



IMPACT OF GREEN HRM PRACTICES ON ORGANIZATIONAL SUSTAINABILITY AND EMPLOYEE RETENTION: EVIDENCE FROM THE SMES' SECTOR OF BAHAWALPUR

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ABSTRACT

Green HRM is an emerging concept in management that integrates environment-friendly practices with HR to achieve sustainable growth. This paper aims to determine the impact of Green HRM practices on organizational Sustainability and Employee Retention; Evidence from the SMEs Sector of Bahawalpur, Pakistan. The data was collected through primary source and used convenience sampling. The sample targeted to SMEs Sector of Bahawalpur, Pakistan. The System equational model adopted for the data analysis and interpretation done on SMART PLS 4. Finally, this study results revealed that Green HRM practices have significant impact on the organizational sustainability and on employee's retention. The research is limited due to the time constraints, and limited availability of the data. Further studies can be conducted to different settings such as hospitals, food sector, and Business institution to find the impacts of green practices on the organizational sustainability and employee's retention.

KEYWORDS: Green HRM Practices, Employees' Retention, Organizational Sustainability and SMEs, Sector

1. INTRODUCTION

Green Human Resource Management is a research field that involves all aspects and practices of human resource management that aim for environmental sustainability. The goal is to resolve corporate and societal goals without affecting financial performance. When it comes to developing businesses in an environmentally sustainable manner, Green HRM has become an important applied field of research. According to Zaid & Jaaron, (2023) described that Green Human Resources Management is essential for achieving sustainable development and improving employee commitment to environmental behavior. GHRM promotes environmental sustainability, but there is still a lack of attention. GHRM can improve environmental performance and sustain organizational behavior by using video conferencing, online interviewing, e-learning, and electronic filing. GHRM policies aim to create an environmentally friendly culture by hiring pro-environment personnel, training staff, and offering rewards and incentives.

The employee's high turnover will lead a great impact on the quality and performance of the organization (Nawangarsi & Sutawijaya, 2019). The retention of well-experienced staff who is relevantly qualified to work professionally is a challenge for an organization. Researchers and practitioners paid enormous attention to employee retention in the private and public sectors. According to A. Zaid et al., (2018) described the loss incurred due to the turnover of an employee as a type of disruptive event, and the replacement of an employee will be very costly for the organization as the organization has to recruit the employee and provide proper training to that new candidate. These services provided to the clients and customers lose their quality, stability, and consistency due to a higher level of turnover intention. Organizations should focus on processes like selection, training environment, and green policies to retain talented staff. Green HRM has been found to aid in the management of incompetence's, cost saving, and employee retention. (Zaid & Jaaron, 2023; Imran et al., 2023).

To achieve environmentally, socially, and economically sustainable development, Pakistan's SMEs sector must undergo a green transformation. Small and medium-sized enterprises (SMEs) are better suited to pioneer green innovations and contribute to green growth, particularly in local and emerging markets (Nisar et al., 2022; Imran et al., 2022). The aim of current study is to evaluate whether employing green human resources practices improves the environmental and social performance of the SMEs sector. Also, high-performing employees engage in green behavior because they are motivated to do so, which improves the environmental performance of SMEs (Mustafa, Arshad, Iqbal, & Khan, 2022). This study suggests that the HR department for the SMEs sector should heavily emphasize GHRM practices based on comparative analysis. The study provides insightful information on how HR may increase staff members' confidence in their ability to improve environmental performance.

According to Ahmad, (2015) revealed that some SMEs lack exceptional people resources to manage their businesses, according to field observations. Most talented HR professionals choose to work with big businesses. Employees now consider the company's image concerning its environmental concern while selecting a job. In order for their human

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resources to contribute to their company's value- addition, SMEs must need to design a HRM strategy based on the environmental link with HRM process to manage its human resource. This study's objectives were to evaluate and develop a framework for the use of Green Human Resources Management in Bahawalpur, Small and Medium Businesses (SMEs).

