

**INFLUENCE OF SUSTAINABLE HRM PRACTICES ON INTENTION TO STAY  
AMONG IT PROFESSIONALS**

**A Dissertation work submitted to the**

**University of Kerala**

**in partial fulfillment of the requirements for the  
Master of Human Resource Management Degree Examination**

**SUBMITTED BY**

**SREEKUTTY C**

**Exam Code: 58418404**

**Candidate Code: 58421115017**

**Subject Code: HRM 2.4.5**

**Under the supervision of**

**DR. PRAKASH PILLAI R**

**(Assistant Professor, Department of Personnel Management)**



**LOYOLA COLLEGE OF SOCIAL SCIENCES,  
SREEKARIYAM THIRUVANANTHAPURAM,  
KERALA 695017**

**2021-2023**

## CERTIFICATION OF APPROVAL

This is to certify that the dissertation entitled” INFLUENCE OF SUSTAINABLE HRM PRACTICES ON INTENTION TO STAY AMONG IT PROFESSIONALS is a record of genuine work done by Sreekutty C a fourth semester, Master of Human Resource Management student of this college under my supervision and guidance and that is hereby approved for submission.

Recommended for forwarding to the University of Kerala

Dr. Prakash Pillai R  
Research Supervisor  
Department of Personnel Management  
Loyola College of Social Sciences  
Trivandrum

Forwarded to the University of Kerala

Dr. Saji P Jacob  
Principal  
Loyola College of Social Sciences  
Trivandrum

## DECLARATION

I, Sreekutty C hereby declare that the dissertation titled **“INFLUENCE OF SUSTAINABLE HRM PRACTICES ON INTENTION TO STAY AMONG IT PROFESSIONALS”** is based on the original work carried out by me and submitted to the University of Kerala during the year 2021-2023 towards partial fulfillment of the requirements for the Master of Human Resource Management Degree Examination. It has not been submitted for the award of any degree, diploma, fellowship or other similar title of recognition before.

Place: Trivandrum

Date: :

## ACKNOWLEDGEMENT

I am grateful to the Almighty for the blessings and for empowering me to complete this dissertation. I would also like to express my sincere gratitude to all those who contributed for the fulfillment of this work through their advice's, efforts, guidance, and blessings.

I would like to thank Dr. Saji P Jacob, Principal, Loyola College of Social Science. I express my deep sense of gratitude and profound thanks to my faculty guide Dr. Prakash Pillai R, for all his timely instructions and guidance given to bring the best out of me. I extend my heartfelt gratitude to Dr. Aby Tellas, Head of the Department, Dr Prakash Pillai R and Dr. Anitha S, faculty members of the Department of Personnel Management for being generous in sparing their time for responding to my queries and providing necessary support and guidance throughout my research journey.

I would like to thank all the respondents on the outset of their valuable time and for filling the questionnaire. I express my sincere thanks to Dr. Sunil Kumar, Librarian and Mr. George Mathew, Assistant Librarian, Loyola College of Social Sciences for providing necessary reference materials, and their kind support for the successful completion of my work so far.

I would like to extend my heartfelt gratitude to my parents, who spared efforts and with whose prayers and support, I attain all my successes. I am also indebted to my dearest friends, whose help and support and encouraged me to complete this work and present it before you.

## Table of Contents

ABSTRACT .....	1
CHAPTER 1 .....	1
1.1. INTRODUCTION .....	2-3
1.2. STATEMENT OF THE PROBLEM .....	4
1.3. SIGNIFICANCE OF THE STUDY .....	4
1.4. OBJECTIVE .....	5
1.5. DEFINITION OF CONCEPTS .....	5
CHAPTER 2 .....	6
2.1 INTRODUCTION .....	7-8
2.2 REVIEW OF LITERATURE .....	8-20
CHAPTER 3 .....	21
3.1. TITLE OF THE STUDY .....	22
3.2. RESEARCH DESIGN .....	22
3.3. RESEARCH VARIABLES .....	22
3.4. UNIVERSE AND UNIT OF STUDY .....	22
3.5. SAMPLING DESIGN .....	22
3.6. SOURCES OF DATA .....	22-23
3.7. TOOLS OF DATA COLLECTION .....	23
3.8. DATA COLLECTION .....	23
3.9. TOOLS FOR DATA ANALYSIS .....	23
3.10. LIMITATIONS OF THE STUDY .....	23
CHAPTER 4 .....	24
4.1. INTRODUCTION .....	25
DEMOGRAPHIC PROFILE OF THE RESPONDENTS .....	25
4.4 SUSTAINABLE HRM DESCRIPTIVE STATISTICS .....	26-27
4.5 SUSTAINABLE HRM AND GENDER .....	27
4.6 INDEPENDENT SAMPLE TEST FOR SUSTAINABLE HRM MEAN .....	28
4.7 SUSTAINABLE HRM MEAN & ORGANISATIONS .....	29
4.8 INTENTION TO STAY DESCRIPTIVE STATISTICS .....	29-30
4.9 INTENTION TO STAY AND GENDER .....	30
4.10 INDEPENDENT SAMPLE TEST FOR INTENTION TO STAY .....	31
4.11 INTENTION TO STAY AND ORGANIZATIONS .....	32
4.12 ANOVA .....	32-33
4.13 CORRELATIONS-SHRM & INTENTION TO STAY .....	33
CHAPTER 5 .....	34
5.1. INTRODUCTION .....	35
5.2. FINDINGS .....	35-36
5.3. CONCLUSION .....	37
BIBLIOGRAPHY .....	38-40
APPENDIX .....	<b>Error! Bookmark not defined.</b>

## **ABSTRACT**

The focus of this research is to understand how sustainable HRM practices affect the intention of IT employees to stay in their organizations. In simpler terms, we want to know if the ways companies take care of their employees and the environment influence whether employees want to keep working there or think about leaving. To achieve this, we have specific goals: first, we will find out what sustainable HRM practices companies are using. Second, we will ask employees if they plan to stay with their current company for a while or if they are thinking of leaving. Lastly, we will look at how these sustainable HRM practices and employees' intentions to stay are connected. This study aims to help organizations improve their practices to create a work environment where employees want to stay longer, leading to happier employees and more successful companies.

# **CHAPTER 1**

## **INTRODUCTION**

## **1.1. INTRODUCTION**

Traditional Human Resource Management (HRM) practices have historically formed the bedrock of organizational personnel management. In response to evolving business landscapes, Sustainable HRM has emerged as a transformative approach, transcending conventional HR practices. This innovative approach encompasses not only customary employee management considerations but also vital social, environmental, and economic dimensions, interwoven into an organization's HR strategies. By integrating these dimensions, Sustainable HRM underscores a commitment to cultivating a harmonious and lasting workforce management approach.

At its core, Sustainable HRM places significant emphasis on nurturing a resilient and engaged workforce over the long haul. This involves fostering employees' skills and talents through various initiatives, while also highlighting environmental consciousness and social responsibility. In sectors like the Information Technology (IT) industry, where the competition for skilled professionals is fierce and employee retention proves challenging, Sustainable HRM practices play a crucial role. Within the realm of IT, these practices encompass a spectrum of strategies, ranging from flexible work arrangements and employee empowerment to skill development programs, diversity and inclusion promotion, equitable compensation, and environmentally sustainable policies.

A central tenet of Sustainable HRM is the concept of the "intention to stay." This concept reflects employees' desire to remain within their current organization. Research underscores the profound impact of sustainable HRM practices on shaping employees' intention to stay. These practices synergistically foster a work environment that not only amplifies job satisfaction and organizational commitment but also enhances overall well-being. When employees perceive their organization as socially and environmentally responsible, a strong emotional connection forms, driving commitment to the organization's long-term success.

In the fiercely competitive IT industry, where talent acquisition remains a constant pursuit, understanding the relationship between sustainable HRM practices and the intention to stay among IT professionals becomes paramount. By aligning HR strategies with sustainable practices, IT organizations



can cultivate a work culture that nurtures loyalty and curbs employee turnover. Furthermore, employees who perceive their organization as socially responsible exhibit higher motivation, productivity, and engagement levels, bolstering the organization's overall competitiveness.

