



ROLE OF GREEN HRM IN SHAPING GEN-Z WORKPLACE ENGAGEMENT AND RETENTION

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Abstract

Purpose

The growing presence of Gen-Z in the workforce is driving a shift in HR practices, as their strong commitment to sustainability, ethical business, and meaningful work shapes workplace expectations. The adoption of Green Human Resource Management (GHRM) has become essential for organizations looking to attract and retain young talent, as Gen-Z favours employers who prioritize environmental and social responsibility. This study examines the impact of Green HRM on Gen-Z workplace engagement and retention, offering insights into how sustainability-focused HR strategies can foster a more committed and motivated workforce.

Keywords: *Green HRM, Gen-Z Employees, Employee Engagement, Employee Retention, Workplace Sustainability, HR Strategies.*

Design/ Methodology/ Approach: This quantitative research examines Gen-Z staff members (18–28years) employed by organizations that embrace Green HRM practices. Employee engagement and retention are measured by using a systematic Likert -scale questionnaire to identify the relationship between sustainability-oriented HR policies, employee engagement, and retention. The strength of such relationships is estimated through data analysis methods such as correlation, multiple regression, and ANOVA.

Findings

The results indicate that Green HRM greatly improves Gen-Z engagement and retention. Workers are more encouraged, committed and content in environment that supports environmentally friendly practices, sustainability training, flexible work policies, and green work spaces. Organizations that consciously adopt sustainability are given a competitive edge in the recruitment and retention of Gen-Z talent.

Research Limitations Implications

This research is based on self-reporting, and there is the possibility of introducing bias. Moreover, results are confined to Gen-Z employees and could not be generalizable across generations. Longitudinal studies and cross-generational comparison studies should be examined in future studies to widen understanding.

Practical Implications

HR professionals can use Green HRM as a strategic vehicle to enhance employee happiness, well-being, and long-term retention. Business that is sustainability-focused will not only help the planet, but also have more effective, more committed teams.



Originality Value

This research closes an important knowledge gap by investigating Gen-Z's reaction to Green HRM, providing action able information for organizations that want to future proof their talent.

Introduction

Introduction Green Human Resource Management (GHRM) is not just a recent trend. It's a major change that helps businesses become more environmentally friendly. As young people from Generation Z start entering the work force, it's important for companies to use HR strategies that reflect their values, such as sustainability, ethical practices, and meaningful work. By adopting GHRM, companies can reduce their environmental impact, increase employee engagement, improve job satisfaction, and encourage employees to stay longer.

Incorporating green practices into HR policies allows businesses to create an eco-friendly work place that attracts Gen-Z talent and boosts business success. This study aims to understand the role of GHRM in influencing how satisfied Gen-Z employees are at work and how likely they are to stay.

Objective

The objective of this research is

1. To study the role of green HRM practices in shaping GEN-Z workplace engagement.
2. To study the impact of Green HRM practices on employee engagement.
3. To study the impact of Green HRM practices on employee retention.

Literature Review

The term Green Human Resource Management (Green HRM) has been highly sought after in recent times, especially in the sustainability and employee motivation context. As firms globally attempt to include environmental-friendly activities in their operations, HRM has come forward as a prime driver in the development of green organizational culture. Green HRM not only improves the environmental performance of a company but also contributes significantly to the attraction, retention, and engagement of employees particularly GEN Z, a workforce generation characterized by a strong affinity for sustainability and social responsibility. Various studies have examined the impact of GHRM on employee retention, where sustainable HR practices have been found to enhance employees' commitment to their organizations.

Yajman and Asadi (n.d.) considered the perspectives of Gen-Z employees working in Bangalore's IT industry with regards to the GHRM policies. According to their findings, environmentally friendly recruitment procedures, corporate sustainability practices, and positive employee relations make a workforce more engaged while maximizing the environmental contribution of an organization. Likewise, Gelaidan et al. (n.d.) also investigated the pharmaceutical sector in Oman and discovered that workers who engage in green activities demonstrate greater commitment to their jobs, resulting in increased job commitment and loyalty.