1.1. PROBLEM STATEMENT

The world is facing a pressing need to take action on climate change mitigation, and many countries have set ambitious policy targets for a more sustainable economic development in the SMEs Sector. To achieve these targets, all economic stakeholders and societal groups must be aware of their role and engaged in the transition, and SMEs' must invest in greening their businesses. SMEs are an essential engine of the green transition, with an aggregate impact of 60-70% on industrial emissions and waste. Malik et al., (2020) described the HR relationship as experiencing changes that will use the attraction of talented employees, motivate them, and then retain these employees. There are several significant challenges in the HRM of every organization in terms of competencies, values, a culture of an organization, attitudes of employees, and motivation. Metropolis, (2019) Employees working for a long tenure help organizations to save the recruitment, hiring, or selection costs and they also contribute to the competitiveness and profitability of the organization (Imran et al., 2021; Afzal, Khan, Baig, & Ashraf, 2023). Different public corporations in Pakistan faced several issues like lower productivity, efficiency in work, competition for customers, different trade unions, and high turnover rates. Several employees have adopted the concept of 'go green' practices in organizations, emphasizing the importance of environmental sustainability. The Green HRM is promoted in the employees of an organization to promote green practices and increase the awareness level of the employees on the issues of eco-friendly practices Fahim, (2018) and Hassan, (2016).

1.2. RESEARCH QUESTIONS

Do Green HRM practices influence Organizational Sustainability in SMEs' Sector of Bahawalpur?

Do Green HRM practices influence Employee Retention in SMEs' Sector of Bahawalpur?

1.3. RESEARCH OBJECTIVES

To determine the influence of Green HRM practices on Organizational Sustainability in the SMEs Sector of Bahawalpur.

To determine the effect of Green HRM practices on Employee Retention in the SMEs Sector of Bahawalpur.

1.4. SIGNIFICANT OF THE STUDY

As the concept of the green movement is flourishing globally, green HRM becomes a topic of interest for many research scholars. Adopting green HRM helps to improve both environmental and financial performance. of the SME; Sector. The findings of this study will help the HR managers of business institutions to be aware of the impact of these practices.

2. LITERATURE REVIEW

2.1. GREEN HRM

Azeez (2017) defines "Green HRM" as a management strategy that promotes the utilisation of eco- friendly resources for the good of society and the economy. In order to assist employees in resolving environmental challenges, it also helps to raise awareness of the idea of greenness among them. Research in the area of "green HRM" aims to balance the objectives of businesses and society without sacrificing financial performance. It provides the chance to accompany and support a long-term shift in employees' attitudes and actions, which is a requirement for a change in the atmosphere throughout the entire organization. Moreover, environmental sustainability reduces operational expenses, boosts staff morale, and creates new market opportunities.

Employee involvement in all HR procedures to cut costs, increase profit, and benefit employees is referred to as "green human resources" (Likhitkar et al., 2017). According to Fartade and Ghumre (2020), green HR practises are more likely to be implemented when the idea of being green is linked to conventional HR procedures including hiring, training, and development, performance evaluation, and reward and pay. As a result of its ability to cut expenses, increase profit, and benefit employees, green HRM is growing in popularity (Likhitkar & Verma, 2017). GHRM is crucial for SMEs to manage for a number of reasons, including the advantages to the environment, retaining employees, and boosting customer attractiveness. The environmental effects of HRM operations must be taken into account at every stage of the procedure because they help implement and increasing a company's appeal. In order to design and maintain an environmental management system, it is crucial to take into account how HRM processes will affect the environment throughout the entire process (EMS). GHRM makes sure businesses spread widely and adopt more ecologically friendly practices (Awwad Al- Shammari et al., 2022).

2.2. GREEN TRAINING AND DEVELOPMENT

Green training and development methods involve cutting down on waste, using resources more effectively, conserving energy, and preventing environmental degradation. They can be applied to foster environmental sustainability and advance staff green skills (Moradeke et al., 2021). Further, Khan et al., (2019) stated that an employee with proper knowledge and skills can improve organizational productivity, increase the quality of products and services, bring positive changes in organizational processes and provide enhanced services to customers.

Increased employee skills are essential for providing superior quality services and products to meet changing customer needs (Nasr, 2019). Organizations should provide their employees with eco- friendly knowledge to improve environmental performance. Ahmad, (2015) argued that firms should provide on-the-job training and development to

ensure efficient use of resources and encourage employees to stay with their employers and training programs and opportunities are initiated for new employees and employees are provided the orientation of the new job that reduce turnover intention (Sharma, 2016). To increase their commitment to environmental protection, organizations should practice and extend green training and development through induction for new employees. The induction program's curriculum should be comprehensive enough to aid trainees in comprehending the organization's environmental sustainability policies and practices.

