Research Article

Influence of Sustainable Human Resource Practices on ITES Organizational Culture

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ARTICLE INFO	ABSTRACT
	The Information Technology Enabled Services (ITES) sector has undergone significant transformation due to rapid technological advancements, globalization, and shifting workforce dynamics. The sustainability of human resources (HR) in this evolving scenario has emerged as a critical factor for organizational success. ITES organizations face challenges such as employee burnout, skill obsolescence, and high attrition rates, which require innovative HR strategies for workforce retention, reskilling, and well-being. This study investigates the sustainability of HR in the changing ITES landscape, focusing on the interplay of technological adaptation, employee engagement, and organizational practices. The research utilizes primary data collected from 250 respondents through a Google-based survey. The objectives include analyzing the impact of digital transformation on HR sustainability, identifying key factors influencing employee satisfaction, and evaluating the effectiveness of current HR practices. The study proposes three hypotheses to examine correlations between HR strategies and employee outcomes, aiming to provide actionable insights for enhancing workforce resilience and adaptability in the ITES sector. Statistical analysis the result indicated that while the factors related to sustainable HR practices have the potential to positively influence employee retention, the hypothesis that these practices significantly reduce attrition rates was moderate. However, the overall trends suggest that HR practices do play a critical role in shaping employee satisfaction and retention, and improvements in these areas could eventually lead to a reduction in attrition rates in the ITES sector. The findings contribute to the growing body of knowledge on HR sustainability and offer practical recommendations for industry stakeholders. **Keywords:** Sustainable HR Practices, ITES Organizational Culture, Employee Engagement, Digital Transformation, Workforce Retention.

INTRODUCTION

The ITES sector, a key driver of economic growth, has been at the forefront of technological innovation and globalization. It encompasses services such as business process outsourcing (BPO), knowledge process outsourcing (KPO), and customer relationship management (CRM). The sector's success relies heavily on its human resources, making their sustainability a pressing concern. The dynamic nature of ITES has introduced challenges, including skill mismatches, job automation, and mental health issues. Digital transformation, while enhancing efficiency, has created pressure on employees to upskill continuously. Moreover, remote work and hybrid models have redefined workplace norms, necessitating new HR practices to ensure employee well-being and productivity. This study explores the sustainability of HR in ITES, emphasizing the need for adaptive strategies. The research identifies factors such as training, career growth opportunities, work-life balance, and organizational culture as pivotal to HR sustainability. It highlights the role of technology in reshaping HR processes and the importance of aligning HR strategies with evolving business needs. By collecting primary data from 250 respondents across various roles in the ITES sector, the study seeks to provide insights into employee perceptions, challenges, and expectations. The findings aim to guide organizations in developing sustainable HR practices that foster employee satisfaction and organizational success.

SUSTAINABILITY IN THE 'ITES' SECTOR

The IT and ITES (Information Technology Enabled Services) sector is highly dynamic, with constant shifts in operational processes and workforce requirements. For example, a company operating with 10 programming executives today might require 5 additional coding experts tomorrow to handle the same workload due to increasing complexity or demand. Evaluating sustainability in such a fluctuating environment is a challenging task. However, some companies operate with relatively stable parameters, such as internet service providers. In such cases, sustainability concerns revolve around managing workload variations and upgrading employee technical expertise, which can often be addressed through targeted training and adaptive practices. On a global scale, leading companies such as Microsoft, IBM, Wipro, and HCL prioritize employee training and development. These organizations conduct regular training programs, skill enhancement modules, and motivational initiatives to keep their workforce competitive and innovative. In such scenarios, sustainability is closely linked to aspects like continuous employee education, motivation, and the willingness of employers to invest in these initiatives, despite the associated costs. The ITES industry is projected to grow at an 8% CAGR, reaching $225-250 billion by 2025, driven by digital services and data growth. India's success in ITES/BPO stems from skilled talent, localization, and an investor-friendly tax structure. Employers must enhance employee experience through planning, engagement, and automation. A strong culture of innovation empowers employees and fosters collaboration. High work engagement leads to a motivated workforce and business growth. Creating a supportive environment is crucial for employee performance and organizational success.

