



The Green Sanctuary: Examining GHRM Practices as a Buffer Against Workplace Stress and Turnover Intention

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Received: February 12, 2026; **Reviewed:** March 31, 2026; **Accepted:** April 27, 2026

ABSTRACT

This paper seeks to explain the role of stress in the relationship between Green HRM practices and turnover intentions. It should be noted that there are five dimensions of Green HRM practices that are used in this research paper namely Green Job Design, Green Recruitment and Selection, Green Health and Safety, Green Performance Management, Green Compensation Management and Turnover Intention. A 30 items instrument was developed and the data were collected from 280 employees of the IT sector of Karachi. Out of these 30 items, four items were used for measuring Green Job Design, three items were used for measuring Green Recruitment and Selection, three items were used for measuring Green Health and Safety, six items were used for measuring Green Performance Management, five items were used for measuring Green Compensation Management. Furthermore, six items were used for measuring stress and three items were used for measuring turnover intentions. In this regard, data were collected from 280 respondents who work for the IT Sector using purposive sampling technique. Structural Equation Modeling has been used using the AMOS Software. Results indicated that stress mediates the relationship between all the dimensions of Green HRM and the Turnover Intentions. Hence, it is recommended that managers in the IT Sector should focus on green HRM practices to reduce the stress among the employees and the resultant turnover intentions.

Keywords:

Green HRM, Stress, and Turnover Intentions.

How to Cite:

Kumar, R. H., Ghayas, M. M., & Alakaş, E. Ö. (2026). *The green sanctuary: Examining GHRM practices as a buffer against workplace stress and turnover intention*. *KASBIT Business Journal*, 19(1), 24–35.



1. Introduction

1.1 Overview

Since the later few many years Green Human Resource Management has gotten an immense consideration among the researchers, academicians, business associations as we are continually confronting a ton of ecological disasters because of our own behavior that produce colossal effect on our earth (Lumpkin & Achen, 2018). The Green human resource management is the need of the 21st Century as the entire day, consistently; it is represented in the paper that due to the overabundance utilization of normal assets as an unrefined substance by the enterprises and other business association, there is colossal tension on the regular assets of planet Earth. It is the high time we should contemplate the natural supportability and produce less damage to the environmental framework (Mohammad & Samimi, 2019).

A physiological methodology conceptualizes work pressure as a pessimistic mental state which is the consequence of a powerful communication between the individual and the workplace. Work pressure is characterizing as a singular's responses to the qualities of the workplace that appear sincerely and actually compromising. Representatives who experience elevated degree of occupation stress are bound to be unfortunate, inadequately roused, less useful and less protected working. Their associations additionally are more averse to prevail in a cutthroat market. Work strain can arise out of a combination of sources and impact people in different ways (Lakhani, 2020).

Turnover intention has been a basic issue for the board for a long time (Cleveland, 2000) and it is a significant issue for associations now. Turnover intention as cognizant wilfulness to look for different choices in different beginnings in the study. Work pressure impacts representatives work fulfillment which thus leads low execution and the expectation to leave the work. A positive relationship was likewise found between work-life struggle, stress, and turnover intention (MacIntosh, 2018).

1.2 Problem Statement

Employee turnover is a significant issue in the IT sector of Pakistan. Stress is one of the contributors towards the employee turnover (Avey, Luthans, & Jensen, 2009). In this regard, it is argued that Green HRM practices can reduce stress among employees which in turn may result in reduced turnover intentions. However, there is a lack of researches on the topic concerning role of Stress in the relationship between Green HRM and Turnover Intentions. Therefore, this study seeks to investigate the role of Stress in the relationship between Green HRM and Turnover Intentions.

1.3 Importance and Significance of the Study

Since, this study wants to answer the following research question:

“What is the role of stress in the relationship between Green HRM Practices and Turnover Intentions in the IT sector of Karachi?”



Therefore, this research is of key importance for the managers in the IT sector of Karachi in understanding that how Green HRM practices can be helpful in reducing the stress and turnover intentions in the IT sector of Karachi.

2. Literature Review

2.1 Green Human Resource Management

It is an approach adopted by the organizations for considering and managing the environment related issues in order to remain sustain and productive in organizing the resources (Baum, 2018). In the modern world of human resource where, people are recruited online, services are rendered online and almost all such sided and value-added tasks are done through online medium, green management is the foundation of such updated HRM practices (Kushawah, 2020). The concept of green management was formally taken on board by the health and environmental departments of the world to launch an international organization for standardization of 14000 green projects and growing in green management system from the traditional one (Kumar, 2014).

