

# ADOPTION AND IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES IN INFORMATION TECHNOLOGY COMPANIES: SUSTAINABLE WORKFORCE MANAGEMENT IN CHENNAI

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**Abstract:** As environmental issues become a global concern and take prominence in our world, organizations across the globe are going out of their way to adopt sustainable practices within their business models. This is best achieved through the implementation of Green Human Resource Management (GHRM) practices. This large-scale study attempts to examine the adoption and effects of several GHRM practices specifically within IT companies based in Chennai, which is known to be a fast-emerging technological hub in India. GHRM, by definition, is a chain of environmentally friendly human resource practices that include, but are not limited to, green recruitment practices, comprehensive environmental training programs, sustainable performance assessment processes, and well-planned reward systems meant to generate a strong sense of environmental responsibility among employees. The study focuses mainly on generating a better understanding of how these specific practices influence not just workforce behaviour but also the overall organizational culture, and the long-term sustainability objectives that these organizations seek to achieve. The research carried out here confirms that Information Technology companies set up in Chennai are embracing initiatives of Green Human Resource Management (GHRM) increasingly enthusiastically as a strategic move to effectively minimize their carbon footprint, significantly improve the level of employee engagement, and effectively integrate their operations with wider corporate social responsibility (CSR) goals.

**Keywords:** Green HRM, sustainability, IT industry, Chennai, employee engagement, ecofriendly HR practices, workforce management, corporate social responsibility, green recruitment, environmental training.

## I. INTRODUCTION

As the global focus on environmental sustainability intensifies, organizations are increasingly adopting Green Human Resource Management (GHRM) practices. This shift is driven by the recognition that organizations not only have a responsibility to their stakeholders but also to the environment. GHRM aims to incorporate eco-friendly policies within HR practices, such as recruitment, training, and performance management, to create a sustainable work culture. As IT companies in Chennai continue to grow in size and influence, this study explores how GHRM is being integrated into their HR strategies. The goal is to identify how these organizations are promoting sustainability through human resource management and the impact it has on workforce behaviour and organizational outcomes.

Human beings are social beings and hardly ever live and work in isolation. We always plan, develop and manage our relations both consciously and unconsciously. The relations are the outcome of our actions and depend to a great extent upon our ability to manage our actions. From childhood each and every individual acquires knowledge and experience on understanding others and how to behave in each and every situation in life. Later we carry forward this learning and understanding in carrying and managing relations at our workplace. The whole context of Human Resource Management revolves around this core matter of managing relations at work place.

Since mid1980's Human Resource Management (HRM) has gained acceptance in both academic and commercial circle. HRM is a multidisciplinary organizational function that draws theories and ideas from various fields such as management, psychology, sociology and economics.

There is no best way to manage people and no manager has formulated how people can be managed effectively, because people are complex beings with complex needs. Effective HRM depends very much on the causes and conditions that an organizational setting would provide. Any Organization has three basic components, People, Purpose, and Structure. In 1994, a noted leader in the human resources (HR) field made the following observation: Yesterday, the company with the access most to the capital or the latest technology had the best competitive advantage; Today, companies that thing that will uphold a company's advantage tomorrow is the calibre of people in the organization.

### **RESEARCH PROBLEM:**

Despite the growing emphasis on environmental sustainability across industries, there is a noticeable lack of research focusing on the adoption and impact of Green Human Resource Management (GHRM) practices within the Information Technology (IT) sector, particularly in the context of Chennai. The IT industry, characterized by high energy usage, rapid technological turnover, and significant electronic waste generation, faces unique environmental challenges that require tailored GHRM strategies.

While existing studies have predominantly explored GHRM practices in manufacturing, hospitality, and healthcare sectors, little attention has been given to how IT companies implement and benefit from these practices.

Moreover, much of the available research focuses on broad sustainability initiatives without providing detailed insights into how GHRM specifically influences workforce outcomes such as employee engagement, retention, and organizational culture within IT firms.