The study also indicates the role of work engagement as an important mediator between Green HRM and employee retention. The importance of Green HRM for organizational sustainability has also been extensively debated. Agyei-Tweneboah et al. (n.d.) noted that green HR practices help preserve knowledge while sustaining an organization's dedication to green development objectives. In a similar study, Al-Swidi, Gelaidan, and Saleh (n.d.) analyzed the combined effect of Green HRM, leadership, and organizational culture on green behaviors among employees and environmental performance. Their



study emphasizes the necessity of incorporating sustainability into leadership values and company culture so that Green HRM practices are not merely a ritual but deeply ingrained in the culture of the company. With the post-pandemic office reshaping the expectations of the workforce, studies have increasingly concentrated on how businesses can modify their HRM strategies to retain Gen-Z workers. Jayathilake et al. (n.d.) set forth a conceptual framework highlighting that the HRM practices should be adapted to Gen Z's unique needs, career goals, and values. Likewise, Lee et al. (n.d.) employed a regression analysis of major factors influencing Gen-Z employees' work engagement. According to their research, organizations need to synchronize their HRM strategies with Gen-Z's drivers which include a high level of preference for sustainability, ethical business, and work-life balance. Building further on the issue of generational differences, Ali, Li, and Qiu (n.d.) investigated HRM practices for retaining Chinese Gen Z workers, adding further credence to the notion that standardized HR practices are no longer viable. Their study is consonant with Lee et al. (n.d.), who researched employee retention and motivation as they relate to generational differences and found that tailored HRM practices immensely improve long-term employee commitment. Given that Gen-Z workers are a generation that is very much concerned with environmental and social influence, they are likely to be retained in organizations that share their values of sustainability.

Building on the relationship between Green HRM and employee commitment, Ababneh (n.d.) explored the impact of Green HRM on employees' green behaviours. Their study offers further insight into the psychological processes and behavioural mechanisms behind employees engaging in sustainability practices. A systematic review of literature conducted by Jayathilake and Annuar (n.d.) also supports the imperative for IT sector organizations to integrate HRM strategy with Gen-Z values so that sustainability becomes an essential part of talent management. In summary, the compounding literature indicates that Green HRM is more than a fad but rather an integral part of contemporary HR policies, especially in the recruitment and retention of Gen-Z workers.

Research repeatedly demonstrates that firms incorporating sustainable HR practices, green leadership, and sympathetic HR policies to the preferences of generations experience greater employee retention, commitment, and environmental performance. As the business sector transitions to a green future, firms need to view Green HRM as a strategic imperative instead of a compliance-driven action. Long-term effects in various industries and international contexts should be the focus of future research, giving a clearer picture of how Green HRM can influence the workforce of the future. •\tLack of Cross-Industry Comparisons – Studies are mostly conducted on a particular industry (IT, pharma, hospitality, etc.) basis, which restricts knowledge about differences in Green HRM practices across industries.

1. **Restricted Emphasis on Gen-Z Expectations and Career Development** A number of studies fail to distinctly examine how Green HRM complements Gen-Z's career development, work-life balance, and long-term retention.
2. **Lacks of Psychological Well-being and Mental Health Examination** There are very few studies that examine how Green HRM influences workers' mental well-being, work engagement, and stress management, specifically for Gen-Z.
3. **Insufficient Empirical Evidence and Practical Applications** Most studies have conceptual frameworks without empirical studies, case studies, or data-based observations on the effectiveness of Green HRM.
4. **Inadequate Study of Leadership and Organizational Culture in Green HRM Effectiveness** The effectiveness of various leadership styles and corporate cultures in Green HRM is rarely examined.



5. Lack of AI and Technological Integration in Green HRM Although AI is mentioned in HRM, its particular contribution to advancing Green HRM for Gen-Z participation and employee experience is not exhaustively researched.
6. Lacking Link between Green HRM and Work-Life Balance The influence of Green HRM on flexible work policies, hybrid work arrangements, and overall work-life balance is not adequately covered.

Research Gap: While studying the literature review we could find certain research gap in the articles reviewed.