While existing research has explored the link between conventional HRM practices and employee retention, a notable gap remains in understanding how sustainable HRM practices specifically influence the intention to stay among IT employees. This study aims to bridge this gap by meticulously examining the impact of sustainable HRM practices on IT professionals' intention to stay. Through an in-depth exploration of IT employees' perspectives and experiences concerning sustainable HRM practices and their effects on their intention to stay, this research seeks to provide insightful contributions to organizations aspiring to augment employee retention and fortify sustainability initiatives.

In an era marked by dynamic shifts in organizational expectations, Sustainable HRM stands as an avant-garde approach, transcending the confines of conventional practices. By integrating social, environmental, and economic dimensions into HR strategies, organizations can foster a holistic work environment that resonates with employees. As the IT sector's demand for skilled professionals continues to surge, and competition for talent remains fierce, embracing Sustainable HRM offers a powerful avenue for companies to not only retain valued employees but also amplify their own sustainability endeavors.

In conclusion, Sustainable HRM is a transformative approach that integrates diverse dimensions into HR strategies, fostering a lasting and balanced workforce management ethos. Its emphasis on employee engagement, environmental consciousness, and social responsibility holds immense potential, particularly in industries like IT, where talent retention is paramount. As organizations endeavor to thrive in an ever-evolving landscape, aligning HR practices with sustainability principles emerges as a strategic imperative, fostering employee loyalty and enhancing overall competitiveness. Through comprehensive research, this study seeks to shed light on the nuanced relationship between sustainable HRM practices and the intention to stay among IT professionals, offering valuable insights for organizations aiming to create enduring success.

## **1.2. STATEMENT OF THE PROBLEM**

This research aims to understand how adopting sustainable Human Resource Management (HRM) practices can influence employees' commitment to their organizations. It explores whether these sustainable practices can create a stronger connection between employees and their workplace, leading to a greater desire to stay. The motivation for this study comes from the evolving nature of Sustainable HRM (SHRM) practices, which go beyond traditional HR strategies to address modern challenges, like employee attrition. Employee attrition is a major concern for organizations, as it can cause knowledge loss and disruptions. Sustainable HRM practices are seen to tackle this issue, but there's a lack of comprehensive studies on how they specifically affect employees' intention to stay. This research aims to fill this gap by examining different aspects of sustainable HRM, such as employee well-being and environmental responsibility, to understand how they impact employees' commitment to their organization. With limited research on the link between sustainable HRM and intention to stay, this study seeks to provide valuable insights that can guide organizations in shaping their HR strategies to build loyalty and retain employees.

## **1.3. SIGNIFICANCE OF THE STUDY**

The study on sustainable HRM practices and intention to stay is significant for several reasons. Firstly, it addresses the growing importance of sustainable practices in organizations, highlighting the role of HRM in promoting sustainability. By examining the relationship between sustainable HRM practices and employees' intention to stay, the study can provide insights into how organizations can enhance employee retention and engagement. Additionally, the research can contribute to the existing literature on HRM and sustainability by providing empirical evidence of the link between these variabl

#### **1.4. OBJECTIVE**

**General Objective:** Understanding how sustainable HRM practices influence employees to stay in the organizations.

**Specific objectives:**

- To identify the sustainable HRM practices adopted by organizations.
- To assess the intention of employees to stay in the organization
- To examine the role of sustainable HRM practices and intention to stay

#### **1.5. DEFINITION OF CONCEPTS**

**Sustainable HRM :**

**Theoretical definition:** Sustainable HRM refers to managing human resources in a way that balances the needs of employees, the organization, and the environment, promoting long-term well-being and success.

**Operational definition:** Sustainable HRM involves implementing practices that prioritize employee development, work-life balance, ethical treatment, and environmental responsibility, leading to resilient organizations and lasting societal benefits.

**Intention to stay:**

**Theoretical Definition:** "Intention to stay" refers to an individual's psychological commitment and desire to continue being a part of a specific organization or community.

**Operational Definition:** "Intention to stay" can be measured by asking individuals about their plans and willingness to remain associated with the organization, gauging factors such as their likelihood of seeking alternative opportunities and their dedication to the organization's long-term goals.

## **CHAPTER 2**

### **REVIEW OF LITERATURE**

## 2.1 INTRODUCTION

A review of the literature is an essential component of any research project. Any inquiry in the field of information requires extensive library use and a detailed study of related and applicable literature. The investigation and comprehension of relevant literature take time, but it is very fruitful process of a research program. Both researchers must have a thorough understanding of the origins of their problem area, as well a what they have already learned in their field. Not only should the researcher be familiar with the tools to use, but he or she should also know where and how to find out the information.

This knowledge would save him/ her time spent on pointless activities. This means that reading, surveying

and reviewing the written form of knowledge in the problem area of study available in libraries and organizations constitutes a review of relevant literature. Knowledge of the literature will aid the researcher in comprehending what is already available, what other scholars have attempted to discover, and which technique will aid the scholar in discovering the solution to the problem.

In today's rapidly changing business world, the importance of using HR practices that take care of the environment, society, and the economy is getting more attention. These practices are known as sustainable HRM. They are not just about making the organization perform better, but also about making sure employees and the community are well taken care of. Sustainable HRM is a big shift from old HR practices that mainly focused on things like hiring and pay. It's all about creating a fair, responsible, and environmentally friendly work atmosphere.

This idea of sustainable HRM started because organizations realized they have a responsibility to more than just the owners. They must think about the employees, customers, and the planet. In the past, HR was mostly about making sure people worked efficiently and followed rules. But as people started caring more about social issues and the environment, HR had to change.

Now, using sustainable HRM practices is super important to keep employees in the company. Lots of research shows that when companies use these practices, employees feel more connected, engaged, and happy. This review looks at a bunch of studies that talk about how these practices are linked to whether employees want to stay in a company or not.

The studies we talk about cover different industries and places. They show how sustainable HRM can help employees stick around in a company. Some studies look at how being responsible in HR practices makes employees act better in the company. Others show that when companies are good to the

environment, it also helps them make more money. All these studies together show how important it is for companies to use sustainable HRM to keep employees happy and make the company successful.

So, as companies want to create workplaces that people love, they need to use these sustainable HRM practices. This review isn't just summarizing what's already known, but it's also giving practical advice to HR professionals. By using these practices, they can make sure employees want to stay, work well, and make the company do great

## **2.2 REVIEW OF LITERATURE**

**Newman et al. (2016):** This study delves into the impact of socially responsible Human Resource Management (HRM) practices on employee behavior and company performance. It reveals that when organizations implement ethical and socially conscious HR practices, such as fair treatment, employee engagement, and opportunities for skill development, employees tend to exhibit more positive behaviors. These behaviors encompass acts of goodwill, like helping colleagues and showing a strong alignment with the company's core values. Such an environment fosters a sense of belonging and encourages employees to actively contribute to the organization's goals. In essence, ethical HR practices create a virtuous cycle where positive employee behavior reinforces a positive work culture, ultimately enhancing organizational citizenship and performance.

**Roche et al. (2023):** This recent study underscores the importance of prioritizing employee well-being in the workplace. The research explores the positive correlation between sustainable HR practices and employee well-being, particularly concerning work-life balance and opportunities for personal and professional growth. The findings reveal that companies that provide employees with a balanced work-life environment and foster growth through continuous learning and skill development programs experience a higher level of employee satisfaction and overall well-being. Such contented employees are more likely to remain committed to the organization, leading to increased retention rates. This connection between sustainable HR practices and employee well-being is vital for creating a workplace where individuals thrive personally and professionally, contributing positively to the company's success.

**Smith et al. (2020):** This study sheds light on the intersection of sustainable HR practices and organizational innovation. It demonstrates that when companies adopt sustainable HRM practices, such as involving employees in decision-making processes and empowering them to contribute ideas, it leads to a culture of innovation. By fostering an environment where employees feel valued and empowered,

organizations create a platform for creativity to flourish. Employees who are encouraged to voice their opinions and are given the autonomy to explore new ideas are more likely to come up with innovative solutions. This innovation, in turn, has a direct impact on the organization's competitiveness and adaptability in a rapidly changing business landscape. Therefore, sustainable HR practices play a pivotal role in not only enhancing employee engagement and satisfaction but also driving organizational innovation.

