



Impact of Green Human Resources Management Practices on Organizational Sustainability and Employee Retention: An Empirical Study Related to Educational Institutions

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ABSTRACT

This study aims to find the impact of green HRM practices on organizational sustainability and employee retention of the educational institutions of the South Punjab, Pakistan. Green HRM practices involve all the management techniques, practices, and procedures to use the organizational resources to bring sustainability for organizations and the environment. This research work is conducted in South Punjab, Pakistan, to see whether south Punjab's educational institutions practice green HRM in their daily activities. Data is collected from South Punjab educational institutions, institutions such as schools, colleges, and universities to serve the purpose. The respondents are the H.R. manager, heads of the educational institutions, and data collected by contrasting the 150 educational institutions of south Punjab chosen randomly. The overall findings state that green HRM practices significantly impact the organizational sustainability and employee retention of South Punjab's educational institutions. The research is limited due to time constraints, financial constraints, and limited data availability. The results of this research study may not generalize to another province of Pakistan as the study is conducted only in the context of South Punjab.

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1. Introduction

1.1. Green human resource management

In recent years companies are now concerned about environment-friendly practices that reduce their cost, maximize profit, and prove beneficial for their employees. Therefore the concept of green HRM is now becoming a topic of interest for researchers and the H.R. manager of the companies. Green H.R. - Green human resources refer to "the engagement of employees in all H.R. practices of the organization that lead the firm to achieve sustainable development and optimum resource utilization (Likhitar & Verma, 2017). Pallavi and Bhanu (2016) said that Green HRM refers to engaging all the company employees towards sustainability. It also involves undertaking environment-friendly initiatives to achieve greater efficiency, significantly reduce paperwork and focus on green sustainable practices.

The term green HRM deals with management practices, policies, and procedures that encourage the use of environment-friendly resources that contribute a lot to society's welfare and prove beneficial for the business. Another ultimate purpose of using green management practices is to create awareness of the green concept among the organization's employees to resolve day-to-day environmental issues. In his study, Uddin (2018) stated that the green HRM practices seem more likely to the traditional HRM practices such as recruitment, training and development, performance appraisal, and reward and compensation. When the concept of going

green is attached to the traditional H.R. practices, the practices will turn into green HRM practices.

As the going green concern is spread globally, the organizations are trying to implement such practices according to the green perspective. Many of the firms support their human resource department to bring changes into their daily activities and turn the non-green HRM practices into green practices. The organizations that bring the green practicing concepts into their daily business activities and linked them to eco-friendly management are more successful and sustainable than the non-green organizations. The use of green HRM practices could result in more outstanding competencies, lower costs, and better employee engagement in the organization and bring more eco-friendly practices that can benefit the organization and society (Arulrajah, Opatha, & Nawaratne, 2016).

Renwick, Redman, and Maguire (2013) define the Green HRM as one of the most essential and crucial elements of an organization to reach sustainability. Green HRM is a useful tool to build a green perspective and an eco-friendly mindset (Nikolaou, Evangelinos, & Leal Filho, 2015).

1.2. Green H.R. & Employee Retention

Through Green H.R.'s base human resources, the organization becomes to stabilize its internal environment up to a great extent. When employees have learned and improved their knowledge, their creativity and productivity level goes up and makes them able to get rewards and recognition. In such a scenario, the employee retention level goes down. Employee retention level refers to retain the same employee by the business for the long run instead of hiring new staff or employees every time. Recruitment or hiring of employees is a complex task requiring a sufficient amount of time and cost. Through this process, the hurdles arise in the performance and execution of business daily operations and activities, and daily operations of business get delay and increase the business opportunity cost. In addition to this, hiring new employees throughout the year adversely affects business operations' quality level. In service-based businesses, hiring new employees frequently can increase communication barriers and low customer care services and minimize customers' trust. Due to such factors, employee retention is considered highly critical and severe in a business's progress and development process. When employees are retained, the business can obtain benefits from employees' creativity and quality base intellectual approach and use such skills and performance levels of employees to maximize the organization's productivity. S. Jabbar et al. (2014) argued that sustainable environmental benefits could be acquired by implementing green HRM practices that include training and development, the teamwork of the employees, and a clear mindset of adopting the green concept. To attain the eco-friendly performance of any organization the employees of the organization should have their clear objective of becoming green. They should be reasonably trained to assess and run the activities according to the green management practices (Ranby, Lewis, Toll, Rohrbaugh, & Lipkus, 2013).