1. **Cross-Industry Evidence Absent:** Most of the research is in a single industry (IT, pharma, and hospitality), hence, the findings are non-generalizable to various sectors.
2. **Gen-Z Career Development & Long-Term View:** There is limited research regarding how Green HRM supports Gen-Z's career development, skills acquisition, and long-term retention (rather than short-term engagement).
3. **Well-being & Mental Health Underemphasized:** Limited research measures the psychological effect of Green HRM (stress alleviation, burnout avoidance, or mental well-being).
4. **Empirical Evidence vs. Conceptual Models:** Most papers offer conceptual models but no real-world data, longitudinal analysis, or case-based studies.
5. **Leadership & Organizational Culture Role:** Less is understood about the impact of various styles of leadership (transformational, ethical, green leadership) and corporate cultures on the effectiveness of Green HRM.
6. **Technology & AI in Green HRM:** Few studies on how digital HR technologies, AI, and HR analytics can be leveraged for improving Green HRM practices to engage Gen-Z.
7. **Work-Life Balance & Hybrid Work:** Limited discussion of how Green HRM aids flexible work arrangements, hybrid models, and general work-life balance for Gen-Z workers.

Hypothesis

Impact of Green HRM on Gen-Z Retention and Career Growth

1. H_0 (Null Hypothesis): Green HRM practices are not positively contributing to Gen-Z employee retention as well as career.
2. H_1 (Alternative Hypothesis): Green HRM practices have a positive impact on Gen-Z employee retention and career advancement by increasing a sense of purpose and long-term organizational commitment.

Influence of Green HRM on Employer Branding and Talent Attraction

1. H_0 (Null Hypothesis): Green HRM practices will not significantly develop employer branding or impact Gen-Z job applicants' attraction to the organization.
2. H_1 (Alternative Hypothesis): Strong Green HRM strategies in organizations provide a competitive edge in employer branding, with the organization becoming more appealing to Gen-Z job candidates.

Role of an Integrated Green HRM Framework in Employee Engagement and Well-being

1. H_0 (Null Hypothesis): An integrated Green HRM framework does not have a significant effect on Gen-Z employee engagement, job satisfaction, or general well-being.



2. H_1 (Alternative Hypothesis): A holistic Green HRM model that combines sustainability with Gen-Z employment expectations increases the engagement, job satisfaction, and general well-being of employees.

Research Methodology

Research Design: This study takes a quantitative approach with a descriptive and explanatory design to explore how Green HRM practices impact Gen-Z workplace engagement and retention.

Population and Sampling

1. Target Group: Gen-Z employees (18–28 years) working in companies that implement Green HRM.
2. Sampling Method: Stratified random sampling to cover diverse industries and job roles.
3. Sample Size: 250–400 respondents for reliable results.
4. Eligibility: Must have at least six months of work experience in a company with some Green HRM initiatives.

Data Collection

1. **Primary Data:** A structured survey shared via Google Forms, LinkedIn, and email.
2. **Secondary Data:** Literature review of academic papers, HR reports, and case studies.

Survey Structure

The questionnaire will have three sections

1. Section A: Demographics – Age, gender, industry, job role, and work experience.
2. Section B: Green HRM Practices – Rating areas like green recruitment, training, performance management, benefits, and workplace initiatives.
3. Section C: Engagement & Retention – Using Utrecht Work Engagement Scale (UWES-17) and validated employee retention measures (e.g., likelihood to stay, motivation for green initiatives).

Data Analysis

Data will be processed using IBM SPSS or R, with methods like:

1. Descriptive statistics (mean standard deviation).
2. Reliability testing (Cronbach's Alpha).
3. Correlation analysis (relationships between Green HRM and engagement/retention).
4. Multiple regressions (impact assessment).
5. T-tests/ANOVA (comparing responses across industries and demographics).

Reliability & Validity

1. Pilot test with 30–50 participants to refine the survey.
2. Expert review by HR and sustainability professionals.
3. Validity checks using factor analysis.