2.3. GREEN REWARDS AND COMPENSATION

The practice of offering rewards and compensation to employees that are environmentally friendly is crucial for businesses looking to acquire a competitive edge. The degree to which certain personnel behave and generate results with regard to going green over a specific time period is what is meant by "green performance" and "appraisal." The evaluation of each individual's production is based on their advancement towards a greener environment (Kuo et al., 2022). Every employee has the desire to have a compensation system that should be fair and compensated according to their knowledge skills and experiences (Janjua & Gulzar, 2014). There is a direct link between compensation and employee retention. According to (M. K. Khan & Idrees, 2022) direct compensation is the most critical issue in the attraction and retention of employees (Fartade & Ghumre, 2020). Employers provide different remuneration packages to their employees to retain competent employees (Azeez, 2017). According to Malik et al., (2020) described as a money is the prime retention factor as a number of employees mention handsome pay or greater compensation as the reason of changing job.

According to Khan et al., (2019) Rewards and compensation have a significant impact on employees' behavior and performance, which helps to keep them in the firm. Many studies have also shown that compensation is crucial in encouraging workers to improve their output, commitment to their jobs, and level of satisfaction. Additionally, Brockner et al., (2016) found that pay satisfaction and organizational rewards are linked to higher performance, with a positive relationship between pay satisfaction and commitment. This is supported and suggests that compensation can influence employee behavior and motivate them to stay with an organization, leading to higher performance.

2.4. GREEN EMPLOYEE EMPOWERMENT AND PARTICIPATION

According to Kuo et al., (2022), Green human resources management, often known as GHRM, is a strategy that makes use of HRM techniques to support environmentally sound behavior and raise employee commitment to environmental sustainability. It applies HR initiatives to produce higher savings and improved environmental performance while embracing the concerns and principles of Environmental Management (EM) (EP). By promoting employees' green behavior, proposed GEE practices can assist firms in achieving their green performance goals.

Laeq, (2021) described as Green HRM techniques have the capacity to affect employee behaviour on a personal level and provide them the confidence to carry out work-related duties and activities while taking environmental sustainability measures into consideration. The concept of "green HRM" entails embracing eco-friendly HR activities that aid the business in achieving higher efficiency and reduced costs. Examples include reducing the use of paper, hiring via an online platform, using electronic documents, virtual interviews, banning plastic bags and lunch containers at work, a rule to turn off unnecessary devices when using charging stations, and encouraging staff to commute in environmentally friendly vehicles. Employee behavior towards one another is positively influenced by employee empowerment towards environmental sustainability.

2.5. GREEN MANAGER INVOLVEMENT

Employee involvement is essential for corporate social responsibility (Zhang et al., 2019) and satisfaction of personal treatment is essential for sustainability and employee retention (Yu et al., 2020). Rewards in monetary terms can raise employee commitment, but empowerment is needed to reduce job strains and gain better outcomes for the firm (Zhu & Sarkis, 2004). Green HR is the use of every employee to support sustainable practices and increase employee awareness and commitment. It leads to better efficiencies, less cost, and increased employee engagement.

2.6. GREEN PERFORMANCE MANAGEMENT AND EVALUATION

Performance management is a key element to enhancing the performance of employees to follow green practices. It entails evaluating their work and providing green reward to encourage them. Further, to achieve this, senior management must keep and inspire potential employees who use environmentally friendly techniques. Green performance management (GPM) is a technique for evaluating how effectively employees are managing the environment. According to (Renwick et al., 2013), working with green programmers in SMEs is crucial for increasing staff productivity. The company's requirements can be clearly communicated to all employees, who are then held accountable for achieving their individual and collective green incentives, by implementing performance management processes.

Moreover, Martins et al., (2021) referred green HRM as an approach of assessing how well people are performing in the context of environmental management is known as "green performance management and appraisal." The delivery of feedback and the balancing of measures, two specific parts of green performance management that have been the subject of research, are ineffective. Companies must choose a methodical approach to putting into practice green performance management and adopt a uniform standard. In order to establish a set of green performance criteria for all employees in performance appraisals—covering topics like environmental incidents, environmental responsibilities, carbon emission reduction, and communicating environmental concerns and policies—green performance management develops green performance indicators.