According to Jackson, Renwick, Jabbour, and Muller-Camen (2011), environmental issues started raised in the 1990s, when companies were facing environmental management problems. When firms started thinking seriously about doing something unique that will resolve this environmental issue and beneficial for organizational performance. So the firms started implementing green practices that will turn the non-green firm into a green one.

According to Frerk et al. (2015), as environmental issues increase, companies are now focusing more on adopting and implementing green human resource practices into their daily business activities. The globally expended companies now follow a structure that includes green initiatives rather than a typical financial structure. According to this new structure, all the business activities are done under the significant concept of green human resource management practices. Chaklader and Gulati (2015) argued in their study that as the concept of environmental sustainability flourished, many of the firms are now implementing strategic environment programs to maintain the eco-friendly environment and seek a competitive advantage.

1.3. Green H.R. & Organizational Sustainability

Green H.R. base management practices directly improve the organizational stability level as well. It is a broader term that includes business financial as well as its operational performance. Organization stability mainly arises from the market position, business image, and customers' perception of the business. It reflects that a business achieves a high level of development, growth, and success from its bottom line to its top-line level. Through organization stability, the business can establish a high level of Goodwill in the market and earn sufficient inflows of cash in terms of business profit. It enables the employees to increase their commitment and awareness level about what they are supposed to do and how they should work to practice in a specific way and a specific manner. This enables the employees to overcome the organization's sustainability base issues and perform their work more effectively.

Green H.R. management practices hold a vast scope, and there is no one generally accepted definition of this concept. It refers to all those learning and skills through which the business can adopt effective environment safety base measures. This strategy directly helps the business minimize the negative business image of consuming society's base environment and its resources brutally and not taking any practical steps to improve, develop, and grow the business. Mwita and Kinemo (2018) argued that as the concept of green HRM is recently brought into concern by scholars, many organizations are not fully aware of the going green concept. Here the need arises to create more awareness among the business community about implementing green HRM practices. As the organizations' business activities directly impact the organization's sustainability, the firms should be well aware of green practices in their daily business activities.

Kim, Kim, Choi, and Phetvaroon (2019) stated in their study that by keeping the green concept concern, many of the organizations use green HRM as their core strategy to reduce the harmful and non-green acts in an organization, such as reducing the wastage of water and energy, reducing greenhouse gas emissions and the usage of public transport instead of using company's vehicles. Ramasamy (2017) conducted a study on developing countries to figure out the extent of green HRM practices. The study concluded that although the developing countries are now engaging with the going green concept. However, they fail to achieve the economic objects they are supposed to achieve by implementing green management practices even though some countries cannot attain their performance objectives.

The study was conducted to see the effect of green HRM on environmental performance. The firms applying the green HRM practices are become able to reduce their business cost and can invest such savings can for the better use of the resources. With a green image to gain a more loyal and satisfied customer, such organizations' performance will be more efficient than the non-green firms M. H. Jabbar and Abid (2015). This research aims to find out the impact of green HRM practices on the sustainability of educational institutions.

1.4. Research Objectives

The ultimate objective of this study is as follows:

- To find the impact of green HRM policies on educational institutions' organizational sustainability in South Punjab, Pakistan.
- To find the impact of green HRM practices on the employee retention of educational institutions in South Punjab, Pakistan.
- To find the extent to which green HRM practices impact educational institutions' organizational sustainability in South Punjab, Pakistan.
- To find the extent to which green HRM practices impact the employee retention of educational institutions in South Punjab, Pakistan.

1.5. Theoretical Gap

GHRM has been a challenging discussion in developing countries now a day. Many researchers are recommended to explore this area of study. Researchers identified the need and

importance of green human resource management practices concerning organizations and industries. The concept of green HRM is new to many firms and industries in developing countries. Many organizations in developing countries utilize green practices, but this ratio is relatively lower than using green practices in developed countries. Therefore, implementing such green practices is relatively high in developing countries than the developed countries (Ramasamy, 2017). The engagement of organizations with green HRM practices is a deficient level, and there is a need to create awareness among the companies about the ultimate benefits of using green human resource management practices (Zibarras & Coan, 2015). And the ultimate focus was to create awareness among the organizations to turn the non-green environment into an eco-friendly environment (Neto, Jabbour, & de Sousa Jabbour, 2014).

