



# IMPACT STUDY OF G-HRM PRACTICES ON SELECTED IT COMPANIES AT BHUBANESWAR

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## ABSTRACT

Green human resource management helps us to understand the practices and plans which are environmentally friendly and sustainable. The objectives of the study are mainly focused on exploring the awareness regarding Green Human Resource Practices in selected IT companies of Bhubaneswar. This paper also explores the adoption level of G-HRM practices. It also analyses the impact of G-HRM practices on environmental performance. For the purpose of the study, primary data was collected from around 232 respondents by using a structured questionnaire method from the selected companies. Due to the impact study the chi-square test was run in SPSS. The findings of the study reveal that although some IT companies are using G-HRM practices but are still not aware of the concept. Moreover, even after using G-HRM due to the unawareness of the concept the adoption level is very low. The companies that have adopted G-HRM practices are highly impactful as compared to those who are not following the practices of G-HRM. It is also concluded that there is a positive impact the green practices on environmental performance.

**Keywords:** IT companies, Green Human Resource practices, Environment-friendly Performance

## I. Introduction:

Green human resource management commonly known as G-HRM is a branch of human resource management that refers to the set of policies and practices that focuses on the integration of environment-friendly activities with sustainability. The main aim of G-HRM is to make an organization more environment-friendly and socially responsible. It emphasizes on integrating traditional human resource management and environmental management and converting it into a sustainable one. Some of the activities that are performed in the organizations include green recruitment and selection, green training and development, green performance management, green compensation and rewards, and green employee relations. The benefits of the organizations following G-HRM practices are cost-saving, waste reduction, resource optimization, and talent retention. To know about the practices, it was required to enquire about the awareness of G-HRM practices, and along with that it was important to explore the G-HRM practices followed in the organizations and to know about the impact of the organizations following G-HRM practices and not following the practices. Briefly, if we describe going through a path in which we can find out that all three concepts i.e. G-HRM, sustainability, and environment-friendly performances of the organizations are interlinked and interconnected.

## I.1 What is G-HRM?

Green HRM refers to the collection of guidelines, procedures, and structures designed to encourage environment-friendly actions within an organization. The term Green HRM also encompasses a set of guidelines, processes, and frameworks aimed at fostering environmentally friendly practices within a company. The main focus in establishing such an organization is making it environmentally conscious, resource-efficient, and socially responsible. G-HRM aims to invest in an environment that encourages responsible utilization of resources by implementing efficient HR strategies. G-HRM promotes the mindset of environmental responsibility among employees and environmental responsibility among employees, cultivates an organizational culture that prioritizes sustainability in the workplace and plays a part in advancing the larger objective of environmental preservation. G-HRM promotes an eco-friendly organizational culture by integrating environmental values into recruitment, training, and performance management. Motivated and engaged employees are those who share green values. G-HRM plays an important role in helping the organization to reach its long-term goals and have a positive impact on the environment.

## I.2 Sustainability

Sustainability usually refers to balancing the needs of future generations without adjusting with the present needs. It represents the long-term aspect of all the activities. When the organizations or the companies are taken into consideration, it follows the principle of going concern which is one of the aspects of sustainability or long-term. The selected IT companies are also part of sustainability as it has a direct impact on the environment. It involves the optimization use of natural, social, and economic resources without degrading them over time. The key pillars of sustainability are environmental, social, and economic sustainability. Some examples include renewable energy, green building, sustainable agriculture, etc. Green Human Resource and sustainability are like the two aspects working together for the betterment of the environment, and adding to that is its environmental impact on society as a whole. Most organizations are aiming for sustainable development, so it would be even better to integrate this with the influence on the environment. The goal of sustainability is to achieve a harmonious combination of economic development, environmental conservation, and societal welfare to secure lasting well-being for both humanity and the Earth.