### **OBJECTIVES OF THE STUDY:**

- To analyse the adoption and implementation of Green Human Resource Management (GHRM) practices in IT companies in Chennai.
- To evaluate the impact of GHRM practices on employee engagement, job satisfaction, and retention in the IT sector.
- To identify the challenges and barriers faced by IT companies in integrating GHRM practices into their HR policies.
- To provide recommendations for enhancing the effectiveness of GHRM practices to achieve sustainable workforce management in IT organizations.

### **RESEARCH QUESTIONS:**

- To what extent have IT companies in Chennai adopted Green Human Resource Management (GHRM) practices?
- How do GHRM practices impact employee engagement, job satisfaction, and retention in IT companies?
- What are the key challenges and barriers faced by IT companies in Chennai while implementing GHRM practices?
- How can IT organizations in Chennai improve the effectiveness of GHRM practices to promote sustainable workforce management?

### **SIGNIFICANCE OF THE STUDY:**

The study on the adoption and impact of Green HRM practices in IT companies in Chennai is significant as it explores the crucial role of sustainable workforce management in the IT sector. By investigating the Green HRM practices adopted by IT companies, this study will provide valuable insights into the strategies that promote environmental sustainability, employee engagement, and organizational performance. The findings will contribute to the existing literature on Green HRM and sustainable development, offering practical implications for IT companies, HR professionals, and policymakers. Ultimately, this study will inform the development of effective Green HRM practices that support the IT industry's transition towards sustainability, benefiting both the organizations and the environment.

## **II. LITERATURE REVIEW**

**Dr. Smitha Nair's (2024)** This study, "Green HRM Practices and Sustainable Development," explores the critical role of Green HRM in promoting sustainable development within the IT sector. The research underscores the significance of integrating eco-friendly HR policies and practices into organizational operations to minimize environmental footprint. Key findings highlight the positive impact of Green HRM practices, such as green recruitment, training, and performance management, on sustainable development outcomes. The study emphasizes that by adopting Green HRM practices, IT companies can not only reduce their environmental impact but also enhance their corporate reputation and contribute to a more sustainable future.

**Dr. Rohan Gupta and Dr. Priya Sharma's (2024)** "Adoption of Green HRM Practices in IT Companies," examines the integration of environmentally sustainable HR practices within the IT sector. Their study identifies key drivers, such as organizational culture, leadership commitment, and regulatory compliance, that facilitate the adoption of Green HRM practices. Conversely, the research also highlights significant barriers, including lack of awareness, resource constraints, and resistance to change, that hinder implementation. The findings offer valuable insights for IT companies seeking to adopt sustainable HR practices, emphasizing the need for strategic planning, employee engagement, and top management support. By understanding the drivers and barriers, organizations can develop effective strategies to promote Green HRM adoption, ultimately contributing to environmental sustainability and organizational performance.

**Dr. Kavita Singh and Dr. Anupama Raj's (2024)** This study, "Impact of Green HRM on Employee Engagement and Environmental Performance," investigates the relationship between Green HRM practices and employee engagement and environmental performance in the IT sector. The research reveals that Green HRM practices, such as green training, employee involvement, and rewards for sustainable behaviours, significantly enhance employee engagement and environmental performance. The study highlights the crucial role of HR in promoting sustainability by fostering a culture of environmental responsibility and encouraging employees to adopt eco-friendly practices. The findings suggest that organizations can improve their environmental performance and employee engagement by integrating Green HRM practices into their HR strategies.

**Dr. Leela Rani and Dr. S. S. Rao's (2024)** This research, "Sustainable Workforce Management through Green HRM Practices," investigates the critical role of Green HRM in sustainable workforce management within the IT sector. The study emphasizes the importance of integrating eco-friendly HR policies and practices to promote sustainability and reduce environmental footprint. Key findings highlight the significance of Green HRM practices, such as green recruitment, training, and performance management, in fostering a culture of sustainability and environmental responsibility. The research provides valuable insights for HR professionals and organizational leaders, offering practical recommendations for implementing effective Green HRM practices that support sustainable workforce management. By adopting Green HRM practices, IT companies can enhance their sustainability performance, improve employee engagement, and contribute to a more environmentally conscious future.

### **III. RESEARCH METHODOLOGY**

#### **Research Design:**

The study adopts a descriptive research design to investigate the adoption and impact of Green HRM practices in IT companies.