Academics institutions are somehow implementing green practices to turn the institutions more sustainable, as the traditional libraries are replaced with digital libraries to create a green image. But there is a need to conduct more studies and research to overcome the other non-green factors such as excessive use of energy, carbon footprint, and financial issues (Jones & Wong, 2016). Moreover, the engagement of Indian Business Schools with green practices is below the expectations, and there is a need to add more research and studies that will help the business schools to bring green practice more into the theory and practical actions (Pillania, 2014).

2. Literature review

2.1. Green HRM

Deepika and Karpagam (2016) said that green HRM includes environmentally friendly practices for the economic utilization of the assets that increase employees' working abilities, enhance their functional performance and commitment to their organization, and reduce the cost and wastage resources. Likhitkar and Verma (2017) explained that green HRM alludes to employee engagement in their work to achieve organizational and environmental sustainability. It also includes the integration of human capital and environmental sustainability for the ideal usage of organizational resources. Green HRM involves the practices that turn the firm's employee into a green worker that will become beneficial for the business, natural environment, individual, and societal level (Opatha & Arulrajah, 2014).

Green HRM refers to using HRM practices to urges the optimum use of resources to promote environmental and organizational sustainability (Jyoti, 2019). THE Green HRM concept relied on a green movement that aims to protect the earth and the environment from future disasters, resulting from some taint human activities and natural disasters (Hussain, 2018).

Deepika and Karpagam (2016) argued that green HRM practices turn the workplace into a green environmental workplace, which becomes beneficial for both the employee and the firm. Further, she claims that green HRM is a vast part of corporate social responsibility (CSR), and to implement CSR activities, the H.R. department of the organization plays a vital role. Cheema said that most firms mostly implement green HRM practices to become socially responsible and achieve a sustainable environment. Author Gond, Igalens, Swaen, and El Akremi (2011) argued that CSR rises within the H.R. functions and is directly linked with the H.R. department in many firms. In such firms, the relationship between the H.R. and CSR practices is powerful at the operational and strategic level.

Further, they sort some practices that create links between H.R. and CSR. According to Author Gond et al. (2011), there is a link between best H.R. practices (training, labor union support, health & safety, H.R. planning) and CSR. Usually, these practices run under H.R. managers, but mostly the firms considered these as CSR. Bučiūnienė and Kazlauskaitė (2012) conclude that CSR and HRM are linked together, and this link enhances the performance outcome. The organizations where H.R. practices are used and evaluated at the strategic level will lead the organization to develop CSR practices that will increase the financial and organizational performance. Activities performed under green HRM build a more comprehensive program of CSR (Jyoti, 2019).

Madhavi (2016) opined that green practices urge workers to turn into Green by limiting their traveling expenses, foreign visits, minimizing their bill payments, and becoming cost-conscious. Tangthong, Trimetsoontorn, and Rojniruntikul (2014) argued that H.R. practices play a crucial role in better organizational performance. Organizations implement these practices to reap high performance. The Green HRM practices enable the organizations to reduce the operational cost, increase employee engagement, and employee retention, which allows the firms to perform their business activities in a better way (Strandberg-Larsen & Krasnik, 2009).

Menon (2016) said that green practices include online recruiting using online interviews to reduce the traveling cost. The green human resource practices enable organizations to find alternative means to reduce operational activities without losing the firms' human capital talent. These days, many organizations adopt green HRM practices to accomplish two main reasons: the first and most crucial reason is to protect the environment, and the second is to preserve knowledge by retaining their talented employees for a long time (Halawi & Zaraket, 2018).

2.2. Green recruitment

Green recruitment includes hiring the personal with green knowledge (familiar with sustainable practices) or having possession of skills and behaviors related to environmental management (Sarkar et al., 2017). Madhavi (2016) said that green recruitment should be done by online tracking of individuals. Recruitment detail and the CV submission should be done online and shortlisted for those who have Knowledge about green concepts. By adopting green recruitment, firms put online job advertisements by developing their websites, which resulted in lower cost and made the recruitment fast and convenient (Deepika & Karpagam, 2016).