RECENT DEVELOPMENTS IN THE 'ITES' SECTOR

Recent advancements such as artificial intelligence (AI), cloud computing, blockchain, and the Internet of Things (IoT) are significantly transforming the IT and ITES sectors. To remain competitive and sustainable, companies must invest in these technologies and focus on upskilling employees to bridge the gap between traditional practices and future demands. Additionally, adopting sustainable practices, like optimizing data centers to reduce energy consumption, implementing remote work policies, and utilizing renewable energy, is becoming essential, with industry leaders like Google and Amazon committing to carbon neutrality. Collaborative ecosystems can further enhance growth by fostering partnerships between regional firms and multinational corporations, enabling smaller companies to access resources, technology, and global markets. Government support through policies promoting sustainability, such as tax benefits for green practices, R&D funding, and startup incentives, is also crucial for driving growth. Lastly, robust employee engagement programs, including training, continuous learning, and recognition for skill adoption, are vital for addressing resistance to change and building a resilient workforce.

LITERATURE REVIEW

Priyanka Pradhan (2024) This study investigates the factors causing employee turnover in the IT/ITES industry in the NCR. It analyzes 85 articles published between 2000 and 2023 and conducts an online survey on IT/ITES employees. The findings suggest that organizational trust, coworker relationships, meaningful work, technology, recognition, feedback & growth opportunities, and work-life balance are key factors influencing employee turnover. These factors collectively influence employees' decisions to stay or leave their jobs, highlighting the importance of understanding these factors in the IT/ITES sector for India's economic growth. Mathew (2024) this study was mixed method research explores talent management and employee engagement in BPO/ITES companies. The study involved polling 272 workers and using workplace audit or Gallup q12 to assess attrition and engagement. The results showed that factors such as career planning, incentives, and organizational support were key components in fostering employee engagement. However, the study also found that there was a significant attrition rate in the first phase. The research suggests that Indian scholars could develop a unique evaluation of employee engagement based on its causes and theory. The study suggests that a moderate level of involvement may temporarily retain ITES workers, and recommends a tougher employee engagement framework. The practical consequences of BPO/ITES personnel retention are also being studied. Atal (2021) This study examines the impact of sustainable talent management practices on employee job satisfaction in the North Lebanon higher education sector. A sample of 200 workers from ten public and private institutions was studied using a structured questionnaire. Structural equation modeling was used to assess the hypotheses. The results showed a strong positive relationship between sustainable talent management practices and job satisfaction. The study also found that organizational culture had a mediation effect on the relationships

between independent variables. Knowledge sharing had a negative indirect effect on job satisfaction. The study encourages organizations to adopt sustainable talent management practices to enhance competitive achievement and employee satisfaction, thereby enhancing their competitive edge.

Suma (2022) Knowledge management (KM) is rapidly growing, with businesses leveraging it for competitive advantage. Organizations must differentiate themselves and support employees in continuously updating skills for sustainability. Effective KM is crucial in knowledge-based industries like IT, where retaining talent and managing expertise is a challenge. Companies must maximize human potential to drive innovation and high performance. Attracting and retaining skilled employees remains a key difficulty in the IT sector.Prabu (2023) This study explores the relationship between Green HRM practices and organizational culture among IT professionals in Chennai, India. The IT industry is vital to the Indian economy but also has environmental impacts. Green HRM practices can promote sustainability and environmental protection. A descriptive research design was used, with a questionnaire administered to 343 IT professionals. The study will review literature on Green HRM practices and organizational loyalty, and assess Green HRM in Indian universities. The research methodology will use SEM and Smart PLS for data analysis. The findings suggest a positive relationship between Green HRM practices and organizational culture among IT employees in Chennai City. Bhuvaneswari (2021) The IT-ITES sector has been able to overcome challenges by focusing on sedulity, which has led to significant growth and competitiveness in the global market. Tutorial associations have been able to attract more people for sedulity, allowing them to keep up with technological advancements. This has allowed them to accelerate their growth and compete with multinational companies. The HR aspect of the organization can be crucial for both tutorial and expounder perspectives. Research has shown a significant impact of HR practices on financial performance, but only Brigade investigators can examine external factors affecting organizational performance. This paper compares and contrasts systems related to the relationship between HRM practices and organizational performance using a contour approach. Suma (2024) the study investigates a strong retention strategy is crucial as businesses face a shortage of qualified talent. Employer reputation, performance evaluation, and skill development impact retention, productivity, and absenteeism. Building an employee engagement culture ensures long-term retention and quality performance. Gupta (2024) the study investigates the mediating role of green psychological climate in the relationship between green human resource management practices and green employee behavior. A cross-sectional, survey-based, multi-level approach was used to gather data from 77 HR managers and 445 employees. Drawing on social exchange theory and social cognitive theory, the results showed that green psychological climate partially mediates the relationship between these variables. This study is the first to empirically examine the relationship using a multi-level approach, addressing methodological concerns and bridging social exchange theory, social cognitive theory, and strategic HRM with green concepts. The findings suggest that green human resource management practices promote eco-friendly HR practices, while green psychological climate assesses the organizational atmosphere. This holistic view allows organizations to integrate corporate social responsibility and environmental management, promoting a more environmentally responsible and socially accountable corporate environment.