Green human resource management are the functions and practices for introducing the sustainability which make employees pro-environmental in terms of formatting, implementing and introducing the sustainable and green promotional practices at the work place (Holford, 2019). It helps in getting better reformed in working environment to promote green workforce in order to accomplish green objectives and practice sustainable with environment (Jadhav et al., 2021).

2.2 Green HRM Practices

2.2.1 Green Job Design

Green job design is a practice adopted by the HR practitioners for promoting and incorporating environmental sustainability by adopting the green HR practices like tasks, duties, responsibilities in every segment of job (Haldorai, Kim, & Garcia, 2022). Green job design is initiated to bring change and innovation in the HR practices in order to spread positivity and sustainability at the workplace by enriching green job practices (Mohammad & Samimi, 2019).

2.2.2 Green recruitment and selection:

Green recruitment and selection is a process of avoiding documentation and traditional recruitment procedures of filling hard papers and post etc. and promoting the paperless HR practices by use of technology and adopting latest approaches in the field of HR in order to maintain environment sustainable, eco-friendly and environment friendly (Atif et al. 2021).

2.2.3 Green Health and Safety

The concept of green health and safety his found after the research and experts analyzed the business and as well as individual activities disturbing the environmental peace and harmony and degrading many of the life sustainable systems (Adams, 2020). The concept is used in the modern HRM practices in taking health and safety measurement the work place and introducing no environment harming tools and tactics for the sake of ensuring sustainability. Further, it is an arrangement of green environment sustainable operations and procedures for all workers is the



focal capacity of GHS the executives (Baghal, 2016). Organizations continually commit assets to make different environmental related drives to diminish laborer stress and job-related disorder impelled by destructive work setting (Atif et al., 2021).

2.2.4 Green Compensation and Management

Jabbour, Santos, and Nagano (2010) alluded to green remuneration the executives (GCM) as the act of utilizing rewards, pointed toward employing and spurring labour force to pursue natural targets.

2.2.5 Green Performance Management

Green performance management term is used to manage the issues related to the environment. It also deals in shaping the policies of the company compatible with the organizations internal and external environment. However various precautionary measures are taken in order to improve organizational learning and environmental management (Heri, 2019).

2.3 Job Stress

Job stress can be defined as the state in which employee is being overburdened and frustrated by the daily routine of tasks and non-productive actions at the work place (Schmitt, Breuer, & Wulf, 2021). Stress not only affects the human productivity but also left a mark of unstable mental and physical health of the organization. Job stress is caused when the traditional practices are being followed; it gives the start to the organizations for an unhealthy working environment to the employees (Gumus et al., 2018). Furthermore, stress causes mismanagement, misconducting and disengagement of human and financial resources (Bombiak & Marciniuk-Kluska, 2018).

2.4 Turnover Intention

Turnover intention is the basic problem of every firm, daily adoption of modern human resource practices (Maaitah, 2018). An employee faces this state when he/she is not been treated well, when all the precautions and measures are not taken at the workplace, when some other organization offers better than this current organization and when the career and academic life of employees is being distracted by heavy burdening the tasks and work responsibilities (Rigotti, Yang, Jiang, Newman, De Cuyper, & Sekiguchi, 2021). It is defined as it is the intention of leaving the job and low execution of aim and low motivation. It causes low self-esteem. Turnover is the key issue when employee struggle in maintaining work life balance (Lakhani, 2020). Stress is the matter of low engagement of employees due to which the employee's turnover rate increases (Sibtain & Muhammad, 2018).

2.5 Green Human Resource Management and Job Stress

Previous studies indicate that green human resource management is the future of organizations, it helps employees to beat the stress, get comfortable with the eco-friendly and environment friendly workplace (Al-Ghazali & Afsar, 2021). Job stress is the frustration that comes from people, environment and responsibility (Körner, Müller-Thur, Lunau, Dragano,



Angerer, & Buchner, 2019). A study was conducted in the IT firm in which the stress of employees was being analyzed and also the consequences and root causes of the initiation of the stress, the study concluded that the environment plays the major role in job stress, it could be eco-friendly and should promote green practices in the organization because it has positive impacts on employees' job performance and mental health.

Further study concluded that the variables can be taken in various studies by applying the concept on other organizations too in order to measure the level of green human resource management practices affects and also the behaviour before and after implications of green human resource management (Joong, 2019).