Ethical Considerations

1. Informed consent will be obtained from participants.
2. Data confidentiality will be strictly maintained.
3. Responses will be used only for academic purpose.



Data Analysis

Table 1: Reliability Analysis

| Case Processing Summary | | | |
|---|----------|-----|-------|
| | | N | % |
| Cases | Valid | 109 | 100.0 |
| | Excluded | 0 | .0 |
| | Total | 109 | 100.0 |
| a. Least wise deletion based on all variables in the procedure. | | | |

Table 2

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| 0.893 | 13 |

Interpretation: The case processing summary shows that all 109 cases (100%) were valid and were included in the analysis, with no cases excluded, as evidenced by the 0% of excluded cases. Analysis was conducted using list wise deletion, or all cases that had missing data on any variable would have been excluded; however, no cases were excluded in this scenario. In terms of reliability, the Cronbach's Alpha statistic of 0.893 for the scale's 13 items indicates that there is high internal consistency. Cronbach's Alpha can vary between 0 and 1, and values greater than 0.7 are generally acceptable, with values greater than 0.8 being very good. Hence, a statistic of 0.893 reflects that the scale has very good reliability, i.e., the 13 items are assessing a consistent underlying construct. In general, the analysis indicates that the scale is both valid and reliable in being used with the 109 cases.

Hypothesis Testing

Hypothesis 1: Regression Analysis

H01: Green HRM practices do not significantly impact employee engagement among Gen-Z employees.

Ha1: Green HRM practices significantly impact employee engagement among Gen-Z employees.

Table 3: Regression Model

| Model Summary | | | | | |
|--|---|-------------------|----------|-------------------|----------------------------|
| Model | | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| dimension | 1 | .641 _a | .410 | .394 | .765 |
| a. Predictors: (Constant), 14. Green HRM policies influence my sense of purpose and make me feel I am contributing to a bigger cause, 13. My organization conducts training programs on Green HRM and environmental sustainability., 11. My organization has a clear Green HRM policy that employees are encouraged to follow | | | | | |
| b. Dependent Variable: 18.A workplace with green spaces, eco-friendly infrastructure, and wellness initiatives enhances my productivity and satisfaction. | | | | | |



Interpretation

1. 41% variance in employee satisfaction and productivity can be attributed to the combined effects of Green HRM policies, training programs, and a well-defined HRM policy.
2. The moderate R^2 value of 0.410 suggests that though Green HRM practices have an effect, there must be other factors influencing the satisfaction and productivity of employees.
3. Standard Error indicates that even though the model offers good predictions, there remains a certain amount of error in forecasting employee satisfaction and productivity.

This model of regression indicates a moderate fit, accounting for approximately 41% of the variance in employee productivity and job satisfaction and indicates that Green HRM practices do have some but not exhaustive impact on these variables.

Table 4: Anova Test

| ANOVA | | | | | | |
|---|------------|----------------|-----|-------------|--------|-------------------|
| | Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 42.761 | 3 | 14.254 | 24.359 | .000 ^a |
| | Residual | 61.441 | 105 | .585 | | |
| | Total | 104.202 | 108 | | | |
| a. Predictors: (Constant), 14. Green HRM policies influence my sense of purpose and make me feel I am contributing to a bigger cause, 13. My organization conducts training programs on Green HRM and environmental sustainability. 11. My organization has a clear Green HRM policy that employees are encouraged to follow | | | | | | |
| b. Dependent Variable: 18.A workplace with green spaces, eco-friendly infrastructure, and wellness initiatives enhances my productivity and satisfaction. | | | | | | |

Interpretation

1. The F-value of 24.359 and the p-value of 0.000 suggest that the regression model is statistically significant, that is, that the independent variables (Green HRM practices) have a significant effect on the dependent variable (employee productivity and satisfaction).
2. 42.761 of the overall variation in employee productivity and satisfaction is accounted for by Green HRM practices, while the remaining variation is 61.441, indicating that there remains some variance unexplained.
3. The model is found to account for much of the variation in employee productivity and satisfaction, as shown by the F-test.

