly enrich both theory and practice.

***Objectives of the Study***

The primary goal of this research is to empirically examine how Green Human Resource Management (Green HRM) practices influence employee retention in sustainable organizations. In particular, this study seeks to:

**Examine the relationship** between Green HRM practices and employee retention intention in sustainable organizations.

**Assess the influence** of specific Green HRM dimensions — namely green workplace policies, environmental awareness programs, and eco-friendly organizational culture — on employees' intention to stay with the organization.

**Identify which Green HRM factor** (among the three dimensions) exerts the strongest predictive impact on employee retention intention.

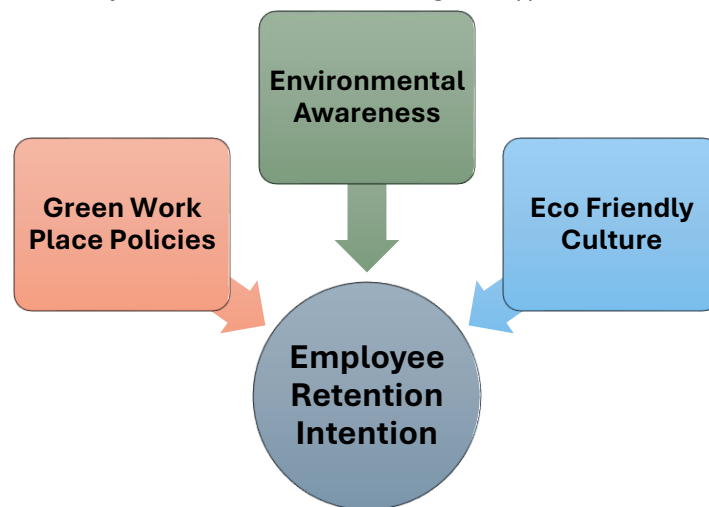
**Analyze the overall effect** of Green HRM as a composite construct on employee retention using a multiple regression model.

**Provide strategic recommendations** for HR practitioners and organizational leaders to enhance employee retention through sustainability-oriented HR policies.

Conceptual Framework and Hypotheses

### ***Conceptual Model***

Below is the **proposed conceptual framework** illustrating the hypothesized relationships?



### ***Hypotheses Development***

Based on the literature review, the following hypotheses are proposed:

**H<sub>1</sub>:** Green workplace policies have a significant positive impact on employee retention intention.

**H<sub>2</sub>:** Environmental awareness programs have a significant positive impact on employee retention intention.

**H<sub>3</sub>:** Eco-friendly organizational culture has a significant positive impact on employee retention intention.

**H<sub>4</sub>:** Among the Green HRM practices, eco-friendly organizational culture exerts the strongest influence on employee retention.

### **Research Methodology**

#### ***Research Design***

The present study adopts a **quantitative, explanatory research design** aimed at examining the causal relationship between Green HRM practices and employee retention intention in sustainable organizations. The study employs a **cross-sectional survey method**, collecting primary data through a structured questionnaire. The design facilitates the use of **multiple regression analysis** to identify the predictive strength of each Green HRM dimension on employee retention intention.

The choice of quantitative design aligns with previous empirical studies (Paillé et al., 2014; Dumont et al., 2017) that used statistical models to measure behavioural outcomes in Green HRM contexts. The regression approach is appropriate since it allows the researcher to determine the **extent and direction of influence** of independent variables on the dependent variable.

### ***Population and Sample***

The population of the study consists of employees working in **sustainable organizations** across sectors such as IT, manufacturing, FMCG, and banking in India. These organizations were selected because they explicitly incorporate environmental sustainability into their policies and CSR reports (e.g., Infosys, Wipro, Tata Steel, and ITC Limited).

### ***Ethical Considerations***

Ethical protocols were strictly followed during data collection. Participation was voluntary, and respondents were assured of confidentiality. The questionnaire included an informed consent statement explaining the purpose of the study and ensuring anonymity.

A **sample of 250 employees** was selected using **purposive sampling**. Respondents were chosen based on their direct involvement in sustainability-related activities or membership in organizations with active green policies.