Ahmad (2015) said that taking green aspects under consideration is a system where much of the focus is given to the various aspects of the environment and the environment. Adding to this, recruiters can act very energetically and are very excited to work within green organizations. If the recruitment process is done with the persons related to green HRM and has professional involvement, it is easy to make them sensitize and give the awareness and make them realize about the recruitment of Green. Nations said that many German organizations such as Bayer & Mannesmann and Siemens attract potential and highly competitive employees by creating their image green and by using eco-friendly activities

2.3. Green training and development

Ahmad (2015) said that firms should have to know their employees about green practices. Besides this, the company worker can urge customers to become Green by buying green goods. Longoni, Golini, and Cagliano (2014) argued that employees' training regarding increasing eco-friendly knowledge could enhance environmental performance. Zoogah (2011) argued that green training and development define as providing liberty to the organization's workers to be involved in eco-friendly activities by training them in working schemes that minimize waste, save energy, and save the environment. Ahmad (2015) opined that green training and development make workers aware of environmental management's importance. Green training and development include train the employees about how to make optimum use of resources within the organization. Such training will enhance the employee's skills to solve many environmental problems. Cagliano, Caniato, Longoni, and Spina (2014) argued that employees' training regarding increase eco-friendly knowledge can enhance environmental performance.

2.4. Green reward and compensation

Pallavi and Bhanu (2016) said that reward and compensation play a vital role in attracting, retaining, and motivating the company's employees to perform their duties efficiently to better the organization. In his research, Taylor, Anderson, and Vilambi (1992) examine 16 organizations from 5 countries conclude that the organizations that offer green compensation and reward to their workers favor implementing green HRM practices into their business activities. Madhavi (2016) opined that the workers should reward as they contribute to

implementing green practices (reducing wastage). Ramasamy (2017) said that a green reward is a favor given to the employees against implementing green practices to promote eco-friendly activities in the organization. Deepika and Karpagam (2016) said that rewards should be given to workers who reduce wastage at their workplace. Jyoti (2019) said that the firms working in Europe, the U.S., and Britain introduced performance-related pay according to this system. The senior worker and middle managers awarded compensation over 10 percent against implementing eco-friendly practices and producing non-polluting goods.

2.5. Green performance appraisal

To motivate employees to follow green practices, performance appraisal is crucial (Deepika & Karpagam, 2016). Ahmad (2015) said that performance appraisal is a way to improve employees' job-related skills to make them efficient to accomplish the firm's objectives. Likhitkar and Verma (2017) opined that the appraisal of employees' good work is necessary to motivate them to follow green practices. To do this, the firm's top management has to retain and motivate their potential workers who are working under eco-friendly practices by appraising their work and awarding green compensation. Jackson et al. (2011) opined that to improve the organizational environment and motivate and support the employees, useful feedback is required that can be provided by an efficient performance appraisal system. Tapamoy (2008) said that the need for green performance appraisal arises when an organization wants to check its own ability to achieve sustainable objectives. Arulrajah et al. (2016) opined that improving the green environmental aspect of the firm's green performance plays a crucial part. Green performance eliminates the entire non-green element and enhances the green impact of the organizational environment.

2.6. Green performance appraisal:

To motivate employees to follow green practices, performance appraisal is a crucial element. (Deepika & Karpagam, 2016). Ahmad (2015) said that performance appraisal is a way to improve employees' job-related skills to make them efficient to accomplish the firm's objectives. Likhitkar and Verma (2017) opined that the appraisal of employees' good work is necessary to motivate them to follow green practices. To do this, the firm's top management has to retain and motivate their potential workers who are working under eco-friendly practices by appraising their work and awarding green compensation. Jackson et al. (2011) opined that to improve the organizational environment and motivate and support the employees, useful feedback is required that can be provided by an efficient performance appraisal system. Tapamoy (2008) said that the need for green performance appraisal arises when an organization wants to check its own ability to achieve sustainable objectives. Arulrajah et al. (2016) opined that improving the green environmental aspect of the firm's green performance plays a crucial part. Green performance eliminates the entire non-green element and enhances the green impact of the organizational environment.

2.7. Green HRM links with organizational sustainability and employee retention:

Pallavi and Bhanu (2016) said that studies conducted by the Center of Effective Organizations conclude that there is a positive impact of sustainable and green H.R. management practices on organizational profitability, employee retention, employee relations, recruitment, and shareholder value. Out of 100 HR managers, 82% said that sustainable H.R. practices positively impact the organization's profitability. Deepika (2016) opined that to implement any sustainable activities, different departments of the firm such as marketing, finance, and HRM considered being very important, but the human resource department of the firm considered as an essential part above all as many firms link human resource as the significant part of corporate social responsibility. It's the human resource department of the organization that has the power to manage its people and implement the strategies in a way that can grasp the element of sustainability. Madhavi (2016) stated that the firms that indulge in using green HRM practices in their business activities gain financial benefits and have very low employee turnover.