2.6 Job Stress and Turnover

Employee turnover is caused by many reasons, that reasons are interlined to each other hence the end result is the stress and frustration (Qadeer, 2021), however a study discussed that employees' job stress is the low maintenance of employee retention approaches of the organizations (Joong, 2019). The market is looking forward to opportunities where employee's skills are required in every next organization (Mohammad & S amimi, 2019), jobs are now home based and the motive is to make employees stress free from the hectic job routines and heavy tasks (Rigotti et al., 2021).

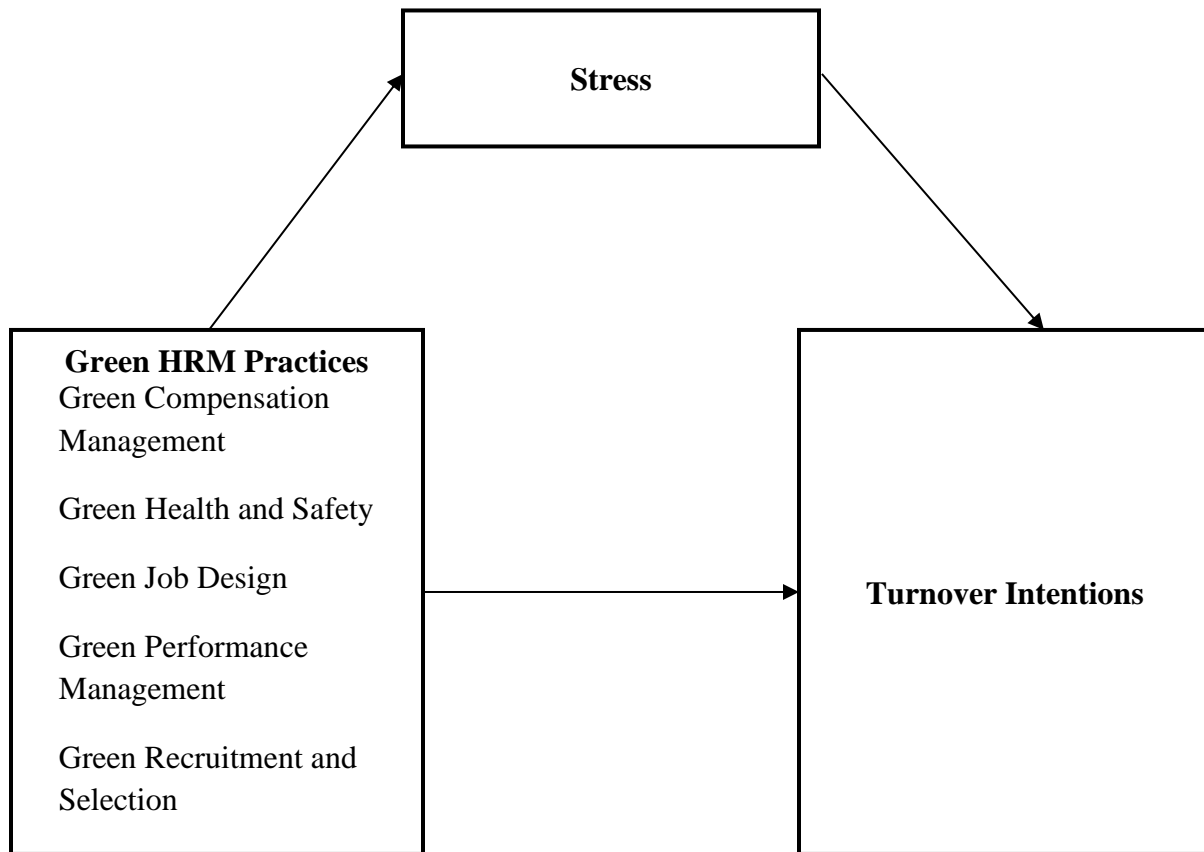
Job stress and turnover are coined in many studies in which a figured-out sample and population has been selected, however the study with such combination are done in the previous times. Whose results could not be considered valuable in the current time; however, the human resource practices are evolving day by day. Job stress is recommended in a study in which the human resources strategies have been adopted especially green human resource management practices; because it helps in promoting positive workplace environment and keeps employees stress free (Jawale, 2012).

2.7 Mediating Role of Stress in the Relationship between of Green HRM Practices and Turnover Intentions

A situation when the employee does not get the value of what is being given to the organization from then is not equal and worth of what is being pay back to them (Kushawah, 2020). In such circumstances the employees get unsatisfactory results and that result tends to them for getting the intentions of turnover. A study took job stress as a mediating role in which employee motivation, employee turnover, job engagement and job enrichment (Mujtuba et al., 2018). Another study used turnover intention as mediating role and job stress and HRM green human resource management variables are taken as the independent and dependent variables, the study concluded that there is a weak relationship of turnover intention however most of the respondents in the discussion emphasized on job stress and said that job stress is the reason of all such irregular intentions.