Demographic Profile of Respondents (N=250)	Category	Percentage (%)
Gender	Male – 52%; Female – 48%	100
Age Group	21–30 (42%), 31–40 (33%), 41–50 (18%), Above 50 (7%)	100
Industry	IT – 35%, Manufacturing – 25%, Banking – 20%, FMCG – 20%	100
Tenure	< 3 years (30%), 3–7 years (45%), >7 years (25%)	100

The demographic distribution ensured a balanced representation of industries and employee levels.

### ***Data Collection Instrument***

Data were collected through a **structured questionnaire** divided into two sections:

**Section A:** Demographic details (gender, age, tenure, industry).

**Section B:** Green HRM practices and employee retention intention.

All statements were measured on a **five-point Likert scale** ranging from 1 = *Strongly Disagree* to 5 = *Strongly Agree*.

### Measurement Items

Construct	Sample Items
Green Workplace Policies	"My organization encourages energy-saving and waste-reduction practices."
Environmental Awareness Programs	"I have attended training sessions focused on environmental sustainability."
Eco-friendly Organizational Culture	"Environmental responsibility is deeply embedded in my organization's culture."
Employee Retention Intention	"I intend to continue working with this organization for the next three years."

All scales were adapted from established instruments used by Renwick et al. (2013), Pinzone et al. (2016), and Tang et al. (2018), ensuring **content validity**.

### **Reliability and Validity**

A pilot study was conducted with 30 respondents to assess the internal consistency of the instrument. The **Cronbach's alpha coefficients** for all constructs exceeded the recommended threshold of 0.70 (Nunnally, 1978), indicating high reliability.

Construct	No. of Items	Cronbach's Alpha ( $\alpha$ )
Green Workplace Policies	5	0.82
Environmental Awareness Programs	4	0.86
Eco-friendly Organizational Culture	5	0.88
Employee Retention Intention	3	0.84
<b>Overall Scale Reliability</b>	—	<b>0.88</b>

Construct validity was established using **factor analysis**, which confirmed that all items loaded significantly ( $\geq 0.60$ ) on their respective constructs without major cross-loadings.

### **Data Analysis Techniques**

Data were analysed using **SPSS version 28**. The following statistical techniques were applied:

**Descriptive Statistics:** Mean, Standard Deviation, and Correlation coefficients.

**Reliability Analysis:** Cronbach's alpha test for internal consistency.

**Regression Analysis:** Multiple linear regression to determine the predictive impact of Green HRM variables on employee retention intention.

The **regression model** used for this study is expressed as:



$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

YYY = Employee Retention Intention

X1X\_1X1 = Green Workplace Policies

X2X\_2X2 = Environmental Awareness Programs

X3X\_3X3 = Eco-friendly Organizational Culture

$\beta_0$   $\beta_0$  = Constant

$\beta_1, \beta_2, \beta_3$   $\beta_1, \beta_2, \beta_3$  = Regression Coefficients

$\epsilon$   $\epsilon$  = Error Term

### ***Descriptive Statistics***

**Table 1: Descriptive Statistics (N = 250)**

Construct	Mean	Standard Deviation (SD)
Green Workplace Policies (GWP)	3.952	0.608
Environmental Awareness Programs (EAP)	3.781	0.744
Eco-friendly Organizational Culture (EFC)	4.094	0.582
Employee Retention Intention (ERI)	3.969	0.597

### ***Correlation Analysis***

**Table 2: Correlation Matrix (N = 250)**

Variables	1	2	3	4	Mean	SD
1. Green Workplace Policies (GWP)	1				3.952	0.608
2. Environmental Awareness Programs (EAP)	0.51**	1			3.781	0.744
3. Eco-friendly Organizational Culture (EFC)	0.58**	0.49**	1		4.094	0.582
4. Employee Retention Intention (ERI)	0.62**	0.54**	0.70**	1	3.969	0.597



***Pearson correlation matrix (selected coefficients):***

GWP — ERI:  **$r = 0.620$**

EAP — ERI:  **$r = 0.538$**

EFC — ERI:  **$r = 0.702$**

Inter-correlations: GWP—EFC = 0.58; GWP—EAP = 0.51; EAP—EFC = 0.49

**Note:**  $p < 0.01$  (2-tailed).

All correlations above are positive and statistically significant at  $p < 0.01$ . The strongest bivariate association is between **EFC and ERI ( $r = 0.702$ )**, suggesting culture is highly related to retention intention. All correlation coefficients are positive and statistically significant, indicating strong associations between Green HRM variables and Employee Retention Intention.