The values in the ANOVA table reveal that the Green HRM practices (policies, training, and well-documented guidelines) have a significant contribution towards predicting employee productivity and satisfaction, and the regression model is significant statistically.

Correlation Coefficients

Interpretation

1. Green HRM training programs (13) have the highest and statistically most significant influence on worker productivity and satisfaction, with a Beta of 0.372 and $p < 0.001$.
2. A clear Green HRM policy (11) also significantly affects productivity and satisfaction, with a Beta of 0.262 and $p = 0.018$.
3. The impact of Green HRM policies on employees' sense of purpose (14) is weaker.



Table 5

| Coefficients | | | | | | | |
|--|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | Co linearity Statistics | |
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1.(Constant) | 1.466 | .291 | | 5.031 | .000 | | |
| 11.My organization has a clear Green HRM policy that employees are encouraged to follow | .246 | .103 | .262 | 2.394 | .018 | .470 | 2.129 |
| 13.My organization conducts training programs on Green HRM and environmental sustainability. | .348 | .097 | .372 | 3.609 | .000 | .528 | 1.895 |
| 14.Green HRM policies influence my sense of purpose and make me feel I am contributing to a bigger cause | .094 | .055 | .140 | 1.711 | .090 | .845 | 1.184 |

a. Dependent Variable: 18.A workplace with green spaces, eco-friendly infrastructure, and wellness initiatives enhances my productivity and satisfaction.

Table 6

| Descriptive Statistics | | | |
|---|------|----------------|-----|
| | Mean | Std. Deviation | N |
| My organization has a clear Green HRM policy that employees are encouraged to follow | 3.60 | 1.046 | 109 |
| Organizations with strong Green HRM practices have a competitive advantage in retaining Gen-Z talent. | 3.76 | .952 | 109 |

1. Impact (Beta of 0.140) and is only marginally
2. Significant ($p = 0.090$).
3. Green HRM practices like training programs and clear policies positively and significantly contribute to employee productivity and satisfaction, with training programs being the most influential.
4. The effect of Green HRM on employees' sense of purpose contributes less and is less statistically significant to productivity and satisfaction.
5. There are no multicollinearity problems, as suggested by the Tolerance and VIF values.

Hypothesis 2:

1. **H02:** Green HRM practices have no significant influence on retaining Gen-Z employees.
2. **Ha2:** Green HRM practices have a significant influence on retaining Gen-Z employees.



Interpretation

1. Mean Comparison: Both items have high to moderate means (3.60 and 3.76), which signifies that workers largely concur with the statements regarding Green HRM policies and how they contribute to retaining Gen-Z talent.
2. Standard Deviation: The standard deviations are fairly moderate and show that there is a range of opinions amongst the employees but are not very high. The second question, on competitive advantage, has a slightly lower standard deviation, indicating a more unified opinion amongst the employees about this issue.

Conclusion

1. Employees tend to agree that there is a clear Green HRM policy in place (mean of 3.60) and that strong Green HRM practices provide a competitive advantage in retaining Gen-Z talent (mean of 3.76).
2. The variability in responses is moderate, with a bit more agreement on the second item about competitive advantage.

Table 7

| Correlations | | | |
|---|---------------------|--|---|
| | | My organization has a clear Green HRM policy that employees are encouraged to follow | Organizations with strong Green HRM practices have a competitive advantage in retaining Gen-Z talent. |
| My organization has a clear Green HRM policy that employees are encouraged to follow | Pearson Correlation | 1 | .563** |
| | Sig. (2-tailed) | | .000 |
| | N | 109 | 109 |
| Organizations with strong Green HRM practices have a competitive advantage in retaining Gen-Z talent. | Pearson Correlation | .563** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 109 | 109 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | |

Interpretation

1. A moderate positive correlation (0.563) means that employees who perceive a clear Green HRM policy are more likely to believe that such policies contribute to a competitive advantage in retaining Gen-Z talent.
2. The significance level ($p = 0.000$) confirms that this relationship is statistically meaningful and not due to random variation.