Further, he argued that socially responsible firms capture competent and efficient workers, and these employees are motivated to work with green firms that will reduce the turnover of employees. Tangthong et al. (2014) conducted a study in Thailand to examine the impact of green HRM practices on employee retention. According to them, the HRM practices affect employee retention in both direct and indirect ways. Further, they opined that employees of the firm would show their interest in the work more efficiently when they are highly rewarded and paid. On the other hand, training can help retain the employees by aligning other HRM practices such as compensation and reward that will help reduce employee turnover.

Menon (2016) conducted a study in Kolhapur, a city of India, in which he concludes that there is a strong positive relationship between green HRM, environmental sustainability, and organizational sustainability. Further, he argued that by using green HRM practices, an organization could create value for their investors, bring profitable returns for the firm, and motivate them to adopt green HRM practices that will prove beneficial for their health and prosperity. Likhitkar and Verma (2017) opined that small green initiatives such as energy-saving, video conferencing, online interviews, reusing waste material, and computer-based filing systems could create immense benefits for the firm the sustainability of the organization. By implementing these practices, the firm will lower its cost and employees will be more motivated and engaged in their work that will bring sustainability to the firm. Ramasamy (2017) conducted a study concerning the developing countries regarding the use of green hrM practices in which they conclude that HRM plays a vital role in converting the non-green organization into a green one. Becoming a green organization starts from green recruitment and then ends up at organizational culture management. When an organization follows up the above process in a greenway, the organization will become more able to attain sustainability in both environmental and organizational ways. Deepika and Karpagam (2016) argued that green HRM practices increased a firm's productivity and proved to help create a healthy relationship between workers and the firm's management. In the environmental context, green HRM practices are also contributed a lot by reducing the dirty stuff. An organization can turn into Green by adopting green HRM practices such as online training, online recruiting, electronic filing, virtual conferencing, and recycling.

Although Sarkar et al. (2017) claimed that the corporate world mostly appreciates the concept of using green HRM practices in daily business activities, they further stated that although it is hard enough to adopt and implement all the green HRM practices into business activities however an organization can gain competitive advantage and sustainability by a slight change of simple HRM practices into green HRM practices. To accomplish this goal, both the workers and the firm's management have to put their efforts to convert the organization into the Green. They further said that the organizations need to follow up on the old concept of three R's (Reuse, Reduce, Recycle) to create and maintain the environment and organizational sustainability and secure the firm's future. Adding to this, green H.R. practices can play a significant role in the green movement and turn the firm's workers more satisfied and motivated to work under green practices. Rawashdeh (2018) conducted a study on the hospital and health sector of Jordan in which he examines the relationship of green H.R. management policies with environmental sustainability. He concluded that all green management policies positively related to environmental sustainability, but he primarily focused on three HRM practices: green recruitment, green compensation & reward, and green training and development of employees. According to his findings, the hospital and health center of Jordan implementing the green HRM practices at a moderate level has a significant positive impact on environmental sustainability. Sabbagha, Martins, and Ledimo (2018) conducted a study related to employee retention and job satisfaction in which he concludes that all the HRM practices that contribute to encourage and motivate the employees are too much important and should be implemented to retain the staff because a firm can breathe and compete in a market only when its employees are committed, satisfied, motivated and loyal enough to stay along with the firm for a longer period of time.

2.8. Green HRM links with educational institutions:

The study was conducted to check the extent of practicing green human resource management policies and practices in India's business schools. The study's essential purpose was to educate the students about Green and eco-friendly management practices later on. The

students have to educate and train the future managers of the business. (Pillania, 2014). The concept of going green is spreading rapidly in the business community, including organizations and educational institutions, higher education institutions, and universities. Educational institutions, universities, and academic libraries can play a vital role in promoting green management practices by educating their students. Another way to contribute to the green environment is to turn their non-green institutions into Green. Academic libraries can turn Green by providing online services, reducing paper waste, and saving energy using solar as an alternative. (Jones & Wong, 2016)

Green management practices are needed to adopt by every firm, including educational institutions, to eliminate the non-green actions of individuals, industrial firms, and educational institutions as the educational system consist of several complex and rigid educational, social, curricular well as extra-curricular activities, so the educational institutions need to rebuild their non-green process and techniques into eco-friendly activities by replacing their traditional recruiting system into the online recruitment process, by eliminating the wastage of paper and reducing the consumption of energy. Many educational institutions and academic libraries focus on improving technology to get sustainable outcomes and ignore the human power that is more important to bring green practices in educational institutions. The staff of the universities and academic institutions can bring revolutionary actions to make the environment sustainable (Tairu, 2018)

As the universe is suffering from global warming, educational institutions and academic learning libraries' pressure is increased to turn their non-green information and communication technologies and procedures into green practices that will reduce the cost, save energy, and lower the carbon footprint (Suryawanshi & Narkhede, 2013). Foo, Ross, Jones, and Reid (2013) explained that educational institutions, universities, and higher education pay a significant contribution in the context of achieving sustainability. Educational institutions' human capital can spread awareness about sustainable practices by conducting research studies on these crucial topics.