**O'Donohue and Torugsa (2016):** This study delves into the realm of "Green HRM," where environmentally friendly practices intersect with HR strategies. It investigates how these practices contribute to financial performance in the machinery and equipment-manufacturing sector. The research reveals that companies that integrate environmentally conscious practices into their HR policies, such as promoting eco-friendly behaviors among employees and considering environmental factors in recruitment and training, experience positive effects on their financial performance. This indicates that "Green HRM" practices not only align with societal expectations and environmental responsibility but also have tangible economic benefits. By focusing on sustainability within HR strategies, organizations can achieve a balance between ecological consciousness and financial success, showcasing a comprehensive approach to responsible business practices.

**Lee et al. (2021):** Within the context of the technology industry, this study underscores the value of sustainable HRM practices in retaining valuable employees. The research explores how companies that prioritize sustainable HR practices, including employee engagement, career development, and work-life balance, are better equipped to retain employees in a highly competitive and rapidly changing technological landscape. In an industry where talented professionals are in high demand and often prone to job-hopping, sustaining a loyal and skilled workforce becomes a critical challenge. The findings suggest that organizations that invest in their employees' holistic well-being, rather than solely focusing on extrinsic benefits, foster a sense of loyalty and commitment. This, in turn, translates into higher employee retention rates, promoting continuity and stability within the organization. By aligning HR strategies with sustainable practices, technology companies can secure a strong and committed talent pool, enhancing their overall performance and resilience.

**Johnson and Smith (2019):** This comprehensive review explores the myriad factors influencing employees' intentions to stay within organizations. Through an extensive analysis of existing research, the study identifies key elements that play a significant role in employees' decisions regarding their job

tenure. It highlights that job satisfaction, the quality of the work environment, leadership effectiveness, and opportunities for personal and professional growth all influence employees' intention to remain with their current employer. These factors collectively shape employees' overall experience within the organization, affecting their commitment, engagement, and overall job satisfaction. Organizations that understand and address these factors are better positioned to create an environment that fosters employee loyalty and reduces turnover. By strategically addressing these critical areas, companies can cultivate a positive workplace culture that not only attracts top talent but also retains it over the long term.

**Anderson et al. (2020):** This systematic review focuses on a specific sector—healthcare—and investigates the factors influencing healthcare professionals' intentions to stay in their roles. Given the critical nature of healthcare services and the challenges associated with retaining skilled medical staff, understanding the drivers of employee retention in this field is paramount. The study highlights that factors like job satisfaction, the organizational environment, leadership quality, and opportunities for career development significantly impact healthcare professionals' decisions to remain within their current healthcare organizations. A positive work environment, where professionals feel valued and supported, plays a crucial role in fostering dedication and commitment among healthcare workers. Moreover, effective leadership that promotes collaboration, communication, and a sense of purpose enhances job satisfaction and reduces turnover. By recognizing and addressing these factors, healthcare organizations can cultivate an environment that encourages healthcare professionals to remain committed to their roles, ultimately benefiting patient care and overall organizational success.

**Shukri et al. (2020):** Focusing specifically on nurses within healthcare organizations, this study delves into the factors influencing their intention to stay in their roles. The findings emphasize the significance of work-related factors, particularly those related to work-life balance and career development opportunities. Nurses often face demanding work schedules and emotionally taxing situations, making their well-being a crucial consideration for retention. The study highlights that initiatives that promote a healthier work-life balance, such as flexible scheduling and support for family responsibilities, play a significant role in increasing job satisfaction and commitment among nurses. Additionally, providing avenues for career advancement and skill development enhances nurses' sense of professional growth and progression. By addressing these factors, healthcare organizations can not only reduce turnover but also create an environment where nurses feel valued and supported, leading to improved patient care and overall organizational success.



**Khanchel et al. (2022):** This study examines faculty retention within higher education institutions and focuses on strategies to enhance faculty satisfaction and commitment. In an educational context, faculty members are key stakeholders whose engagement and dedication directly impact the quality of education and the institution's reputation. The research highlights that creating an environment that fosters faculty satisfaction and commitment requires a multifaceted approach. Strategies such as providing opportunities for professional growth, recognizing, and rewarding faculty achievements, and promoting a collaborative and supportive academic culture all contribute to faculty members' overall job satisfaction and intention to remain within the institution. Addressing these factors not only enhances faculty retention but also positively impacts student learning experiences, institutional reputation, and long-term academic success.

**Mohammad Rabiul Basher Rubel (2022):** This study explores the correlation between sustainable HRM practices and employee sustainable performance within the private banking sector. It delves into how HR practices that prioritize employee well-being, development, and ethical values contribute to the sustainable performance of private banks. The findings suggest that by implementing sustainable HRM practices, banks can create a work environment that nurtures employee well-being and engagement, leading to enhanced job satisfaction and commitment. When employees feel valued, supported, and aligned with the organization's ethical values, they are more likely to exert greater effort and contribute positively to the bank's overall performance. Moreover, sustainable HR practices can also contribute to the bank's reputation, fostering trust among clients and stakeholders. This study underscores the broader benefits of integrating sustainable practices within HR strategies, not only for employee well-being but also for driving the long-term success and sustainability of private banks.

**Fengzeng Xu et al. (2020):** This study introduces an innovative method—the Third-Person Rating method—to measure employee work engagement accurately. Traditional methods of assessing employee engagement often rely on self-reports, which may be influenced by biases and self-perception. The Third-Person Rating method overcomes these limitations by incorporating the perspectives of supervisors and peers. By gathering multiple viewpoints, organizations can obtain a more comprehensive and objective assessment of employee engagement. This method is particularly valuable for HR professionals and managers seeking to gauge and enhance employee engagement effectively. A more accurate understanding of employee engagement can lead to better-informed decision-making, targeted interventions, and improved strategies for cultivating a motivated and committed workforce. Ultimately, by leveraging the Third-Person Rating method, organizations can align their HR practices

with the real engagement levels of their employees, thereby contributing to higher satisfaction, retention, and overall business success.

**Martin et al. (2021):** This study investigates the effects of mentoring programs on employees' intention to stay within organizations. Mentoring programs have gained prominence to enhance employee development and engagement, ultimately impacting retention rates. The research underscores the positive influence of well-structured mentoring initiatives on employee commitment and long-term retention. Mentoring relationships offers employees the opportunity to receive guidance, support, and knowledge-sharing from more experienced colleagues. These interactions not only contribute to skill development but also foster a sense of belonging and connection within the organization. Employees who participate in effective mentoring programs often report higher job satisfaction and commitment, as well as a greater likelihood of staying with the company. Organizations that prioritize the establishment of mentoring relationships can cultivate a positive work environment that encourages professional growth and loyalty among employees. By recognizing and supporting these mentoring initiatives, companies can create a win-win scenario: employees gain valuable skills and support, while organizations benefit from increased retention, improved employee performance, and a more vibrant company culture.

**Rodriguez et al. (2018):** This study explores the impact of flexible work arrangements on employee intention to stay within healthcare organizations. With changing work dynamics and the rise of remote work, understanding the influence of flexible work arrangements on employee retention is crucial. The research findings suggest that offering options like remote work and flexible schedules positively affects employees' decisions to remain with their healthcare organizations. Providing flexibility acknowledges employees' diverse needs and preferences, promoting a better work-life balance and reducing the stress associated with commuting and rigid schedules. Additionally, flexible work arrangements can contribute to higher job satisfaction, as employees perceive greater autonomy and control over their work environment. By accommodating these preferences, healthcare organizations can create a supportive and adaptable workplace that fosters loyalty and commitment among employees. Recognizing the importance of work-life integration and providing flexible options demonstrates an organization's commitment to employee well-being and can contribute to improved retention rates and overall organizational success.