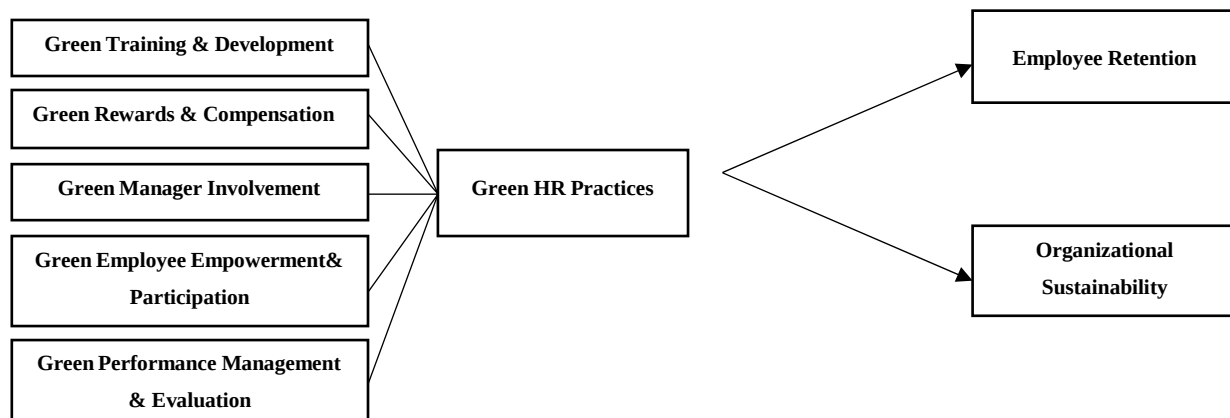
2.7. EMPLOYEE RETENTION

As per Gadi & Kee's (2018) description Employers must focus on the retention of their skilled employees in order to obtain a competitive edge in the market. Retention of employees begins with hiring the right individuals and giving them the proper training and development to boost their dedication and performance. Further, Bibi et al., (2018)states that it is better to retain employees than hire new ones. Organizations should offer employees the best strategies to retain them, such as career growth, efficient working environment, compensations and rewards, support of supervisor and work-life balance. Satisfied employees are more dedicated to their jobs and give their best for the organization (Nawangasari & Sutawijaya, 2019). Organizations must have strategies to retain performance-oriented employees in order to reduce the employee retention level. Employee recruitment is a difficult task that takes a lot of time and money Sharma (2016). The quality of corporate operations can suffer and the cost of missed opportunities can go up if new hires are made throughout the year.

2.8. ORGANIZATIONAL SUSTAINABILITY

Sustainability consists of a triple bottom line concept that means a sustainable organization always concerns about economic, environmental and social benefits. So sustainable development can be defined as creating equivalence among planet, people and profit. Madhavi (2016) stated that companies incorporating green human resource management principles into their operations profit financially and experience relatively low employee turnover. According to Kariyasa & Dewi (2011), "Green HRM is a crucial part of corporate sustainability strategy, promoting across the workforce eco-friendly behaviors and ecological and social performance." It includes essential procedures such green hiring, selecting, and compensating employees (Adnan, Rashid, Khan, & Baig, 2023). Developing environmentally friendly norms and practices within enterprises is crucial for enhancing the sustainability of businesses. Green HR management practices help businesses adopt effective environment safety measures and reduce employee turnover by rewarding and rewarding employees. This strategy helps to reduce the bad reputation that business has for ruthlessly consuming resources and the environment while failing to take the necessary steps for development, growth, and improvement.

2.9. CONCEPTUAL FRAMEWORK



2.10. HYPOTHESIS DEVELOPMENT

Green HRM practices have significant influence on Organizational Sustainability in SMEs' Sector of Bahawalpur.
Green HRM practices have significant influence on Employees Retention in SMEs' Sector of Bahawalpur.

3. RESEARCH METHODOLOGY

In this research study the data gathered from primary source is more reliable than the data collected from secondary source. In primary source data is collected directly from the respondents on whom research is carried so that data is more valuable and authentic. In this study, primary data from employees is collected through a structured verified questionnaire. This study is based on quantitative approach, because questionnaires are used in the study and data is collected data from employees of SMEs' sector and targeted to Bahawalpur, Pakistan.