2.8 Conceptual Model

Below is the conceptual model of the study:



3. Method

This study is an explanatory study and is based on the deductive research approach. To conduct this study, data were collected from 280 respondents working in the IT Sector of Karachi. Data were collected only from those respondents who had been working for the same organization for at least one year. Hence, purposive sampling is used. A scale was adapted from Shah (2019) for measuring various dimensions of Green HRM, whereas, 3 items were adapted from Cumman et al., (1979). Confirmatory factor analysis (CFA) and Structural Equation Modeling (SEM) are used for analyzing the data.

4. Results

4.1 Confirmatory Factor Analysis:

Confirmatory factor analysis (CFA) is a special form of factor analysis, most commonly used in social research.^[1] It is used to test whether measures of a construct are consistent with a researcher's understanding of the nature of that construct (or factor). As such, the objective of confirmatory factor analysis is to test whether the data fit a hypothesized measurement model.

**Table 1: Model Fit Indices**

CMIN/ DF	p-value	CFI	RMSEA	Model Status
1.945	0.020	0.908	0.06	Fit

Above table indicates the model fit indices for the confirmatory factor analysis. The CMIN/df is in between 1.85 and 1.95, which is less than the specified value of 3 or less (Kline, 1998). Furthermore, the CFI values are greater than 0.9, which is 0.908 and p-value is lesser than 0.05, indicating a good model fit for this research study hence it has been proved that this is a good model fit for the study to conduct. Hence, the values in the above table indicates that the model is statistically fit. The CFA results are given below:

Table 2: SFL and Reliability

Variable	SFL	CR	Cronbach Alpha	AVE
Green Job Design		0.839	0.712	0.566
GJD1	0.806			
GJD2	0.712			
GJD3	0.745			
GJD4	0.744			
Green Recruitment and Selection		0.791	0.721	0.558
GRS1	0.712			
GRS2	0.774			
GRS3	0.754			
Green Health and Safety		0.783	0.729	0.545
GHS1	0.735			
GHS2	0.761			
GHS3	0.719			
Green Performance Management		0.890	0.725	0.575
GPM1	0.778			
GPM2	0.712			
GPM3	0.745			
GPM4	0.712			
GPM5	0.818			
GPM6	0.779			
Green Compensation Management		0.907	0.810	0.662
GCM1	0.723			
GCM2	0.812			
GCM3	0.894			
GCM4	0.845			
GCM5	0.784			



Stress		0.974	0.856	0.864
ST1	0.914			
ST2	0.945			
ST3	0.865			
ST4	0.947			
ST5	0.934			
ST6	0.968			
Turnover Intentions		0.801	0.734	0.574
TI1	0.749			
TI2	0.801			
TI3	0.721			

Note: SFL= Standardized Factor Loadings, CR= Composite Reliability, and AVE = Average Variance Explained

The above table suggests that there is no issue related to validity and reliability hence Cronbach Alpha needs to be closed to the value to 0.7, and 0.9 if the researcher wants the values to be acceptable. But when the Cronbach Alpha is closer to 1, it indicates the internal consistency of the variables as higher (Skran & Bogie 2006). So, as already indicated on the above table the Cronbach Alpha values are close to 0.7 which directly indicates that the overall items inter consistency is reliable and strong. That indicates to further process the study further. Also, another study stated that if there is a high correlation between the items will help to strengthen the high α coefficient.

Table 3: Discriminant Validity

Construct Items	GJD	GRS	GHS	GPM	GCM	S	TI
GJD	0.752*						
GRS	0.381	0.746*					
GHS	0.444	0.354	0.738*				
GPM	0.239	0.485	0.112	0.758*			
GCM	0.266	0.147	0.381	0.354	0.813*		
S	0.245	0.84	0.453	0.458	0.125	0.929*	
TI	0.456	0.345	0.498	0.148	0.221	0.391	0.757*

Note: *The Square Root of the AVE as a criterion



4.2 Structural Model

Structural Equation Modelling has been used using AMOS Software for testing the mediation. Results of model fit indices of structural model are given below:

Table 4: Model Fit Indices

Mode	Independent Variables	Mediator	Dependent Variable	CMIN / DF	p-value	CFI	RMSEA	Model Status
1	Green Job Design Green Recruitment and Selection Green Health and Safety Green Performance Management Green Compensation Management	Stress	Turnover Intention	1.911	0.022	0.911	0.07	Fit