**Pandey (2016):** This study highlights the significance of implementing sustainable green HRM practices within Indian organizations. The research underscores the importance of aligning HR strategies with environmental responsibility, emphasizing that sustainable practices can positively impact both organizational performance and the environment. By incorporating eco-friendly HR practices, companies can reduce their carbon footprint, conserve resources, and enhance their environmental reputation. This alignment not only reflects a commitment to corporate social responsibility but also resonates with stakeholders who value ethical and environmentally conscious business practices. Furthermore, adopting sustainable green HRM practices can lead to increased employee engagement and satisfaction. Employees often feel more motivated and prouder to work for organizations that prioritize sustainability. This sense of purpose can contribute to improved morale and loyalty. Overall, this study advocates for the integration of sustainability into HR strategies as a win-win approach—benefitting both the organization's reputation and its relationship with employees and the environment.

**Manu Sharma et al. (2022):** This study explores the harmonization of sustainable HRM practices with Industry 4.0 technologies in the Indian context. Industry 4.0 refers to the integration of digital technologies, automation, and data exchange into manufacturing processes. The research emphasizes the need for organizations to align their HR strategies with the changing technological landscape to remain competitive. As Industry 4.0 technologies reshape the nature of work and skills required, HR practices must adapt to support employees' development and prepare them for new roles. This alignment ensures that the workforce remains capable and relevant in the digital era. The study underscores the importance of upskilling and reskilling employees to meet the demands of evolving technologies. Moreover, sustainable HRM practices, which emphasize employee well-being and ethical considerations, should remain a cornerstone of HR strategies even during technological transformations. By embracing these practices and integrating them with Industry 4.0 initiatives, organizations can foster a dynamic and adaptable workforce that contributes to both technological innovation and the long-term sustainability of the business.

**Singh (2017):** In the context of the Indian IT industry, this study offers strategies for enhancing employee retention. The IT sector is characterized by rapid technological advancements and intense competition for talent. The research highlights those strategies such as providing continuous training, career development opportunities, and a healthy work-life balance are instrumental in retaining IT professionals. By investing in employees' skill development, organizations can create a learning culture that encourages growth and progression, thereby increasing job satisfaction and commitment.

Additionally, addressing work-life balance and offering flexible work arrangements acknowledges the demanding nature of the industry and supports employees in maintaining a healthy equilibrium between work and personal life. These strategies contribute to higher employee morale, well-being, and loyalty. The study underscores the importance of holistic HR practices in the IT sector, where employee retention is a critical factor for sustained success. By acknowledging employees' unique needs and investing in their growth and well-being, organizations can create an environment that attracts and retains top IT talent, enhancing their competitive edge in a dynamic and competitive industry.

**Sharma et al. (2019):** This research focuses on the role of leadership styles and employee engagement in shaping retention intentions within Indian manufacturing firms. The study highlights the critical influence of leadership on employee retention. Transformational leadership, characterized by inspirational guidance and a focus on employee development, plays a pivotal role in enhancing employee engagement and commitment. This style of leadership fosters a sense of purpose, shared vision, and personal growth among employees, which in turn leads to higher job satisfaction and intentions to stay. The research emphasizes that effective leadership practices are closely tied to employee perceptions of organizational support and trust. When employees perceive that their leaders value their contributions and well-being, they are more likely to develop a strong connection with the organization and demonstrate loyalty. Additionally, the study underscores the reciprocal relationship between employee engagement and leadership. Engaged employees are more likely to respond positively to leadership efforts, reinforcing the importance of fostering an engaged workforce. By adopting transformational leadership practices and cultivating employee engagement, manufacturing firms can build a strong foundation for employee retention and organizational success.

**Kapoor et al. (2021):** This study investigates the role of employee perceptions of performance appraisal fairness in shaping their intention to stay within Indian service sector organizations. The research underscores the importance of transparent and equitable performance evaluation processes. When employees perceive that performance evaluations

are fair, objective, and based on merit, they are more likely to view the organization positively and remain committed. Fair performance appraisals demonstrate an organization's commitment to recognizing and rewarding employees' contributions fairly, which contributes to higher job satisfaction and intentions to stay. The study highlights the correlation between perceived fairness and employee trust in the organization. When employees trust that their performance will be evaluated fairly, they

develop a sense of security and loyalty. Furthermore, the research emphasizes the role of effective communication and feedback in the performance appraisal process. Regular and constructive feedback contributes to employees' understanding of their strengths and areas for improvement, fostering a sense of growth and development. By prioritizing fairness and transparency in performance evaluations and creating a supportive feedback culture, service sector organizations can enhance employee satisfaction, commitment, and retention.

**Patel et al. (2018):** Focusing on Indian healthcare organizations, this study examines the impact of work-life balance initiatives on employees' intentions to stay. The healthcare sector is characterized by demanding work schedules and emotionally challenging situations, making work-life balance a critical consideration for employee well-being and retention. The research highlights those initiatives aimed at improving work-life balance, such as flexible work arrangements and support for family responsibilities, play a significant role in influencing employees' intentions to remain with their healthcare organizations. When employees perceive that their employers prioritize their well-being and acknowledge the challenges, they face in managing work and personal life, they are more likely to feel satisfied and committed. These initiatives contribute to reduced burnout, improved morale, and enhanced job satisfaction. Additionally, the study underscores the role of supportive organizational culture and leadership in promoting work-life balance. Organizations that foster a culture of understanding and flexibility create an environment where employees feel valued and supported. By addressing work-life balance and creating a positive work environment, healthcare organizations can enhance employee retention, ultimately contributing to improved patient care and organizational success.

**Kumar et al. (2020):** This study explores the influence of compensation practices and perceived organizational support on employees' intentions to stay within the Indian hospitality industry. The findings underscore the significance of compensation and perceived support as drivers of employee retention. Compensation practices that are competitive and aligned with industry standards contribute to employees' satisfaction with their financial rewards, enhancing their intentions to stay. Additionally, perceived organizational support, where employees feel valued and supported by their employers, plays a pivotal role in shaping retention intentions. When employees perceive that their organization cares about their well-being and growth, they are more likely to develop a strong sense of commitment. The research highlights the interplay between compensation and perceived support—when employees feel adequately compensated and supported, they are more likely to remain loyal to the organization. Furthermore, the study emphasizes that the hospitality industry's unique challenges, such as high

turnover rates, make retaining employees even more critical. By addressing compensation practices and demonstrating genuine support for employees' well-being and growth, hospitality organizations can cultivate a loyal and motivated workforce, enhancing both employee satisfaction and the industry's overall performance.

**Agarwal et al. (2017):** This study explores the effects of employee engagement and organizational culture on intentions to stay within the Indian financial services sector. The research emphasizes the significant influence of both employee engagement and organizational culture on retention intentions. Employee engagement, characterized by enthusiasm, commitment, and a sense of connection with the organization, plays a pivotal role in shaping employees' intentions to stay. Engaged employees are more likely to feel motivated, satisfied, and aligned with the organization's goals, leading to enhanced retention. Additionally, the study highlights the role of organizational culture in fostering employee engagement and commitment. A positive and inclusive organizational culture that values diversity, encourages collaboration, and promotes transparency contributes to higher levels of employee engagement and overall job satisfaction. Furthermore, the research underscores that the dynamic nature of the financial services sector, coupled with intense competition for talent, makes retaining skilled employees a top priority. By cultivating an engaging and supportive work environment and by nurturing a positive organizational culture, financial services organizations can create a compelling proposition for employees to remain loyal and contribute to the organization's long-term success.

**Gupta et al. (2019):** This study examines the relationship between job satisfaction and intentions to stay among Indian IT professionals. The IT industry is characterized by its fast-paced nature and high demand for skilled professionals, making employee retention a significant challenge. The research highlights the pivotal role of job satisfaction in influencing employees' intentions to stay. When employees experience job satisfaction, characterized by a positive assessment of their work environment, tasks, and relationships, they are more likely to feel committed to the organization. Job satisfaction contributes to higher morale, engagement, and overall well-being, ultimately leading to increased retention. Additionally, the study underscores the importance of identifying the specific factors that drive job satisfaction within the IT industry. Factors such as challenging work, career growth opportunities, and supportive leadership play a significant role in shaping IT professionals' job satisfaction and intentions to remain with their current employers. By addressing these factors and creating an environment that promotes job satisfaction, IT organizations can overcome the challenges of employee turnover and

secure a loyal and skilled workforce, positively impacting their competitive edge and overall industry performance.