In this research study convenience sampling technique have been used and the population for this study includes employees from the leading private and public SMEs' business in Bahawalpur, Pakistan. In this research study questionnaire fill up from 238 respondents in different SMEs' business sector in Bahawalpur, Pakistan. The system equational model has been adopted. The statistical software SMART PLS 4 are used for data analysis and interpretation.

4. DATA ANALYSIS AND INTERPRETATION

4.1. MEASUREMENT MODEL ASSESSMENT

4.1.1. RELIABILITY AND VALIDITY ANALYSIS

The Cronbach's alpha measurement estimated the reliability of all the study variables. Cronbach's alpha for the

variable of employees retention is 0.945, for Organizational sustainability is 0.727, for green training and development is 0.917, for green rewards and compensation is 0.942, for Green Management Involvement is 0.872, for Green Employee empowerment and participant is 0.877 and green performance management and evolution is 0.798. According to Brown (2002), all of the variables' Cronbach's alpha values are higher than the advised value of 0.60. In light of this, the significance of Cronbach's alpha shows that all the variables' items are reliable, and subsequent analysis can be done with confidence. The average variance retrieved for all variables is above the cut-off value of 0.50 and composite reliability (CR) for all variables is above the cut-off value of 0.60. As a result, the reliability assumption is supported.

4.1.2. DISCRIMINANT VALIDITY: HETEROTRAIT-MONOTRAIT (HTMT) CRITERION

Fornell and Larcker criterion is applied to measure the discriminant validity of the collected data. According to Fornell and Larcker, if the Average Variance Explained (showed in the diagonal matrix) surpasses the squared correlation of latent variables, then the assumption of discriminant validity is supported. In table 4.2, all the diagonal values (square roots of AVEs) are greater than the values in the same row/column (correlation). Thus, the Fornell and Larcker criterion supports the assumption of discriminant validity. The HTMT values must be less than 0.90 to establish discriminant validity. This indicates how discriminating the construct is. In the HTMT trial, all correlation coefficients were below 0.90. (Gold et al., 2001). The Heterotrait-Monotrait Ratio was used to assess the concept's discriminant validity (HTMT).

Table 1: Internal Consistency, Convergent Validity, composite reliability and AVE

Items	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employees Retention	0.945	0.963	0.964	0.900
Organizational Sustainability	0.727	0.744	0.849	0.656
Green Training and Development	0.917	0.921	0.936	0.709
Green Reward and Compensation	0.942	0.952	0.954	0.775
Green Management Involvement	0.872	0.956	0.920	0.795
Green Employee Empowerment and Participation	0.877	0.892	0.942	0.890
Green Performance Management and Evaluation	0.798	0.810	0.908	0.831

Table 2: Discriminant Validity: Heterotrait-monotrait (HTMT) criterion

Items	ER	GEEP	GMI	GPME	OS	RC	TD
ER	0.842						
GEEP	0.510						
GMI	0.725	0.814					
GPME	0.784	0.886	0.605				
OS	0.725	0.859	0.624	0.531			
RC	0.609	0.884	0.942	0.858	0.873		
TD	0.322	0.699	0.738	0.620	0.547	0.794	

4.2. Structural model assessment

Structural Equation Modeling (SEM) is a regression-based tool that measures the mutual relationship and casualty among the studied variables. In the present study, SEM is applied to test the proposed hypotheses. According to Hox & Bechger (1998) regression analysis is a statistical technique used to examine or evaluate the connection between study variables. In general, the regression model is used to analyze the causal influence of one variable on another. An analysis is as under.

The results in Table 3 demonstrates direct relationships and shows that all hypothesis accepted on statistical grounds, that the impact of green HRM practices have significant positive impact on organizational sustainability and

employee retention. Therefore, H1 to H2 is accepted because ($P < 0.05$) of all the variables.