Above table indicates the model fit indices for the structural model. The CMIN/df is in between 1.85 and 1.95, which is less than the specified value of 3 or less (Kline, 1998). Furthermore, the CFI values are greater than 0.9, which is 0.911 and p-value is lesser than 0.05, indicating a good model fit for this research study hence it has been proved that this is a good model fit for the study to conduct. Hence, the values in the above table indicates that the model is statistically fit. Below are the results of the structural model:

Table 5: Results of Structural Model

Independent Variables	Mediator	Dependent Variable	Effect of IV on Mediator	Direct Effect (c)	Indirect Effect (ab)	Degree of Mediation
GJD	Stress	Turnover Intention	-0.156*	-0.526	-0.071*	Full
GRS	Stress	Turnover Intention	-0.150*	-0.423*	-0.095*	Partial
GHS	Stress	Turnover Intention	-0.149*	-0.317*	-0.043*	Partial
GPM	Stress	Turnover Intention	-0.118*	-0.281	-0.058*	Full
GCM	Stress	Turnover Intention	-0.111*	-0.233*	-0.013*	Partial

Above table indicates the results of the Structural Model. These results indicates the mediating role of stress in the stress in the relationship between dimensions of Green HRM and the Turnover Intentions. From the results of the structural model, it is uncovered that there is a mediating role of Stress between the Independent Variables (GJD, GRS, GHS, GPM and GCM) and the dependent variables turnover intention. This is consistent with Shah (2022), who found a significant relationship between the independent variables and dependent variables. As per the results, stress fully mediates the relationship between independent variables (GJD and GPM) with



turnover intention, whereas, it partially mediates the other the relationship of other independent variables and the turnover intentions. So according to the findings, stress mediates the relationship between dimensions of GHRM and turnover intentions. Furthermore, the findings revealed that there is a strong relationship between the dependent and independent variables with a strong and positive association.

5. Discussion, Conclusion and Recommendation

5.1 Discussion

This research study is notable in that it contributes to the expansion of literature on the subject of GHRM practices, stress and turnover intentions. The study is unique in that it looks at not only the relationship between job stress study aspects and GHRM and turnover, but also the mediating role of job stress in the turnover and GHRM. According to the research previous researchers has coined the somehow data which was relevant to the variables but not with the same sample side and mediating roles of the job stress. So, the current research study builds on the prior researchers' conceptualizations along with the innovation and addition of the mediating variable with it. As a result, green human resource management practices have the impact on the turnover intention, however the job stress has the mediation between the management practices and turnover intentions. Also, the link between parts of management practices and employee turnover has previously been shown but understudied; the findings of the current research study are consistent with previously held beliefs. The study has justified that the results supported the hypothesis with respect to the significant relationships and the mediations among the variables.

5.2 Conclusion

Now a day the Green Human Resource Management has been reformed, HR practices and strategies have been changed too in order to provide a stress-free environment along with the low turnover intentions among employees. Employees have been taken as a priority when designing the internal and external policies of the company. There is an interconnected relationship between the GHRM practices and turnover intentions however both the constraints are being moderate by the stress. However, also the results after combining data, results indicate that there is a positive relationship between GRHM activities and the turnover intention and both the variables are being moderated by the stress. The study indicates that, for the I.T industry it is the foremost requirement should be GHRM practices and the employee instead of other things. The study further ads value by the data as the validity of the variables is accurate with all the variables.

Moreover, a study discussed in the literature that stress among employees and the turnover intention both are the biggest challenge for every organization it must be indicated, so for that the human force has been taken very serious and important factor in building a strong relationship with the employees of an organization should be considered. Whereas the stress and employee turnover all affects the GHRM practices and plays an important role in the journey of an organization. Hence the study will definitely be a value addition in the literature because it provides



latest results by following the updated human resource management data and statistics. HR practitioners and academicians can use the article to provide a real time data to show better let readers and social scientists improve knowledge and make policies accordingly.

5.3 Recommendation

The study has discovered that that there is a significant impact of GHRM practices with turnover intentions along with the moderating effect of stress among employees. Also, along with it the study is conducted on taking the population of Pakistan's I.T industry, however the study can be conducted on another industry which faces the stress type of issues and applies the GHRM practices to better shape the organization image in the market. Also, the current strategy adopted in this study is qualitative further it can be considered as a qualitative of a mix method strategy can be adopted so that in depth observation of the respondents can be conducted so that further clear vision and conclusion can be obtained. Lastly there are various mediators which are coined in the literature like, employee motivation, employee retention etc. so such variables can also be applied as a recommendation to the future studies.

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