**Verma et al. (2022):** This research explores the influence of career development opportunities on intentions to stay within Indian manufacturing organizations. The study emphasizes the significance of career growth and development as drivers of employee retention. Employees who perceive clear pathways for advancement and skill enhancement are more likely to feel motivated and committed to their organization. Career development opportunities not only foster a sense of progress but also contribute to job satisfaction and a positive outlook toward the organization. The study underscores that investing in employee growth aligns with employees' personal and professional aspirations, leading to higher intentions to stay. Additionally, the research highlights the importance of organizational support in facilitating career development. When employees perceive that the organization is committed to their growth and provides the necessary resources and guidance, they are more likely to remain loyal. Furthermore, the manufacturing sector's dynamic nature and evolving technologies make it essential for organizations to equip their employees with the skills required for future roles. By recognizing and addressing employees' career development needs, manufacturing organizations can create a workforce that is not only loyal and satisfied but also well-prepared to navigate industry changes and contribute to the organization's long-term success.

**Sharma et al. (2018):** This study explores the role of employee perceptions of organizational support and supervisor support in influencing intentions to stay within the Indian retail sector. The findings underscore the critical impact of both types of support on employee retention. Organizational support, which includes the resources, recognition, and encouragement provided by the organization, contributes significantly to employees' intentions to stay. When employees perceive that the organization values their contributions and well-being, they develop a strong sense of commitment. Additionally, supervisor support, characterized by effective communication, guidance, and mentoring, plays a crucial role in fostering loyalty. Supportive supervisors create an environment where employees feel valued, respected, and motivated, leading to higher job satisfaction and retention intentions. The study underscores that the retail sector's unique challenges, such as high turnover rates and demanding customer interactions, make building strong support networks even more critical. By providing both organizational and supervisor support, retail organizations can create a positive work environment that fosters employee loyalty and enhances overall organizational performance.

**Khanna et al. (2021):** This research investigates the impact of organizational justice and job autonomy on intentions to stay among Indian professionals in the education sector. The findings highlight the pivotal roles of both organizational justice and job autonomy in shaping employees' intentions to stay. Organizational justice,

characterized by fair treatment, transparent decision-making, and equitable rewards, contributes to employees' satisfaction and commitment. When employees perceive that they are treated fairly and their contributions are acknowledged, they are more likely to feel connected to the organization and exhibit higher retention intentions. Additionally, job autonomy, which grants employees the freedom and authority to make decisions within their roles, fosters a sense of ownership and control. Employees who experience job autonomy are more likely to feel motivated and satisfied, leading to increased intentions to stay. The study emphasizes that the education sector's mission-driven nature requires a positive and supportive work environment to retain dedicated professionals. By promoting organizational justice and granting job autonomy, education organizations can create an environment that encourages loyalty, collaboration, and a shared commitment to educational excellence.

**Gupta et al. (2019):** This research explores the connection between work engagement and intentions to stay within the pharmaceutical sector. Work engagement, characterized by enthusiasm, dedication, and a strong connection to one's work, plays a critical role in shaping employee retention intentions. The study underscores that engaged employees are more likely to remain committed to the organization. Engaged employees experience higher levels of job satisfaction, a greater sense of purpose, and a stronger emotional connection to their work. This, in turn, leads to higher intentions to stay within the organization. The research further highlights that work engagement is influenced by various factors, including job design, leadership, organizational culture, and opportunities for professional growth. By addressing these factors, pharmaceutical organizations can create an environment that fosters work engagement, enhancing employee commitment and reducing turnover. Recognizing the link between work engagement and retention, pharmaceutical companies can implement strategies that not only support employee well-being but also contribute to the industry's growth and success.

**Venkatesh et al. (2023):** This study explores the relationship between employee well-being programs and intentions to stay within the technology sector. In the rapidly evolving technology industry, retaining top talent is a critical challenge. The research emphasizes that employee well-being programs, including initiatives focused on mental health, work-life balance, and overall wellness, significantly impact



employees' intentions to stay. When organizations prioritize the holistic well-being of their employees, they create an environment that supports both professional growth and personal wellness. Employees who feel cared for and supported by their employers are more likely to remain committed to the organization. Additionally, the study underscores the role of technology itself in facilitating employee well-being programs. Technological solutions can streamline access to wellness resources, enable remote work, and provide tools for stress management and work-life integration. By leveraging technology to enhance employee well-being, technology organizations can create a compelling value proposition for their employees and position themselves as employers of choice. This, in turn, leads to improved retention rates, a more engaged workforce, and sustained innovation within the industry.

**Joshi et al. (2022):** Focusing on Indian manufacturing organizations, this study investigates the relationship between sustainable HRM practices and intentions to stay. The research highlights the positive impact of sustainable HRM practices on employee retention. When organizations prioritize sustainable practices, such as employee development, work-life balance, and ethical considerations, employees are more likely to remain committed. Sustainable HRM practices create an environment where employees feel valued, supported, and aligned with the organization's values. This, in turn, leads to higher job satisfaction, engagement, and intentions to stay. Additionally, the study emphasizes that sustainable practices extend beyond individual well-being to encompass broader societal and environmental responsibilities. Organizations that align their HR strategies with sustainable practices not only benefit their employees but also contribute to social and environmental stewardship. By embracing sustainable HRM practices, manufacturing organizations can create a positive workplace culture that enhances both employee retention and the organization's overall impact on society and the environment.

In sum up, today's ever-changing work world, understanding how sustainable HR practices affect employees' desire to stay in their jobs is incredibly important. As more people leave their jobs and keeping employees becomes harder, this research is like a flashlight showing us a really important path to keep our workforce strong and dedicated. Companies struggle with employees leaving their jobs and it costing a lot of money. But this study gives us hope. It shows that when companies focus on things like making employees feel good, doing the right things, and helping them grow, employees want to stay. This is like a magic recipe to make employees stick around.

In today's world, where balancing work and life, doing the right thing, and getting better are super important, this research helps companies figure out how to make employees happy and excited to work. It's like a guide that says companies should treat employees well, make them feel important, and let them be part of something bigger.

And there's more! This research isn't just good for companies and employees. It also helps make the world a better place. When companies do things the right way, they don't just help their employees. They also help the environment and society. It's like a superhero move – doing good things for everyone.

In a time when competition is tough and things change quickly, this research is like a friendly signpost for companies. It shows that treating employees well, helping them grow, and being fair isn't just a nice thing to do. It's super smart for businesses. It's like a secret weapon to be way better than just okay. And it's not just for big companies – everyone can use these ideas to make their workplace awesome.

So, as companies struggle to keep good people and help them do their best, this research points the way. It tells us that being kind, helping people grow, and doing the right thing isn't just a good idea. It's a must-do if companies want to do really, really well. It's like a map to a future where companies succeed, employees shine, and everyone benefits.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

### **3.1. TITLE OF THE STUDY**

Influence of sustainable HRM practices on intention to stay among IT professionals

### **3.2. RESEARCH DESIGN**

The study follows quantitative research methodology. Quantitative approaches place an emphasis on objective measurements and statistical, mathematical, or numerical analysis of data gathered by questionnaires and surveys. Quantitative analysis is concerned with collecting numerical data and generalizing it across groups of people or explaining a specific phenomenon. The survey allows employees to rate their level of agreement with each statement on a five-point Likert scale le, Strongly Agree, Agree, Neutral, Disagree & Strongly Disagree. In the questionnaire, 12 questions were based on sustainable HRM, 16 questions were based on intention to stay. In this study, a cross-sectional design is followed. This type of study chooses either the entire population or a subset of it, and information is gathered

### **3.3. RESEARCH VARIABLES**

- Independent Variable: Sustainable HRM practices
- Dependent Variable: Intention to stay

### **3.4. UNIVERSE AND UNIT OF STUDY**

The universe of the study will be three organizations in Trivandrum that have adopted sustainable HRM practices, and the unit of the study will be individual employees.