## I.3 Environmental-friendly Performance

It refers to the adoption of actions, behaviours, and strategies by individuals or organizations to reduce negative environmental impacts and support sustainability. For the impact of G-HRM and combining it with the sustainability of the organizations and how it affects the environment. The environment includes all the biotic and abiotic components in our surroundings. Starting from waste reduction to recycling is a complete cycle of how sustainable can organisations be and it can impact the environment in every positive way possible by using the concept of G-HRM. The emerging concept of G-HRM can make the environment more sustainable by contributing different innovative ways for the organization to use eco-friendly goods and services. Environment-friendly performance is all about helping organizations and individuals play a role in promoting a more sustainable planet, all while experiencing long-lasting advantages such as saving money and improving their reputations.

## II. Review of Literature:

(Zihan & Makhbul, 2024) The focus of this research is to analyze the implementation and establishment of Green Human Resource Management (Green HRM) in small and medium-sized enterprises (SMEs) in Malaysia, with a specific emphasis on how Perceived Organizational Green Readiness (POG) and Perceived External Green Readiness (PEG) influence the institutionalization of Green HRM (ING). By employing structural equation modeling on data gathered from 425 participants representing Malaysian SMEs, the study demonstrates that both POG and PEG are substantial predictors of the initial adoption of Green HRM (IAG), which in turn influences ING. Furthermore, the research reveals that there is a connection of IAG and ING and Corporate Social Responsibility (CSR) being the mediator. The theoretical implications of this study broaden the understanding of stakeholder theory, the adoption of the E-commerce model, the Organisational Readiness to Change (ORC) framework, and CSR theory within the context of Green HRM. (Venkatesh et al.) stated that the primary objective of the research is to examine how employees perceive Green HRM practices and to assess the different advantages of adopting and

implementing Green HRM practices in financial institutions of Kerala. A descriptive survey was conducted for the research to analyze the various benefits of green HRM practices in financial institutions. The research found that involving stakeholders, effective risk management, and lowering operational expenses are the advantages obtained from implementing Green HRM practices. (Lin et al., 2024) Sustainability and Work Life Balance (WLB) has been combined together to form Green Work Life Balance (GWL). Its objective is to explore the advantages of GWLB policies for organizations, particularly in terms of how individuals can contribute to reducing an organization's environmental footprint. The landscape of green human resource management (GHRM) practices and human resource (HR) operations has undergone significant transformation in recent times. Human resources are deemed as an organization's most valuable assets. This research delves into the impact of GWLB and GHRM practices on corporate sustainability performance (CSP) and employee retention (ER) within industrial companies in the UK. Furthermore, it investigates the influence of organizational culture (OC) and green innovation (GI) on these aspects. (Piwowar-Sulej et al., 2023) The study aimed to identify patterns in human resource management (HRM) research published in journals between 2000 and 2020. The research query is: What shifts are occurring in the focus of researchers within the HRM field and which subjects have become more popular in recent times? The study introduced a method to address the shortcomings of systematic literature review. The examination was based on the complete text of the articles, and the classifications were derived directly from the articles instead of being predetermined. The current research conducts an examination of HRM journals to identify trends in HRM research. It contributes to the field by offering a more thorough and impartial review compared to analyses generated from systematic literature reviews. (Faisal, 2023) the research aims to identify different factors and assessment methods for GHRM. The study utilized the Ability-motivation opportunity (AMO) theory and review methodology to pinpoint various factors and assessment methods for GHRM. Green Recruitment, Green Selection, Green Training and Development, Green Performance Management, Green Employee Empowerment and Participation and Green Employee Relations. Additionally, the study offers alternative viewpoints and recommendations for future research to support the integration of sustainability initiatives into the organizational agenda. (Hmeedat & Albdareen, 2022) The purpose of this research was to investigate how green human resources management practices impact the connection between commitment to social responsibility and sustainable performance. To accomplish this goal, data was gathered using a survey distributed to all employees in the study population. The study also suggests that businesses should prioritize showcasing the significance of environmental preservation during their hiring procedures and selecting individuals who are inclined to embrace eco-friendly practices and policies. Businesses should also consider integrating environmental and social concerns into the company's vision and mission. (Ribeiro et al., 2022) focus was to investigate how green human resource management effects organizational identification and the eco-friendly behaviour of employees, and to examine how organizational identification mediates the relationship between green human resource management and employees' eco-friendly behavior. The hypothesis of the study includes that Organizational identification is positively associated with Green HRM, Employees' eco-friendly behavior is positively associated with Green HRM and The connection between GHRM and employees' eco-friendly behavior is moderated by organizational identification. (Doghan et al., 2022) The aim of this research was to examine the relationship between Organizational Environmental Culture (OEC) and Environmental Sustainability (ES) as well as Environmental Performance (EP), specifically focusing on the involvement of top managers such as CEOs and directors of small and medium-sized enterprises (SMEs) and their middle managers. The study utilized green HRM and Green Innovation (GI) as mediators. The hypothesis in the study are ES is positively influenced by Green HRM and EP is positively affected by Green HRM. GI mediates the association between OEC and ES and GI mediates the association between OEC and EP. (Darvishmotevali & Altinay, 2022) It is crucial to explore the potential of green HRM in enhancing environmental performance. Consequently, this study delves into examining the causal relationship between green HRM, employees' pro-environmental performance (P-EP), environmental awareness, and servant leadership. The data for this research was collected from hotel staff in Almaty, Kazakhstan as because of the various environmental challenges currently confronting the hotel industry, there is growing pressure to tackle them through the adoption of sustainable practices, such as integrating green human resource management (HRM) strategies. (Sharma & Khatri, 2021) the purpose of the study is this research examine an integrative model that takes into account the direct impact of GHRM practices on employees' behavior (in-role and out-of-role behavior). The respondents were taken from the IT sector and the authors also explained that G-HRM is serving as a decision-maker in integrating the old management practices with the modern technologies. (Anwar & Abdullah, 2021) The aim of the study is to examine how human resource management affects the performance of government organizations. In an ever-changing