Louw (2013) conducted a study on higher educational institutions to check the extent of these institutions' sustainable practices and learning. The study concludes that there is a need to redesign the institution's curricular activities in a way that urges the students to develop a green perspective mindset.

3. Data and Methodology

The independent variable used for the study is green human resource management, and the dependent variable for the study is Employee retention and organizational sustainability.

3.1. Conceptual framework

The conceptual framework has great importance in any study as it is called the keystone of any research. The conceptual framework was developed to explain the link between the variables. All work is based on the variables, so the need arises to frame a conceptual model after discussing the variables in detail.

For this specific study, the literature has been discussed above that explain the variables in detail. Here is the conceptual framework of the concerned study that is explaining the link among variables.

3.2. Structural Model

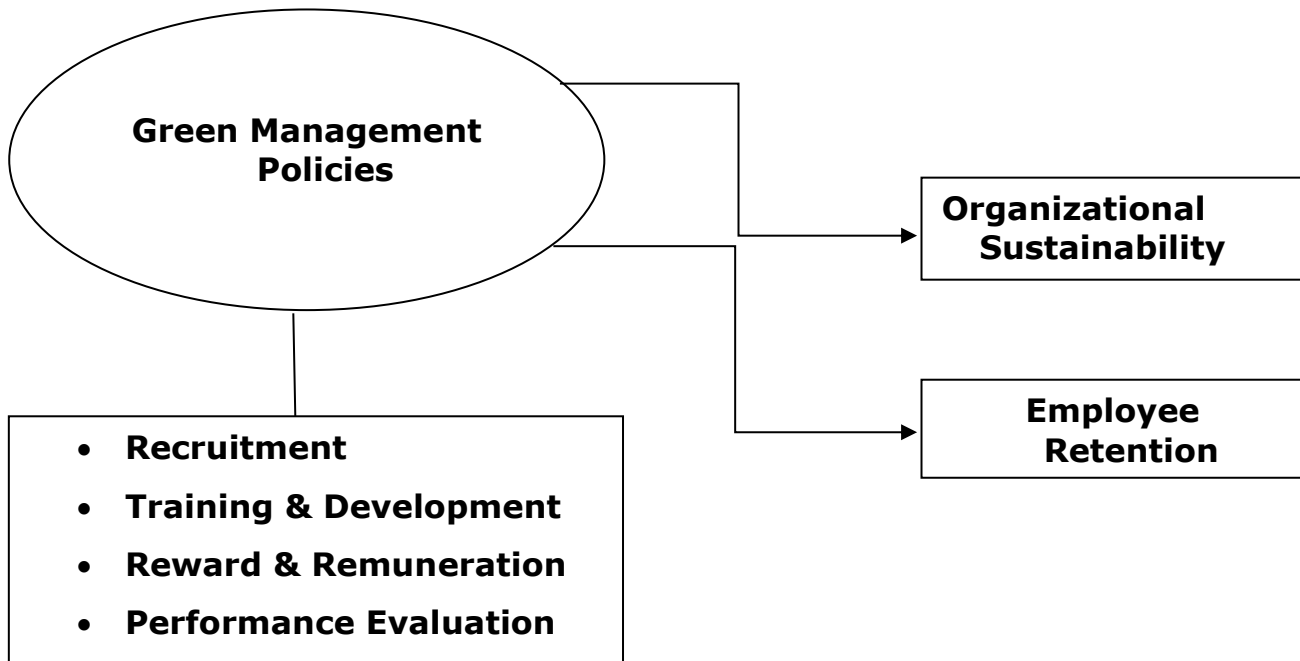


Figure 1: Impact of green management policies on organizational sustainability and employee retention

3.3. Hypothesis

H1: Green management policies have a positive impact on the sustainability of educational institutions of south Punjab.

H2: Green management policies harm the sustainability of educational institutions of south Punjab.

H3: Green management policies positively impact the employee retention of educational institutions of south Punjab.

H4: Green management policies harm the employee retention of educational institutions of south Punjab.