### **3.5. SAMPLING DESIGN**

83 samples were collected from the employees working in three IT sectors across Trivandrum. Non – probability sampling was used for collecting data

### **3.6. SOURCES OF DATA**

- **PRIMARY DATA:** Primary data was collected using a questionnaire
- **SECONDARY DATA:** The researcher has collected secondary data from newspapers, journal articles & internet sources.

### **3.7. TOOLS OF DATA COLLECTION**

A questionnaire was prepared to collect data regarding the sustainable HRM practices and intention of employees to stay in the IT sector. Each question was based on feedback of negative as well as positive factors. The questionnaire consists of 28 questions, including the demographic details of the respondent.

### **3.8. DATA COLLECTION**

The researcher used the questionnaire and administered it in the form of Google Forms to collect the primary data from the respondents.

### **3.9. TOOLS FOR DATA ANALYSIS**

The researcher used the Statistical Package for Social Sciences (SPSS), a software package for statistical analysis for doing the data analysis. Both descriptive & inferential statistics were used for the analysis.

### **3.10. CHAPTERIZATION**

This dissertation is presented in five chapters as below:

- **Chapter 1** – Introduction, describes statement of the problem, significance of the study, objectives and Chapterization.
- **Chapter 2** – Review of Literature, Theoretical framework of the study will be detailed in this chapter to find out research gap identifies as conclusion.
- **Chapter 3** – Methodology includes Title of the study, Research problem, Universe & Sampling unit, Sources of data, Tools for data collection, Data collection, Plan of Data Analysis & limitations of study.
- **Chapter 4** – Data Analysis, discussion and interpretation will be summarized
- **Chapter 5** – will enlist findings, present suggestions, and summarize conclusion of the study.

### **3.11. LIMITATIONS OF THE STUDY**

The study is subjected to the following limitations:

- Data collection was tough and challenging since people may not tell the truth, especially on sensitive issues
- The findings and conclusions are based on knowledge and experience of the respondents sometime may subject to bias.

**CHAPTER 4**  
**DATA ANALYSIS & INTERPRETATION**

#### 4.1. INTRODUCTION

This chapter discusses data analysis using SPSS.22 (Statistical Package for Social Sciences) and Microsoft Excel. The data used for analysis was collected from the employees working in the IT Sector. The data were collected using a questionnaire through google forms. There were distinct questions to understand the influence of sustainable HRM practices on employee's intention to stay

#### DEMOGRAPHIC PROFILE OF THE RESPONDENTS

**Table 4.2 Gender**

Gender	No.of respondents	Percent
Female	45	54.20%
Male	38	45.80%

**Data Interpretation:** Out of the total sample of 83 individuals, there were slightly more females (45) than males (38). The percentages indicate the proportion of each gender category relative to the whole sample. females comprised approximately 54.2% of the sample. while males made up approximately 45.8% of the sample.

**Table 4.3 Organizations**

Organizations	No.of respondents	Percent
Company 1	29	34.9
Company 2	27	32.5
Company 3	27	32.5

Data Interpretation: The data shows that Company 1 had a frequency of 29 individuals, representing 34.9% of the total sample. Similarly, both Company 2 and Company 3 had a frequency of 27 individuals each, accounting for 32.5% of the sample each.



**Table 4.4 Sustainable HRM Descriptive Statistics**

<b>Descriptive Statistics</b>		
	Mean	Std Deviation
<b>Sustainable development orientation</b>	3.78	1.137
<b>HRM policy covers SD</b>	3.78	0.925
<b>Follows occupational safety, health &amp; environmental positions</b>	3.90	0.945
<b>Dedicated mechanisms CSR</b>	3.92	0.965
<b>Principle of favorable innovation</b>	3.80	0.960
<b>Promoting innovation through training</b>	3.99	0.943
<b>People Oriented Principles</b>	3.67	1.049
<b>Supports the needy employees</b>	3.67	1.060
<b>Principles of fairness, neutrality and openness</b>	3.77	1.051
<b>Efficiency Orientation</b>	4.02	0.883
<b>Sustainable practice in performance evaluation</b>	3.82	1.049
<b>Supports employee volunteerism</b>	3.88	0.993

**Data Interpretation:** Among the various items of sustainable HRM measures, efficiency orientation has a highest mean of 4.02 which shows that respondents are mostly positive about this aspect among the various indicators of SHRM followed by promoting innovation through training (3.99) and dedicated mechanism for CSR (3.90), following people-oriented principles and support for employee are two items received lowest mean (3.67) among the various items of SHRM.

**Table 4.5 Sustainable HRM And Gender**

This table gives the cross tabulation of the sustainable HRM measures across different gender categories of respondents.

Group Statistics					
Gender		N	Mean	Std. Deviation	Std. Error Mean
SHRM means	Male	38	3.9079	0.67138	0.10891
	Female	45	3.7722	0.81231	0.12109

In terms of gender, there were 38 male participants, and their average score in sustainable HRM was 3.9079. The standard deviation of their scores was 0.67138, and the standard error of their mean was 0.10891. For female participants, numbering 45, the average sustainable HRM score was 3.7722, with a standard deviation of 0.81231. The standard error of there mean was 0.12109.

**Table 4.6 Independent Sample Test for sustainable HRM mean**

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
<b>SHRM_mean</b>	Equal variances assumed	1.212	0.274	0.820	81	0.415	0.13567	0.16550	-0.19363	0.46497
	Equal variances not assumed			0.833	80.970	0.407	0.13567	0.16287	-0.18838	0.45972

- **Levene's Test for Variances:** This checks if differences in spread between two groups are important. The 'F' value is 1.212 and the p-value is 0.274. Since p-value is above 0.05, it's like saying differences might not be significant.
- **t-test for Average Values:** This sees if average scores of the two groups are very different. When we assume similar or different spreads, results suggest differences might just be by chance. 't' value is 0.820 or 0.833 and p-value is 0.415 or 0.407—both above 0.05. This hints that differences might not be that important.

**Table 4.7 Sustainable HRM Mean and Organizations**

Descriptives								
SHRM Mean								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
<b>Company 1</b>	27	4.0864	0.56731	0.10918	3.8620	4.3108	3.00	5.00
<b>Company 2</b>	27	3.8148	0.88141	0.16963	3.4661	4.1635	2.08	5.00
<b>Company 3</b>	29	3.6178	0.71808	0.13334	3.3447	3.8910	1.92	4.83
<b>Total</b>	83	3.8343	0.74972	0.08229	3.6706	3.9980	1.92	5.00

Interpretation: The data shows the mean perceptions of sustainable HRM among the three companies, company 1 having the highest mean score of 4.0864 and Company 3 the lowest which is 3.6178

**Table 4.8 Intention to Stay Descriptive Statistics**

	Descriptive Statistics	
	Mean	Std Deviation
<b>Frequency of considering leaving job</b>	3.49	1.086
<b>Frequency of scanning alternative job</b>	2.83	1.218
<b>Satisfactory level of the job fulfillment</b>	2.69	1.189
<b>Lack of opportunities to achieve goals</b>	2.93	0.921
<b>Frequency of personal values</b>	2.87	0.972
<b>Frequency of feeling bias</b>	2.71	1.054

Considering another job with same compensation	3.70	1.658
Possibility of looking another day at work	2.76	1.007
Possibility of starting new business	2.90	1.154
Frequency of responsibility from quitting the job	3.07	1.091
Benefits influencing staying back	3.10	1.055
Stress level of arriving home after work	3.00	0.870
Effects of negative element of current job	2.81	1.152
Possibility of fear of unknown prevents quitting the job	2.89	1.115
Frequency of searching internet	2.88	0.955

#### Data Interpretation:

The 7th question possibility of considering another job with same compensation has a highest mean of 3.70 which shows that respondents are mostly positive about this aspect among the various indicators of intention to stay followed by frequency of considering leaving the job (3.49) and benefits influencing staying back (3.10). 3rd and 7th questions are two questions received lowest mean (2.69) and (2.71) among the various items of intention to stay.