economic landscape marked by globalization, growing investor and customer expectations, and heightened market competition, government institutions consistently strive to enhance their performance by reducing costs, updating products and processes, and improving quality to stay competitive and thrive. (Faisal & Naushad, 2020) The main objective of the present research is to pinpoint the key factors of GHRM that are deemed crucial by SMEs. Additionally, the research aims to analyze which specific area should be the primary focus for SMEs in terms of GHRM. The study holds importance because the majority of small and medium-sized enterprises do not have a formal and comprehensive HRM department or activities due to financial and size limitations. (Jabeen et al., 2021) The research investigates how Green HRM Practices (including Green Recruitment and Selection (GRS), Green Compensation & Reward (GCR), Green Training & Development (GTD), and Green Performance Appraisal (GPA) impact employees' Pro-Environmental Behavior (PB) in Higher Education Institutions, with a focus on the mediating role of Environmental Knowledge (EK). The study also delves into the mediation role of Environmental Knowledge between Green Training and Development and Pro Environmental Behavior. A total of 320 questionnaires were distributed online to female faculty and other female staff of universities. (Singh & Pandey, 2021) The purpose of this study is to assess the impact of Green HRM practices on employee engagement within the automotive clusters in Delhi/NCR. The automotive clusters in Delhi/NCR are highly competitive and well-resourced, but they are currently encountering numerous challenges as a result of Industry 4 transformations. The primary objectives are: i) to identify and highlight the key Green HRM practices in the automotive clusters, and ii) to investigate the correlation between Green HRM practices and employee engagement. (Deshwal, 2015) The study aims to comprehensively examine the concept of Green HRM, analyze the organization's practices and strategic implementation of Green HRM, assess the benefits of adopting Green HRM in organizations, and investigate the challenges associated with Green HRM. (Mehta & Chugan, 2015) This paper aims to elucidate the concept and significance of Green Human Resource Management policies and practices and to demonstrate how HRM can help foster environmentally sustainable business through its policies and practices. The paper also examines the latest trends in green HRM practices in organizations, drawing from several studies, survey reports, and secondary data from company websites. Additionally, it highlights the role of HRM in cultivating a 'green' culture within companies. This research is centered on initiatives aimed at promoting social responsibility and aiding in the retention of top talent. The turnover rate of employees is lower in companies that prioritize sustainability compared to those that do not. Additional findings of the study include business decisions that are environmentally friendly, attractiveness as an employer, employee retention, and increased sales.