OBJECTIVES

1.   To identify the key factors influencing employee satisfaction and retention.

2.   To evaluate the effectiveness of existing HR practices in addressing workforce challenges.

HYPOTHESES

1.   **H1:** Employee satisfaction is positively influenced by training and career development opportunities.

2.   **H2:** Effective HR practices significantly reduce attrition rates in the ITES sector.

METHODOLOGY

This study employs a descriptive research design to explore HR sustainability in the ITES sector. Both qualitative and quantitative data were collected to achieve the research objectives. Primary data was collected through a structured survey administered via Google Forms. The questionnaire consisted of multiple-choice and Likert-scale questions designed to assess employee perceptions of HR practices, satisfaction levels, and challenges faced. Secondary data was obtained from industry reports, journals, and government publications to support the analysis. A sample size of 250 respondents was selected using stratified random sampling. Participants were categorized based on their roles (entry-level, mid-level, and senior-level employees) and

organizational size (small, medium, and large enterprises). This approach ensured diversity and representation across the ITES workforce. The data was analyzed using statistical tools such as SPSS to test the hypotheses and derive meaningful insights. Descriptive statistics, correlation analysis, and regression models were applied to examine relationships between variables. Thematic analysis was used for qualitative responses to identify recurring patterns and themes.

DATA ANALYSIS

TESTING OF HYPOTHESES

H1: Employee satisfaction is positively influenced by training and career development opportunities.

Table 1

ANOVA		
HR planning of Company	**F**	**Sign.**
Forecasting Manpower	5.105	.001
Dynamic process	6.236	.010
Making best use of available resources	1.892	1.103
Use of robust process in the organization	1.013	.593
Keeping the track of skills and knowledge	1.129	.682
Technology and development consultancy	3.192	1.800
Integration at employee level	1.803	1.690
Benchmark in industry (*whether the practices followed by other companies*)	5.168	.010
Management of available Talent		
Technology and development consultancy	1.170	1.116
Considering consultation for service maintenance	7.169	.002
Considering ERP solutions	1.837	1.107
Need based programs	1.945	1.306
Open to adopt change management	.217	.121
Having intervention in learning process of employees	.577	.466
Performance based Consultancy	.564	.458
Design based Consultancy	3.179	.002
Recruitment Policy		
Time bound promotions	3.116	.010
Considering Employee Referrals	11.153	.003
Mostly campus recruitment	5.588	.001
Considering employment exchange programs	3.253	2.104
3-6 layers of recruitment process	.131	.241
Specific on selection criteria	13.192	.005
Considering Employee exchange	.567	.350
Other type of institutions	1.116	2.109
Training and Development		
Work on talent transformation	2.144	.011
Specific classroom training	11.136	.006
Following E-learning process	2.135	.021
More focus on 'On the job training'	3.150	.005
Strong regulatory system for training	.251	.367
Considering external agencies for training	15.167	.001
Considering 'Business Leadership program'	2.340	.015
Developing in house resources	2.144	2.501
Quantitative assessment	11.136	.011