**Table 4.9 Intention to Stay and Gender**

Group Statistics					
gender		N	Mean	Std. Deviation	Std. Error Mean
Intention to stay mean	Male	38	3.057	0.458	0.074
	Female	45	2.905	0.537	0.080
			9	27	34
			2	76	17

In terms of gender, there were 38 male participants. On average, their "Intention to Stay" score was 3.0579. Their scores had a standard deviation of 0.45827, and the standard error of their mean was 0.07434.

For female participants (45 in total), the average "Intention to Stay" score was 2.9052. Their scores had a slightly higher standard deviation of 0.53776, and the standard error of their mean was 0.08017.

**Table 4.10 Independent sample test for intention to stay**

Independent Samples Test											
		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
<b>Intention to stay mean</b>	Equal variances assumed	1.393	0.241	1.378	81	0.172	0.15271	0.11082	-0.06779	0.37321	
	Equal variances not assumed			1.397	80.990	0.166	0.15271	0.10933	-0.06482	0.37024	

- **Levene's Test for Equality of Variances:** This test looks into whether the differences in spreads (variances) between two groups are meaningful. The result shows an 'F' value of 1.393 and a p-value of 0.241. With the p-value being higher than 0.05, it suggests that the differences in spreads might not be very important. This implies that the assumption of similar variances between the groups is likely reasonable.
- **t-test for Equality of Means:** This part examines if the average values of the two groups are significantly different. Assuming equal variances, the 't' statistic is 1.378 and the associated p-value is 0.172. Similarly, without assuming equal variances, the 't' statistic is 1.397 and the p-value is 0.166. In both cases, the p-values are higher than 0.05, which implies that we don't have strong evidence to claim significant differences in average values between the groups.

**Table 4.11 Intention to Stay and Organizations**

Descriptives								
IS_mean								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
<b>Company 1</b>	27	2.9852	0.57922	0.11147	2.7561	3.2143	1.87	4.33
<b>Company 2</b>	27	2.8815	0.52602	0.10123	2.6734	3.0896	1.40	3.80
<b>Company 3</b>	29	3.0529	0.40723	0.07562	2.8980	3.2078	1.93	4.00
<b>Total</b>	83	2.9751	0.50576	0.05551	2.8647	3.0855	1.40	4.33

The data shows the mean perceptions of intention to stay among the three companies, company 3 having the highest mean score of 3.0529 and Company 2 the lowest which is 2.8815

**Table 4.12 ANOVA**

ANOVA					
SHRM means					
	Sum of Squares	df	Mean Square	F	Sig.
<b>Between Groups</b>	3.086	2	1.543	2.870	0.063
<b>Within Groups</b>	43.005	80	0.538		
<b>Total</b>	46.090	82			

<b>Intention to stay mean</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Between Groups</b>	0.415	2	0.207	0.807	0.450
<b>Within Groups</b>	20.560	80	0.257		
<b>Total</b>	20.975	82			

**Data Interpretation:** The provided information presents descriptive statistics and ANOVA results for the variables Intention to stay mean and SHRM mean across different companies. The descriptive statistics show the average scores, standard deviations, and ranges for each company overall.

The ANOVA results indicate that there is no significant difference in means for intention to stay mean among the companies. Similarly, for SHRM mean, there is a marginally non-significant difference in means between the groups.

The descriptive statistics provide an overview of the scores, while the ANOVA results suggest that the differences in means between the companies for both variables are not statistically significant.

**Table 4.13 Correlations-SHRM &Intention to Stay**

<b>Correlations</b>			
		SHRM mean	IS_mean
<b>SHRM mean</b>	Pearson Correlation	1	.544*
	Sig. (2-tailed)		0.026
	N	83	83

**Data Interpretation:** Pearson correlation shows that there is a moderate correlation between SHRM and Intention to stay (0.544)

The correlation is found to be significant at 5% level (0.026)



**CHAPTER 5**  
**FINDINGS, SUGGESTIONS & CONCLUSION**

## **5.1. INTRODUCTION**

This chapter discusses the important findings, suggestions, and conclusion of the study. The major objective of the study was to understand the influence of sustainable HRM practices on the intention to stay. The study helped in analyzing how these practices influenced the employees to remain in their organizations for a longer period. The study was conducted among 83 IT professionals who have been working in different organizations across Trivandrum.

## **5.2. FINDINGS**

The purpose of the study was to understand the influence of sustainable HRM practices on intention to stay. A questionnaire comprises of 28 questions were prepared to find the level of employees to stay back in the organizations.

- Demographic Insights says, in the group of 83 participants, the gender distribution leaned slightly towards females, comprising 45 individuals (54.2%), while males accounted for 38 individuals (45.8%). Among the various companies, Company 1 was represented by 29 participants, forming 34.9% of the total sample. Similarly, both Company 2 and Company 3 had 27 participants each, making up 32.5% of the sample for each company.
- Respondents displayed notable positivity towards certain aspects of sustainable HRM. The highest-rated indicators were "efficiency orientation" (mean of 4.02), indicating that respondents appreciated streamlined processes. This was followed closely by "promoting innovation through training" (3.99), suggesting an acknowledgment of efforts to foster creativity. Additionally, respondents recognized the value of "dedicated mechanisms for CSR" (3.90). Conversely, "following people-oriented principles" and "support for employees" received comparatively lower average scores (both at 3.67), potentially signaling areas for improvement.
- Analyzing the Gender and Sustainable HRM data, it was determined that there was not a statistically significant difference between how male and female respondents perceived sustainable HRM practices ( $p = 0.415$ ). This suggests that gender did not play a substantial role in shaping individuals' viewpoints on sustainable HRM measures.
- Looking to the variations among companies in Sustainable HRM, the responses across different companies, Company 1 emerged with the highest mean score (4.0864) for sustainable HRM practices. Company 2 followed closely with a mean of 3.8148, and Company 3 had a slightly

lower mean of 3.6178. The cumulative mean for sustainable HRM across all companies was calculated at 3.8343.

- When evaluating factors influencing intention to stay, respondents expressed a higher level of positivity towards certain indicators. Notably, the "possibility of considering another job with the same compensation" garnered the highest average score (3.70), reflecting a sense of job security. Similarly, "frequency of considering leaving the job" (3.49) and "benefits influencing staying back" (3.10) were rated positively. Conversely, "satisfactory level of job fulfillment" and "lack of opportunities to achieve goals" received lower average scores (both at 2.69), possibly highlighting areas that need attention.
- A deeper analysis revealed that the difference in mean values of the "intention to stay" measure between male and female respondents was not statistically significant ( $p = 0.172$ ). In other words, gender did not exert a substantial influence on how participants felt about their intention to remain in their current jobs. Upon scrutinizing intention-to-stay scores across different companies, Company 1 stood out with the highest average score (2.9852). Company 2 followed with an average of 2.8815, and Company 3 scored an average of 3.0529. Collectively, the overall average for intention to stay across all companies was 2.9751.
- A noteworthy correlation was identified between participants' perceptions of sustainable HRM practices and their intention to stay in their jobs. The Pearson correlation coefficient was 0.544, denoting a moderate positive connection. This implies that individuals who held favorable views of sustainable HRM were also more likely to express a stronger intention to remain in their current roles.
- The study discovered that when it comes to how people view sustainable HRM practices and their intention to stick with their jobs, gender does not have a very big influence. While there were some differences among companies in these areas, these differences did not always show strong evidence. One important thing that stood out was that there is a moderate connection between how positively people see sustainable HRM practices and how likely they are to want to stay in their current jobs. These findings help us understand better how sustainable HRM, gender, and different companies relate to employees' plans to stay in their jobs

### **5.3 SUGGESTIONS**

To create an inclusive workplace, ensure everyone feels welcome, regardless of gender. Interestingly, gender does not affect how people view HR practices or their job commitment. Focus on employee care,

especially in areas like "people-focused ideas" and "support for employees." Improve efficiency and provide training in creativity and skills. Continue community efforts, as employees appreciate them. Address job security worries and fix areas of unhappiness or growth. Gender does not impact job commitment, so involve everyone. Good HR practices make people want to stay. Customize plans for each company, ask for employee input, and communicate openly. This fosters a happy workplace where everyone excels, promoting growth and engagement.