3.4. Methodology

The section explains the way of conducting this concerned study. The methodology aims to understand the study in the broadest possible terms. So the primary aim of writing this section is to understand the procedure indeed which will be used while conducting this research.

3.5. Research Design

The research design of the research work is related directly to the research questions. From the viewpoint of Flick (2018) 'research design is a kind of plan in which shreds of evidence are collected and analyzed. . As the research design of the present study is described, it can be stated that this is an experimental, quantitative and questionnaire-based research work. The data obtained is also analyzed quantitatively.

3.6. Sample of the study

The population includes an extensive collection of objects or individuals that remains in the study's central focus. The concerned research is based on checking the impact of green HRM practices on educational institutions' sustainability. Therefore, the study's concerned population is all the educational institutions, including schools, colleges, and universities of South Punjab, Pakistan.

The Sample includes a small group of objects fetched from the concerned population to generate the study results. In this study, the Sample is generated from all the South Punjab's educational institutions, Pakistan.

3.7. Sampling size and techniques

The concerned study is consisting of a sample size of 150 objects. The research type and nature of this study is supporting this sample size. A study was conducted by collecting the data from 87 H.R. managers to find the impact of HRM on Malaysia's manufacturing firms. (Yong & Mohd-Yusoff, 2016).

The concerned research work uses cluster sampling as a technique to collect data. The population's geographical area is South Punjab, and then the population is divided into clusters of different cities of South Punjab. After divided the population into different cities, data is collected from randomly selected educational institutions of South Punjab.

3.8. Research Approach

This research study is based on a deductive approach as the study contributes to an existing topic by developing the hypothesis, and results are disclosed by performing analysis tools.

3.9. Research Method

The concerned study is conducted under the quantitative method as the data is collected through questionnaires and analysis by using the SPPSS, a statistical tool.

3.10. Data collection

Primary or secondary data

As this research study is concerned, primary data is collected from the academic institutions of South Punjab. A survey structured questionnaire is developed to collect the data, and the concerned respondents of the study are H.R. managers and heads of the educational institutions of South Punjab.

Data collection tools

As long this research is concerned, the quantitative research design is followed, and primary data is collected through a structured survey questionnaire. Different questions related to concerned variables are asked to collect the responses from the participants. The minimum three items have been attached to each variable. The questionnaire is based on close-ended questions, and the interval scale is used to measure the responses as this scale is suitable to measure the responses of quantitative research studies. For the evaluation of responses, a five-point liker scale is used that contains the responses started from (1) "strongly agree" to (5) for "strongly disagree."

4. Data Analysis and Finding

This section deals with the analysis of the collected data. Data analysis is a process of examining, identifying, and quantifying the collected data, theories and testing the developed hypothesis to

construct the relationship between the variables that will permit a researcher to forecast and disclose the study's actual result.

In this concerned research, SPSS software is used for the testing of data gathered from different respondents. Several tests are used to test the data. Reliability analysis, demographic analysis, correlation analysis, and regression analysis are used to test the study's hypothesis.

4.1. Reliability analysis

The reliability tool runs to check the internal consistency and reliability of the instrument or instrument. The maximum value of Cronbach alpha is 1. If the reliability value is closest to the 1, that instrument will be considered a reliable instrument. The values lie between 0.6 - 0.7, the reliability of the instrument will be accepted. If the values lie below 0.5, the reliability will be low, and the need arises to rebuild or make some changes to the instruments.

Table 1
Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	No. of Items
.687	24

As the above table shows, the Cronbach alpha lies between the values of 0.6 – 0.7, which means the instrument's internal consistency is reliable.

4.2. Regression analysis:

Regression analysis is a statistical tool that figures out the independent variable's effect on a dependent variable. This statistical test help to find how much an independent variable is affecting the dependent variable. The ultimate purpose is to explain the relationship between independent variables and dependent variables.

This research is concerned that green HRM is the independent variable, and organizational sustainability and employee retention are the study's dependent variable. So the test is run to find the impact of green HRM on the dependent variables.

Table 2
Impact of Green HRM on organization sustainability

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.052 ^a	.003	-.004	.61882

a. Predictors: (Constant), GHRM_AVG

In the above table, the value of r square is 0.003, which means that the independent variables that are green HRM impact organizational sustainability; however, the impact is not too strong.