### III. Objectives of the study:

The main objectives of the study include:

- To understand the awareness regarding Green HRM Practices in selected IT companies of Bhubaneswar.
- To discover the adoption level of G-HRM practices.
- To discuss the impact of G-HRM practices on environmental performance.

### IV. Hypothesis of the study:

**H<sub>02</sub>:** There is no significant influence of adoption level on G-HRM practices at IT companies.

**H<sub>03</sub>:** There is no significant impact of G-HRM practices of IT companies on environmental practices.

### V. Research Methodology:

This study is based on the awareness, adoption level and impact of G-HRM policies and practices followed in different IT companies in Bhubaneswar. The sample size taken into consideration is based on the employees working at the selected IT companies in Bhubaneswar. The data collected for the objectives of the study is entirely gathered on the basis of the primary method, which is the questionnaire method collected through Google Forms. The questionnaire was segregated into 4 sections. The 1<sup>st</sup> section of the questionnaire is filled with the demographic profile of the respondents, following the awareness of G-HRM practices in the second section. The adoption level of the G-HRM practices at different IT companies, considering the overall organization performance and their impact on the environment, is the third and fourth sections respectively which completes the data collection method. Some of the questions included a Likert scale and yes or no. SPSS is used for the analysis of the objectives of the study due to the influence and impact of the variables taken in the study. In the yes or no questions, yes is taken as '1' and No is taken as '0'. Whereas

in the Likert scale questions strongly agree is taken as '4', agree as '3', neutral as '2', disagree as '1', and strongly disagree as '0'. Very effective is taken as '4', effective as '3', neutral as '2', ineffective as '1', and very ineffective as '0'. Very frequently is taken as '4', often as '3', occasionally as '2', rarely as '1', and never as '0'. These are the qualitative factors and are converted to quantitative by assigning them numbers to measure them. For the first objective of the study, descriptive analysis is used and for the influence regarding the adoption level and G-HRM practices, correlation analysis is used and for the last objective, which is to study the impact chi-square test is used.

## VI. Analysis of the study:

Are you aware of the Green HRM policies followed in your organization?					
		Frequency	Percentage	Valid Percentage	Cumulative Percent
Valid	0	84	36.2	36.2	36.2
	1	148	63.8	63.8	100.0
	Total	232	100.0	100.0	

Table 6.1

Source: Authors Compilation

### Interpretation:

The above table describes the 1<sup>st</sup> objective of the study that is related to understanding the awareness of the G-HRM practices followed by the organizations. This shows descriptive analysis and includes only the frequency and percentage analysis in the study. Here, 0 denotes no and 1 denotes yes. Out of the data collected, 63.8% of the respondents are aware of the G-HRM practices followed by the organizations and the rest of the respondents answered with no which shows that 36.2 % of the respondents are unaware of the G-HRM policies followed by the organizations.