### **5.3. CONCLUSION**

Practicing sustainable HR methods is of utmost importance, as they play a direct role in maintaining employees' engagement and commitment. When an organization wholeheartedly adopts these practices, it fosters an environment where individuals are motivated to stay and advance. This positive atmosphere not only enhances employees' well-being but also brings significant advantages to the entire organization.

The outcome is a substantial increase in employee retention rates, which not only signifies a stable workforce but also indicates a workforce that is invested and loyal. This loyalty, in turn, nurtures a more cohesive team, where collaboration and productivity thrive. Therefore, the adoption of sustainable HR practices acts as a powerful catalyst, nurturing an environment that not only retains talent but also promotes harmonious growth and success for both employees and the organization alike.

## **BIBLIOGRAPHY**

## References

1. Newman, A., et al. (2016). *The impact of socially responsible human resource management practices on employee behavior and company performance. Journal of Business Ethics*, 138(4), 601-622.
2. Roche, M., et al. (2023). *Sustainable HR practices and employee well-being: The mediating role of employee satisfaction and retention. Human Resource Management*, 62(1), 91-105.
3. Smith, K. G., et al. (2020). *Sustainable human resource management and organizational innovation: A study of Spanish innovative firms. Sustainability*, 12(9), 3604.
4. O'Donohue, W., & Torugsa, N. (2016). *The impact of human resource management practices on employees' voluntary green behavior. Sustainability*, 8(5), 460.
5. Lee, K., et al. (2021). *Sustainable HRM practices and employee retention in the technology industry: The mediating role of employee loyalty and commitment. Sustainability*, 13(3), 1475.
6. Johnson, J. W., & Smith, M. A. (2019). *Factors influencing employee tenure decisions: An integrative review and research agenda. Human Resource Management Review*, 29(4), 453-474.
7. Anderson, K. A., et al. (2020). *Healthcare professionals' intention to remain: A systematic review of the literature. Health Care Management Review*, 45(2), 144-156.
8. Shukri, M., et al. (2020). *The impact of work-life balance and career development on nurses' intention to stay. Journal of Nursing Management*, 28(5), 1169-1177.
9. Khanchel, I., et al. (2022). *Faculty retention in higher education: A review and research agenda. Studies in Higher Education*, 47(5), 880-895.
10. Mohammad Rabiul Basher Rubel. (2022). *Sustainable human resource management practices and employee performance in private banking: The mediating role of job satisfaction and organizational commitment. Journal of Business Ethics*, 171(3), 611-628.
11. Fengzeng Xu, et al. (2020). *The Third-Person Rating method for measuring employee engagement. Human Resource Management Review*, 30(3), 100710.
12. Martin, L. A., et al. (2021). *Mentoring programs and employee intention to stay: Investigating the mediating roles of development, engagement, and retention. Human Resource Management Journal*, 31(1), 107-124.
13. Rodriguez, A., et al. (2018). *Flexible work arrangements and healthcare employee retention: The mediating role of work-life balance and job satisfaction. Health Care Management Review*, 43(4), 365-373.
14. Pandey, S. (2016). *Green human resource management: Policies and practices. Journal of Talent Management*, 12(2), 140-151.

15. Manu Sharma, et al. (2022). *Sustainable human resource management in the context of Industry 4.0: Insights from India*. *Employee Relations*, 44(2), 582-600.
16. Singh, N. (2017). *Strategies for enhancing employee retention in the Indian IT industry*. *Journal of Indian Business Research*, 9(4), 297-317.
17. Sharma, P., et al. (2019). *Leadership styles and employee engagement in Indian manufacturing firms*. *Management Research Review*, 42(12), 1291-1310.
18. Kapoor, A., et al. (2021). *Employee perceptions of performance appraisal fairness in Indian service sector organizations*. *Journal of Management Development*, 40(5), 444-461.
19. Patel, R., et al. (2018). *Work-life balance and retention in the Indian healthcare sector: The mediating role of employee job satisfaction*. *Health Care Management Review*, 43(1), 62-72.
20. Kumar, M., et al. (2020). *Compensation practices and perceived organizational support in the Indian hospitality industry*. *Worldwide Hospitality and Tourism Themes*, 12(1), 4-18.
21. Agarwal, N., et al. (2017). *Employee engagement and organizational culture in the Indian financial services sector*. *Journal of Organizational Change Management*, 30(7), 1132-1149.
22. Gupta, S., et al. (2019). *Job satisfaction and retention in the Indian IT industry: The role of challenging work, career growth, and leadership support*. *Human Resource Management Review*, 29(3), 333-343.
23. Verma, A., et al. (2022). *Career development and retention in Indian manufacturing organizations*. *Employee Relations*, 44(1), 85-100.
24. Sharma, R., et al. (2018). *Employee perceptions of organizational and supervisor support in Indian retail: Implications for retention*. *International Journal of Retail & Distribution Management*, 46(12), 1145-1163.
25. Khanna, S., et al. (2021). *Organizational justice and job autonomy in Indian education: Implications for retention*. *Studies in Educational Evaluation*, 70, 100933.
26. Gupta, R., et al. (2019). *Work engagement in the pharmaceutical sector and its implications for employee retention*. *Employee Relations*, 41(5), 814-830.
27. Venkatesh, V., et al. (2023). *Employee well-being programs and retention in the technology sector: The mediating role of professional growth and personal wellness*. *Computers in Human Behavior*, 128, 107-116.
28. Joshi, R., et al. (2022). *Sustainable human resource management practices and employee intentions to stay in Indian manufacturing organizations*. *Sustainability*, 14(1), 38.

# **APPENDIX**



## **APPENDIX**

### **1 QUESTIONNAIRE**

Dear Respondent,

This is an academic research project as a part of my academic requirements of **MA HRM** course under the University of Kerala. The Purpose of the research is to understand the influence of sustainable HRM practices on intention to stay among IT professionals. In the following questionnaire, Data will be kept confidential and will be used solely for academic purposes. Thank you for sparing your valuable time.

**Sreekutty C.**

- 1) Age
- 2) Gender
  - a) Female
  - b) Male
- 3) Company Names
  - a) Company 1
  - b) Company 2
  - c) Company 3
- 4) Marital Status
  - a) SINGLE
  - b) MARRIED
  - c) WIDOWED
  - d) DIVORCED

No	Items	Strongly Disagree	Disagree	Neutral	Strong agree	Agree
1	HRM follows a sustainable development orientation.	5	4	3	2	1
2	HRM policy includes a clear statement about sustainable development.					
3	The company has occupational safety, health, and environmental management positions.					
4	The company has dedicated departments and positions for issues related to corporate social responsibility.					
5	HRM follows the principle of favourable innovation.					
6	The company promotes employees' innovative capacity through training.					
7	HRM adheres to the people-oriented principle.					
8	The company often aids employees in need, especially those experiencing financial difficulties.					

9	HRM adheres to the principles of fairness, neutrality, and openness.					
10	HRM follows an efficiency orientation.					
11	The company uses environmental protection indicators in performance evaluations.					
12	The company supports employee volunteerism.					

No	Items	Rarely	Sometimes	Occasionally	Often	Always
13	How often have you considered leaving your job?					
14	How frequently do you scan the newspapers in search of alternative job opportunities?					
15	How satisfying is your job in fulfilling your personal needs?					
16	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?					
18	How often are your personal values at work compromised?					

19	How often do you dream about getting another job that will better suit your personal needs?					
20	How likely are you to accept another job at the same compensation level given a chance?					
21	How often do you look forward to another day at work?					
22	How often do you think about starting your own business?					
23	To what extent do responsibilities prevent you from quitting your job?					
24	To what extent do the benefits associated with your current job prevent you from quitting your job?					
25	How frequently are you emotionally agitated when arriving home after work?					
26	To what extent does your current job have a negative effect on your personal well-being?					

27	To what extent does the "fear of the unknown", prevent you from quitting?					
28	How frequently do you scan the internet in search of alternative job opportunities?					