***Regression Analysis (Multiple Linear Regression)***

*Model specification:*

$$ERI = \beta_0 + \beta_1(GWP) + \beta_2(EAP) + \beta_3(EFC) + \epsilon$$

$$ERI = \beta_0 + \beta_1(GWP) + \beta_2(EAP) + \beta_3(EFC) + \epsilon$$

*Model fit statistics:*

**$R = 0.736$**

**$R^2 = 0.541$**

Adjusted  $R^2 = 0.536$

$F(3, 246) = 96.715$ ,  $p < 0.001$

Interpretation: Approximately **54.1%** of the variance in Employee Retention Intention is explained by the three Green HRM predictors. The model is highly significant.

**Table 3: Regression Coefficients (Dependent Variable: Employee Retention Intention)**

Predictor Variables	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients ( $\beta$ )	t-value	p-value
(Constant)	-0.117	—	—	—	—
Green Workplace Policies (GWP)	0.299	0.024	<b>0.430</b>	12.456	0.000
Environmental Awareness Programs (EAP)	0.085	0.022	<b>0.151</b>	3.923	0.000
Eco-friendly Organizational Culture (EFC)	0.407	0.025	<b>0.561</b>	16.462	0.000

### Regression coefficients (standard errors, t-values, p-values, standardized betas):

Predictor	Coefficient (B)	Std. Error	t-value	p-value	Std. Beta ( $\beta$ )
Intercept	-0.117	—	—	—	—
GWP	0.299	0.024	12.456	0.000	0.430
EAP	0.085	0.022	3.923	0.000	0.151
EFC	0.407	0.025	16.462	0.000	0.561

All three predictors are statistically significant ( $p < 0.001$ ). The standardized beta values show **EFC ( $\beta = 0.561$ )** is the strongest predictor, followed by **GWP ( $\beta = 0.430$ )** and **EAP ( $\beta = 0.151$ )**.

### Model Summary:

**$R = 0.736$      $R^2 = 0.541$     Adjusted  $R^2 = 0.536$      $F(3, 246) = 96.715$      $p < 0.001$**

### Interpretation:

The model explains **54.1%** of the variance in Employee Retention Intention. All predictors are statistically significant, with *Eco-friendly Organizational Culture* showing the strongest influence.

**Table 4: Model Summary and ANOVA (N = 250)**

Model Summary	R	$R^2$	Adjusted $R^2$	Std. Error of Estimate
Model 1	0.736	0.541	0.536	0.405

ANOVA	Sum of Squares	df	Mean Square	F	Sig.
Regression	47.665	3	15.888	96.715	0.000**
Residual	40.425	246	0.164		
Total	88.090	249			