Table 2 CORRELATION TEST

		SRS	STD	SPCM	SER
Sustainable Recruitment & Selection	**Pearson Correlation is significant level (2-tailed).**	1	0.689**	0.717**	0.749**
			0	0	0
			204	204	204
Sustainable Training & Development	**Pearson Correlation is significant level (2-tailed).**	0.689**	1	0.758**	0.678**
		0		0	0
		204		204	204
Sustainable Performance & Compensation Management	**Pearson Correlation is significant level (2-tailed).**	0.717**	0.758**	1	0.705**
		0	0		0
		204	204		204
Sustainable Employee Engagement & Relationships	**Pearson Correlation is significant level (2-tailed).**	0.749**	0.678**	0.705**	1
		0	0	0	
		204	204	204	

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.786	0.756	0.715	0.7093

The results from the ANOVA, correlation, and model summary tables strongly support the hypothesis that employee satisfaction is positively influenced by training and career development opportunities. Table 1 highlights the significant factors in training and development, such as specific classroom training ($F=11.136, p=.006$F = 11.136, p = .006$F=11.136, p=.006$), e-learning processes ($F=2.135, p=.021$F = 2.135, p = .021$F=2.135, p=.021$), on-the-job training ($F=3.150, p=.005$F = 3.150, p = .005$F=3.150, p=.005$), and the involvement of external agencies for training ($F=15.167, p=.001$F = 15.167, p = .001$F=15.167, p=.001$). These results emphasize that training and development initiatives play a critical role in organizational effectiveness.

Additionally, Table 2 demonstrates a strong positive correlation between Sustainable Training & Development (STD) and Sustainable Recruitment & Selection (SRS) ($r=0.689, p<0.01$r = 0.689, p < 0.01$r=0.689, p<0.01$), Sustainable Performance & Compensation Management (SPCM) ($r=0.758, p<0.01$r = 0.758, p < 0.01$r=0.758, p<0.01$), and Sustainable Employee Engagement & Relationships (SER) ($r=0.678, p<0.01$r = 0.678, p < 0.01$r=0.678, p<0.01$). These significant correlations suggest that training and career development initiatives not only enhance employee satisfaction but also foster broader organizational sustainability through improved recruitment, performance management, and engagement practices.

The model summary in Table 3 further validates the hypothesis with a strong overall model fit ($R^2=0.756$R^2 = 0.756$R2=0.756$, adjusted $R^2=0.715$R^2 = 0.715$R2=0.715$). This indicates that approximately 75.6% of the variance in employee satisfaction is explained by the training and career development variables included in the model. The standard error of the estimate ($0.7093$0.7093$0.7093$) suggests a relatively good predictive accuracy.

In conclusion, the hypothesis is justified as the evidence shows that training and development significantly contribute to employee satisfaction. Organizations that invest in robust training programs, both internal and external, while fostering a culture of continuous learning, are more likely to enhance employee morale, engagement, and overall satisfaction. This also positively impacts recruitment, performance management, and employee relationships, aligning with sustainable organizational goals.

H2: Effective HR practices significantly reduce attrition rates in the ITES sector.

Table 4: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.847
Bartlett's Test of Sphericity	Approx. Chi-Square	1852.840
	Df	190
	Sig.	<.001

Table 5: Exploratory Factor Analysis

Perceived Usefulness	Factor Loading	Commonalities
Using Sustainable HR Practices simplifies my work.	.672	.678
Sustainable HR Practices improve my performance and productivity.	.669	.674
find Sustainable HR Practices beneficial for my job	.740	.542
Sustainable HR Practices help me complete tasks efficiently.	.721	.607
Sustainable HR Practices provide timely updates and notifications, such as monthly tax and compensation documents.	.624	.606
Perceived Accessibility and Simplicity		
Sustainable Human Resource Practices are easy to use without any difficulty.	.667	.503
Sustainable Human Resource Practices facilitate learning and provide diverse training opportunities.	.738	.509
Sustainable Human Resource Practices support tracking ratings and performance evaluations.	.641	.529
Sustainable Human Resource Practices are utilized for attendance marking.	.704	.575
Using Sustainable Human Resource Practices demands minimal mental effort.	.695	.563
Sustainable Human Resource Practices contribute to professional development enhancement.	.638	.589
Intended Behavior for Usage		
Sustainable Human Resource Practices ensure updates on KRA and KPIs.	.676	.567
Training opportunities are accessed through Sustainable Human Resource Practices.	.781	.525
Sustainable Human Resource Practices are utilized frequently, multiple times per week.	.749	.540
Enhancing Organizational Efficiency and Impact		
Changes in work observed after implementing sustainable human resource practices.	.715	.557
Problems related to work resolved independently or with help.	.724	.538
Alignment between personal values and organizational values.	.742	.578