Conclusion

There is a moderate positive and statistically significant relationship between the clarity of a Green HRM policy and the perception that strong Green HRM practices provide a competitive advantage in retaining Gen-Z talent. Employees who perceive their organization's Green HRM policy as clear tend to also believe that these practices help retain Gen-Z talent effectively.



Findings

- 1. Training as a Driver:** Sustainability training programs were discovered to bear the maximum effect on Gen-Z's productivity and happiness.
This indicates that Gen-Z does not just appreciate green policies but also wishes to engage actively in learning and contributing.
- 2. Clear Policies Build Trust:** Having a clear Green HRM policy creates transparency and trust. Employees who are aware of clear guidelines feel more safe and exhibit greater loyalty.
- 3. Sense of Purpose Matters:** Green HRM practices connecting employees to a larger purpose (sustainability, environmental contribution) enhance their meaning at work, which increases emotional commitment.
- 4. Moderate but Substantial Impact:** Your regression outcome indicated 41% of employee satisfaction and productivity variance accounted for by Green HRM.
This indicates other factors such as leadership style, rewards, or cultures also have an influence, in addition to Green HRM.
- 5. Competitive Advantage in Retention:** Workers feel that organizations with robust GHRM practices have a definite advantage in attracting and retaining talent, and that they enjoy a brand advantage in the labor market.
- 6. Policy Clarity & Retention Belief Correlation:** Your correlation outcome (0.563**) shows the degree of GHRM policy clarity positively correlating with the belief that such practices ensure the retention of Gen-Z talent.
- 7. Variation Among Respondents:** The moderate standard deviation implies varied attitudes among employees some are extremely encouraged by Green HRM, while others might continue to appreciate classical HR benefits (e.g., pay, promotions) equally.

Suggestions

- 1. Enlarge Sustainability Training Programs**
As training had the most considerable effect on Gen-Z engagement, organizations must invest in ongoing green training modules and associate them with career development opportunities.
- 2. Formalize and Communicate Transparent Green HRM Policies**
Transparent policies greatly enhance trust and retention. Firms need to document, standardize, and communicate policies and incorporate them into hiring, performance management, and employee evaluations.
- 3. Make the Most of Green HRM for Employer Branding**
Sound GHRM practices make organizations more attractive. Companies need to promote sustainability efforts on recruitment drives and CSR reports to win over and hold onto Gen-Z talent.
- 4. Facilitate Work-Life Balance with Green Initiatives**
Gen-Z prioritizes flexibility. Companies can implement green commuting schemes, hybrid work arrangements, and green workplaces to enhance sustainability as well as employee morale.
- 5. Engage Technology & AI in Green HRM**
With AI still not fully explored in existing studies, companies can use AI-based HR analytics to track eco-performance, encourage green recruitment, and customize sustainability engagement for employees.
- 6. Encourage Green Leadership and Organizational Culture:** Sustainability relies on leadership to be embedded. Managers must be equipped with green leadership skills that motivate environmentally friendly habits and align company culture with Gen-Z values.



Conclusion

This study sought to examine the role of Green Human Resource Management (GHRM) in Gen-Z work engagement and retention. The findings suggest that organizations that adopt HR practices focused on sustainability green hiring, environmental responsibility development, flexible working conditions, and green spaces at the workplace are more successful at engaging and retaining Gen-Z employees. Of the numerous practices, explicit sustainability training and clearly stated policies were the strongest motivators for employees' productivity, job satisfaction, and commitment. Furthermore, the research indicates that GHRM optimizes employer branding to bestow on organizations a competitive edge in enticement of younger employees.

Although the research supports the beneficial influence of GHRM on Gen-Z, it also points out limitations such as reliance on self-reported data and the need for cross-industry and cross-generational comparisons. Future research needs to include psychological well-being perspectives, leadership, work-life integration, and technologies like AI to provide an inclusive view of the role of GHRM.

Finally, GHRM is not only a sustainability program but a strategic imperative through which firms can get aligned with the values of Gen-Z. By embedding green policies into organizational culture, organizations have the capacity to enable more engagement, long-term tenure, and a future-fit workforce committed to organizational as well as environmental goals.

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