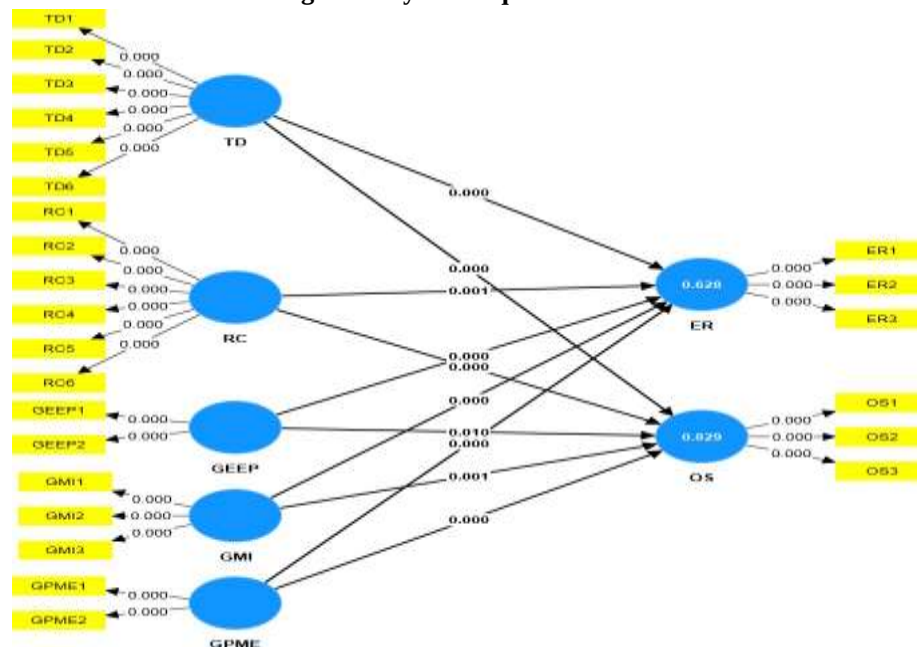
5. DISCUSSION AND CONCLUSIONS

This research was conducted in SMEs' sector of Bahawalpur, Pakistan. This study specifically focusing on employees in SMEs' sector, to understand and empirically examine the relationship between Green HRM practices components (employee empowerment and engagement, manager involvement and performance management, rewards and pay, training and development, and organizational sustainability). The study began by going through the current preference for environmentally friendly practices and their effects on organizational sustainability. The significance of green management policies and their ramifications in an organizational context have been the subject of numerous prior studies. This study sought to determine the outcomes and application of green management strategies and practices in the setting of SMEs. This study's major goal is to ascertain how green human resource practices affect employee satisfaction and how they can contribute to environmental sustainability. The study's findings revealed that green HRM practices have a significant impact on employee retention and positively influence on organizational sustainability. The SMEs' sector must adopt greenpractices and implement programs to train employees in green practices that influence the long-term cause.

Table 3: Structural Model Assessment and Hypothesis Tests

Items	Coefficient	Sample mean(M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Remarks
GEEP -> ER	-0.588	-0.595	0.083	7.056	0.000	Accepted
GEEP -> OS	0.287	0.283	0.079	3.619	0.000	Accepted
GMI -> ER	0.891	0.894	0.140	6.380	0.000	Accepted
GMI->OS	0.258	0.255	0.080	3.647	0.001	Accepted
GPME -> ER	0.379	0.383	0.104	3.647	0.000	Accepted
GPME -> OS	0.452	0.447	0.071	6.390	0.000	Accepted
RC -> ER	0.183	0.181	0.078	2.350	0.019	Accepted
RC -> OS	-0.259	-0.259	0.075	3.437	0.001	Accepted
TD -> ER	-0.235	-0.230	0.056	4.203	0.000	Accepted
TD -> OS	0.559	0.569	0.078	7.142	0.000	Accepted

Figure 2: System Equational Model



5.1. Future Research Contribution

Although this research work has been wrapped up with its findings yet there are many related queries which are to be answered still. More researches are needed to figure out the merits of using eco- friendly practices. Future research should consider both internal and external factors to understand how proactive sustainable strategies can be developed, implemented, and maintained. There is a limited Literature in assessing the relationships between green practices, employee retention and organizational sustainability, so more in-depth study is needed to assess this area, and investigate potential mediating factors that may emerge or be added to explore the relationship, especially in Pakistan.

5.2. Limitation of the Study

The study is conducted in Bahawalpur, Pakistan, so the generalization of the study is limited to Bahawalpur. Another of limitation of this study is that time constraint and limiting factor is response rate, because management may not have sufficient time to complete the questionnaire. The convenience sampling method can also be considered a possible limitation because the respondent were choosing on random basis may not be reliable. This study was also limited to the SMEs sector in the Bahawalpur, Pakistan.

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