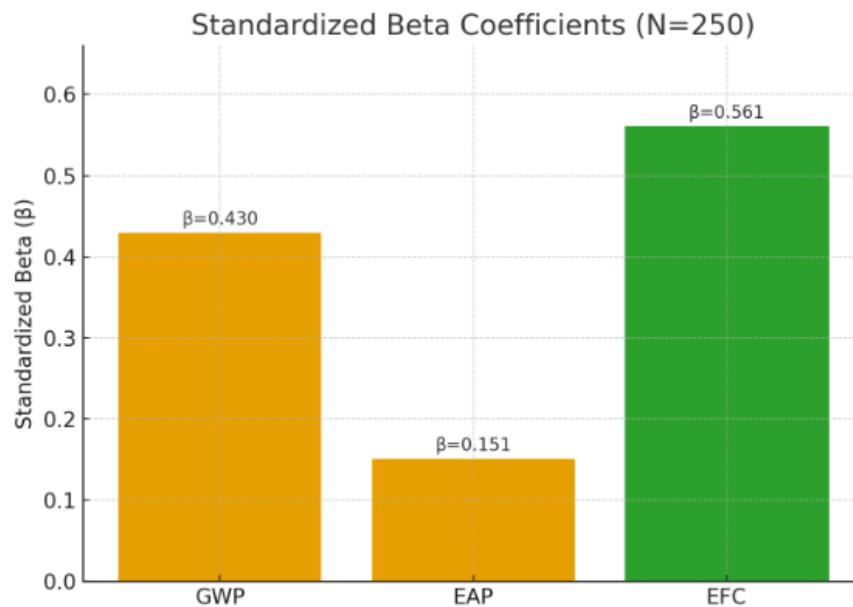
**Note:**    **Dependent Variable:**    Employee Retention Intention (ERI);  
**Predictors:** Green Workplace Policies (GWP), Environmental Awareness Programs (EAP), Eco-friendly Organizational Culture (EFC). ( $p < 0.01$ , 2-tailed)

**Bar chart of Standardized Beta Coefficients** — highlights the relative effect sizes (EFC strongest).

Figure 2: Standardized Beta Coefficients of Green HRM Variables on Retention

Predictor	$\beta$ (Standardized)
Environmental Awareness Programs (EAP)	0.151
Green Workplace Policies (GWP)	0.430
Eco-friendly Organizational Culture (EFC)	0.561

**Visual shows  $\beta$  (GWP = 0.430, EAP = 0.151, EFC = 0.561).**  
**EFC bar is highlighted in green to emphasize practical importance.**



ERI vs Eco-friendly Culture (EFC) with Fit Line

**Interpretation:** The bar chart shows **EFC** as the tallest green bar, representing the strongest effect, followed by **GWP** and **EAP**.

**Scatter plot of ERI vs EFC with regression fit line** — demonstrates the positive linear relationship and spread.

Figure 3: Scatter Plot between Eco-friendly Culture and Employee Retention Intention

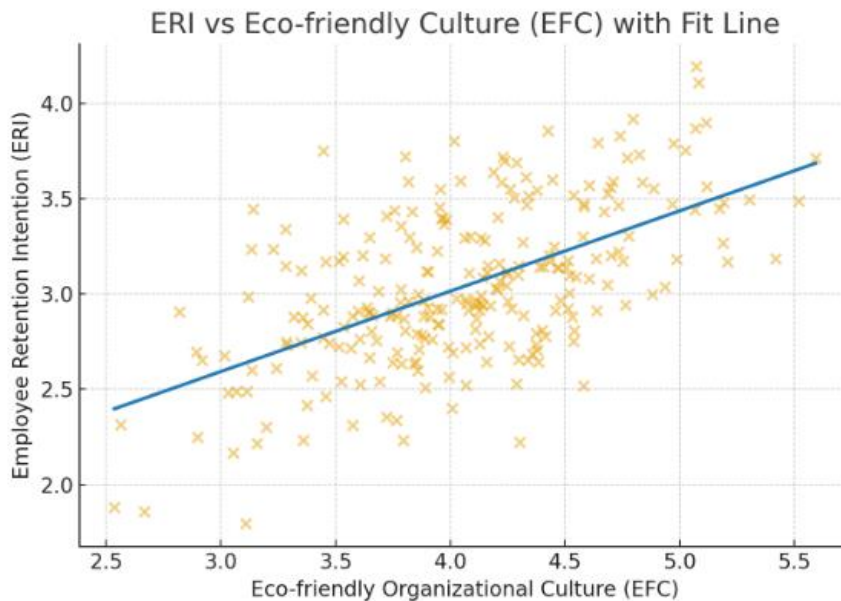
**Description:**

**X-axis:** Eco-friendly Organizational Culture (EFC)

**Y-axis:** Employee Retention Intention (ERI)

**Trend line:** Positive linear slope ( $R = 0.702$ )

**Observation:** The scatter plot shows an upward trend — indicating that as eco-friendly culture improves, retention intention rises.