Table 3
Model Summary

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
(Constant)	1.849	.165		11.204	.000
1 GHRM__AVG	.040	.063	.052	.636	.526

The coefficient table of the variables explains the criteria of the acceptance and rejection of the hypothesis. If the significant value < 0.005, the null hypothesis will be accepted, and if the sig. Value > 0.05 the hypothesis will be rejected as there is no impact found. As in the above table, the significant value is 0.526, which is > 0.05, which means the null hypothesis green HRM positively impacts organizational sustainability is rejected.

Table 4
Impact of Green HRM on employee retention (model diagnostics)

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.163 ^a	.027	.020	.84588

In the above table, R square's value is 0.27, which explains the relationship between green HRM and employee retention, but the relationship is not too strong.

Table 5
Impact of Green HRM on employee retention (estimates)

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
(Constant)	1.826	.229	7.977	.000
GHRM_AVG	.174	.087	2.007	.047

As in the above table, the significant value is 0.047 that < 0.05. The results are concluding that the null hypothesis is accepted. The green HRM practices have a positive impact on employee retention.

4.3. Correlation analysis

Table 6
Correlation analysis

		GHRM_AVG	GER_AVG	ORGS_AVG
GHRM_AVG	Pearson Correlation	1	.163*	.052
	Sig. (2-tailed)		.047	.526
	N	150	149	150
GER_AVG	Pearson Correlation	.163*	1	.221**
	Sig. (2-tailed)	.047		.007
	N	149	149	149
ORGS_AVG	Pearson Correlation	.052	.221**	1
	Sig. (2-tailed)	.526	.007	
	N	150	149	150

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

The correlation test is used to check the extent of the relationship between the independent and dependents variables. The text tells about the intensity and direction of the relation. Either the relationship between independent and dependent variables is positive or

negative. The values to check the relationship range from -1 to $+1$, which indicate the relationship's direction, whether the relationship is positive or negative.

The above table shows the value of employee retention is 0.163 shows that the relationship between the green HRM practices and employee retention is positive; however, the intensity is moderate, which means a positive but weak relationship is found as per the context of educational institutions as the table value of organizational sustainability is 0.52, that indicates a positive however weak relationship between the green HRM practices and organizational sustainability.

5. Conclusion

The study is conducted to find the effects of green policies on the sustainability and retention of employees in the educational institutions of South Punjab. The study discussed the recent trend of the privilege of green practices and their impacts on organizational sustainability. A significant number of previous studies have been conducted on the importance of green management policies and their implications in an organizational context. This specific thesis is concerned with finding the effects and implementation of green management policies and techniques in an educational context.

The findings indicate a positive relationship between the green management policies and the sustainability of the educational institutions. Although the relationship was found positive, the intensity of the relationship is too weak. However, the link between green policies and employee retention is better than the relationship found between green practices and sustainability. Few educational institutions are well aware of the eco-friendly management policies and their glorious impact on sustainability and implementing these practices at their institutions. Some institutions have awareness but partially implemented these practices due to the limited availability of the resources. As we know, south Punjab is a developing region of province Punjab, and the awareness of such revolutionary and globally implemented practices are not too much adopted at a broad level. The reason is the lack of awareness and unavailability of the resources that require bringing these activities into the working environment's daily actions. These difficulties can be eliminated or reduced by creating awareness about such green practices and ensuring the availability of all the resources needed for implementing such practices. Govt. can take revolutionary steps by educating the people about green management practices. Govt. should give incentives to follow the green practices to motivate the educational and industrial sectors.

The study concludes that the educational institutions of south Punjab are engaged and implement the green practices and find these practices fruitful for their sustainability and employee retention. However, the use and impact of these practices are shallow. The relationship found between green HRM and sustainability is positive, but the intensity is weak.

5.1. Reservation of the study

There are some limitations to the study that arise due to many reasons. The time span of conducting this study is too short for expanding the geographical area. Therefore the study is conducted only in the region of South Punjab, Pakistan. As the study is conducted in Punjab, the study's generalization is limited to Punjab may not apply to other places of Pakistan. The limited variables are studied as the time constraint is one reason to limit the NO. of variables.

5.2. Future framework:

Research on any specific field or subject is a progressive and continuous process. It cannot be wind up after conducting minor studies. All the research that is being made adds to putting the significant contribution of existing knowledge step by step. Although this research work has been wrapped up with its findings, many related queries are still answered. More action researches are needed to done to figure out the merits of using echo- friendly practices. More research studies can be conducted on this topic by expanding the geographical area as the

concerned study is limited to Punjab. More studies can be conducted in different settings such as hospitals, food industries, and banks to find green practices' impacts on these settings' sustainability.

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