**H<sub>01</sub>:** There is no significant influence of adoption level on G-HRM practices at IT companies.

Correlations			
		Are you aware of the Green HRM policies implemented in your organization?	Do you feel that employees are sufficiently involved in or encouraged to participate in Green HRM initiatives?
1. Are you aware of the Green HRM policies implemented in your organization?	Pearson Correlation	1	.446**
	Sig. (2-tailed)		.000
	N	232	232
5. Do you feel that employees are sufficiently involved in or encouraged to participate in Green HRM initiatives?	Pearson Correlation	.446**	1
	Sig. (2-tailed)	.000	
	N	232	232

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

Table 6.2

Source: Authors Compilation

Interpretation:

In the 1<sup>st</sup> hypothesis as we are testing the relation of the adoption level of G-HRM practices with their awareness level of G-HRM practices in the organizations. To test the influence of awareness and adoption level correlational analysis was used. The correlational analysis between adoption level and awareness revealed a positive and statistically significant relationship,  $r=0.446$ , where  $p \text{ value} < 0.001$ . As the  $p \text{ value}$  is less than 0.01 the null hypothesis stating that the adoption level does not influence G-HRM practices is rejected. The findings show a higher adoption level and awareness of these practices within IT companies. Thus awareness can be said as driver for the effective implementation of these practices.

**H<sub>02</sub>:** There is no significant impact of G-HRM practices of IT companies on environmental practices.

Do your company implement practices such as recycling, energy-saving measures, or reducing paper use in the workplace? * How impactful is Green HRM practices are in achieving the organization's environmental sustainability goals? Crosstabulation							
Count							
		How impactful is Green HRM practices are in achieving the organization's environmental sustainability goals?					Total
		0	1	2	3	4	
Does your company implement practices such as recycling, energy-saving measures, or reducing paper use in the workplace?	0	8	12	8	4	0	32
	1	4	8	64	88	36	200
Total		12	20	72	92	36	232

Table 6.3

Source: Authors Compilation

The crosstabulation shows the implementation of eco-friendly practices in the workplace associated with the effectiveness of G-HRM practices. Companies with G-HRM practices. This represents the companies actively engaging in sustainability practices like recycling, energy saving, energy saving and reducing paper. As the companies practice more and more G-HRM practices it becomes more impactful in achieving environmental goals.

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	77.223 <sup>a</sup>	4	.000
N of Valid Cases	232		
a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is 1.66.			

Table 6.4

Source: Authors Compilation

Due to the impact of G-HRM practices on environmental sustainability Chi squared test is used for the analysis of the hypothesis. The Asymp sig (2-sided) represents the p-value, which is less than 0.05 and it indicates that the association between the variables is statistically significant. The chi-square value is 77.223 with p-value 0.000, implementation of 0.000 and is strongly related to the effectiveness of G-HRM practices. Overall it can be said that the green initiatives enhance the perceived effectiveness of G-HRM practices in achieving sustainability goals.

## VII. Findings and Conclusion:

After applying the correlational analysis and chi-square test considering the awareness level, the expected value was less than 5%, which shows a significant change in the IT companies following G-HRM practices. According to the first hypothesis regarding the adoption level, the value of chi square is 0.000 which is less than 0.05% so it shows the rejection of null hypothesis, which shows a significant impact on IT companies following and not following G-HRM practices. When coming to the last hypothesis of the study it reveals that G-HRM practices have a positive impact on the environment rejects the null hypothesis again due to the value of chi square which is 0.000 which is again than the 0.05%. To conclude the study it was found that following G-HRM practices are highly impactful as compared with the IT companies to those which are not following the same.

The study concludes that Green Human Resource Management (G-HRM) practices are indeed being utilized by some IT companies in Bhubaneswar, though a significant gap remains in the awareness and adoption of these practices. Despite the implementation of G-HRM practices in certain companies, the lack of awareness about the concept results in a low level of adoption across the board.

However, the companies that have fully embraced G-HRM practices demonstrate a significantly greater positive impact on their environmental performance compared to those that have not. The study highlights that G-HRM practices, when properly understood and adopted, contribute positively to environmental sustainability within organizations. Thus, it emphasizes the need for greater awareness and education on G-HRM to enhance its widespread implementation and maximize its benefits for the environment.

The study ultimately supports the notion that G-HRM practices are a powerful tool for improving corporate environmental performance, but their effectiveness is contingent on raising awareness and fostering higher levels of adoption across IT companies in Bhubaneswar.

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