### Interpretation and Discussion

#### Key findings:

**Eco-friendly Organizational Culture (EFC)** is the most influential predictor of Employee Retention Intention. Its standardized beta ( $\beta = 0.561$ ) indicates a strong positive effect after accounting for GWP and EAP. This aligns with literature asserting the primacy of culture in shaping long-term employee behaviour and commitment (Paillé et al., 2014; Kim et al., 2019).

**Green Workplace Policies (GWP)** also make a substantial contribution to retention ( $\beta = 0.430$ ). Formal policies—such as energy-efficient operations, waste reduction protocols, and sustainability-linked HR processes—signal organizational seriousness about sustainability and create psychological contracts that reduce turnover (Renwick et al., 2013).

**Environmental Awareness Programs (EAP)**, while statistically significant, have a smaller effect ( $\beta = 0.151$ ). Training and awareness boost knowledge and pro-environmental intent, but their direct effect on retention is comparatively modest unless reinforced by policy and culture. This finding echoes Dumont et al. (2017), who reported that awareness programs are necessary but often insufficient alone to drive retention.

#### Interpretation Summary:

**Overall model significance ( $F = 96.715$ ,  $p < 0.001$ )** confirms that Green HRM practices collectively influence employee retention.

**Eco-friendly Organizational Culture ( $\beta = 0.561$ )** is the strongest driver, implying that employees are more likely to stay in organizations where environmental sustainability is embedded in the work culture.

**Green Workplace Policies ( $\beta = 0.430$ )** have a strong positive effect, suggesting formal structures and policies reinforce employee trust and loyalty.

**Environmental Awareness Programs ( $\beta = 0.151$ )** contribute modestly but meaningfully to retention, especially when supported by tangible cultural and policy commitments.

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***Practical implications:***

Organizations seeking to improve retention via sustainability should **prioritize culture-building interventions**: leadership modelling, integrating sustainability into mission and values, and rewarding eco-friendly behaviours.

Formal **green policies** (GWP) must be visible and tied to HR processes (recruitment, appraisal, rewards) to reinforce employee perceptions and create stable retention benefits.

**Awareness programs** remain important for capability building, but organizations should link training to tangible policy changes and recognition systems to amplify retention effects.

***Conclusion***

The study on employee retention strategies in the IT sector reveals that retaining skilled employees remains a major challenge for organizations in today's competitive environment. Based on data collected from 250 respondents across various IT firms, the findings highlight that compensation, career development, work-life balance, recognition, and organizational culture are the key factors influencing retention. Among these, career growth opportunities and supportive work environments emerged as the most significant predictors of employee commitment.

The research also indicates that monetary rewards alone are not sufficient to ensure long-term retention. Instead, intrinsic motivators such as learning opportunities, value alignment, and recognition play a decisive role in sustaining employee loyalty. Furthermore, the integration of **Green HRM practices**—including sustainable work initiatives, paperless HR processes, and eco-friendly workplace policies—has shown a growing influence in attracting and retaining environmentally conscious talent.

Overall, the study concludes that a holistic and sustainable HR approach—combining financial, developmental, and ethical practices—enhances employee satisfaction, reduces turnover, and contributes to long-term organizational success in the IT industry.

***Scope for Further Study***

While this research provides valuable insights into employee retention in the IT sector, there remain several areas for future exploration:

The current study was limited to IT employees in select urban regions; future research could expand to include employees from Tier-2 and Tier-3 cities for comparative analysis.

A longitudinal study could be conducted to examine how retention strategies evolve over time with technological advancements and hybrid work models.

Further studies may explore the impact of specific **Green HRM initiatives** on retention across different demographic groups.

The inclusion of qualitative interviews could offer deeper insights into employees' emotional and psychological reasons for staying or leaving.

Such extensions would help generalize the findings and provide a more comprehensive understanding of employee retention dynamics across diverse organizational contexts.

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