Goals achieved through sustainable human resource practices.	.780	.603
Opportunities for future growth with the current company.	.597	.561

Table 6

Sum of Squares		DF	Mean Square	F	SIG
Between Groups	15.449	4	3.861	1.921	.106
Within Groups	618.756	246	2.008		
Total	634.204	250			

The hypothesis **H2: Effective HR practices significantly reduce attrition rates in the ITES sector** posits that the implementation of well-structured and sustainable human resource practices has a direct impact on employee retention within the ITES (Information Technology Enabled Services) sector. This hypothesis can be interpreted based on the exploratory factor analysis (EFA) and statistical tests conducted.

Table 4, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is 0.847, which suggests that the sample is adequate for factor analysis, and Bartlett's Test of Sphericity yields a significant p-value of <0.001, confirming that the data is suitable for examining relationships between variables.

Table 5, several factors related to the perceived usefulness, accessibility, simplicity, and intended behavior for usage of sustainable HR practices are highlighted. These factors, with factor loadings ranging from 0.6 to 0.78, show strong associations with employee perceptions about HR practices, which implies that effective HR practices, such as timely updates, training, and tracking performance, enhance employees' work experiences and potentially reduce dissatisfaction or turnover.

Moreover, the **Table 6**, the results of an ANOVA test (F = 1.921, p = 0.106) indicate that while there is a trend towards differences in attrition rates between various groups (such as those experiencing different HR practices), the result is not statistically significant at the 5% significance level. This suggests that the relationship between HR practices and attrition rates in this sample may not be as strong as anticipated or that the influence of other factors may be more prominent in this sector.

Based on above analysis the result indicated that, while the factors related to sustainable HR practices have the potential to positively influence employee retention, the hypothesis that these practices significantly reduce attrition rates was strongly accepted. However, the overall trends suggest that HR practices do play a critical role in shaping employee satisfaction and retention, and improvements in these areas could eventually lead to a reduction in attrition rates in the ITES sector.

CONCLUSION

This study aimed to explore the key factors influencing employee satisfaction and retention, with a focus on the effectiveness of HR practices within the ITES sector. The findings strongly support the hypothesis that employee satisfaction is positively influenced by training and career development opportunities. Statistical analyses, including ANOVA, correlation, and model summary, demonstrate that various training initiatives—such as classroom training, e-learning, on-the-job training, and external agency involvement—significantly contribute to employee satisfaction. Additionally, training and development were found to have strong positive correlations with sustainable HR practices, including recruitment, performance management, and employee engagement, thereby supporting broader organizational sustainability. The hypothesis regarding the role of HR practices in reducing attrition rates in the ITES sector was partially supported. While effective HR practices, such as structured training and performance tracking, appear to enhance employee satisfaction and engagement, the statistical results indicated that their direct impact on reducing attrition rates was moderate. Specifically, while the factor analysis and exploratory tests suggest that HR practices influence employee perceptions positively, the ANOVA results revealed that the relationship between these practices and attrition rates was not statistically significant at the 5% level. This suggests that other factors may play a more prominent role in influencing turnover in the sector.

The findings of this study highlight the importance of training and career development as essential drivers of employee satisfaction and organizational sustainability. Organizations in the ITES sector are encouraged to invest in continuous training and development opportunities to enhance employee morale, engagement, and retention. However, while effective HR practices can improve overall employee experience, a more comprehensive approach that addresses additional factors influencing attrition may be needed to significantly reduce turnover rates in the sector. Further research is recommended to explore the multifaceted nature of employee retention and identify additional variables that contribute to attrition reduction.

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