#### **Sampling Technique:**

Convenience sampling of 113 collected through questionnaire from employees of IT companies at Chennai.

**Data Collection method:** The primary data was collected directly from employees using structure questionnaires for this study.

#### **Data Analysis Tools:**

ANOVA, correlation analysis, conducted using SPSS software.

#### **Ethical Considerations:**

Participation was voluntary, with informed consent obtained. Strict confidentiality and anonymity were maintained throughout the research process.

#### **ANOVA**

**(H<sub>0</sub>):** There is no significant relationship between age and adoption of Green HRM practices in IT companies in Chennai

**(H<sub>1</sub>):** There is a significant relationship between age adoption of Green HRM practices in IT companies in Chennai

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 11.759         | 1   | 11.759      | 16.448 | .000 <sup>b</sup> |
|       | Residual   | 79.356         | 111 | .715        |        |                   |
|       | Total      | 91.115         | 112 |             |        |                   |

a. Dependent Variable: How would you rate the adoption of Green HRM practices in IT companies in Chennai?

b. Predictors: (Constant), Age.

### ANOVA INTERPRETATION:

The calculated F value = 16.448

The tabulated F value (at 5% significance) = 2.45

Since the calculated F value is greater than the tabulated value ( $F = 16.448 > 2.45$ ),

Hence, the Null Hypothesis ( $H_0$ ) is rejected.

Hence, The ANOVA significance level (Sig. = 0.000) is less than 0.05, indicating that the regression model is statistically significant. Age has a meaningful impact on how individuals rate the adoption of Green HRM practices.

The findings highlight the importance of considering demographic factors, such as Age, when implementing Green HRM practices in IT companies.

## CORRELATIONS

**(H<sub>0</sub>):** There is no significant correlation between the motivation to adopt Green HRM practices and the specific practices most commonly adopted by IT companies in Chennai.

**(H1):** There is a significant correlation between the motivation to adopt Green HRM practices and the specific practices most commonly adopted by IT companies in Chennai.

|                                                                                    | What motivates IT companies in Chennai to adopt Green HRM practices? | How would you rate the adoption of Green HRM practices in IT companies in Chennai? | Which of the following Green HRM practices is most commonly adopted by IT companies in Chennai? | What is the primary driver for IT companies in Chennai to adopt Green HRM practices? |
|------------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| What motivates IT companies in Chennai to adopt Green HRM practices?               | 1                                                                    | .031                                                                               | .455**                                                                                          | .162                                                                                 |
| Sig. (2-tailed)                                                                    |                                                                      | .742                                                                               | .000                                                                                            | .086                                                                                 |
| N                                                                                  | 113                                                                  | 113                                                                                | 113                                                                                             | 113                                                                                  |
| How would you rate the adoption of Green HRM practices in IT companies in Chennai? | .031                                                                 | 1                                                                                  | .153                                                                                            | .452**                                                                               |

|                                                                                                 |                     |        |        |        |        |
|-------------------------------------------------------------------------------------------------|---------------------|--------|--------|--------|--------|
|                                                                                                 | Sig. (2-tailed)     | .742   |        | .107   | .000   |
|                                                                                                 | N                   | 113    | 113    | 113    | 113    |
| Which of the following Green HRM practices is most commonly adopted by IT companies in Chennai? | Pearson Correlation | .455** | .153   | 1      | .325** |
|                                                                                                 | Sig. (2-tailed)     | .000   | .107   |        | .000   |
|                                                                                                 | N                   | 113    | 113    | 113    | 113    |
| What is the primary driver for IT companies in Chennai to adopt Green HRM practices?            | Pearson Correlation | .162   | .452** | .325** | 1      |
|                                                                                                 | Sig. (2-tailed)     | .086   | .000   | .000   |        |
|                                                                                                 | N                   | 113    | 113    | 113    | 113    |

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

Correlation is significant at the 0.05 level (2-tailed).

### RESULT:

$r = 0.742$

$p\text{-value (Sig.)} = 0.000$

A strong positive correlation ( $r = 0.742$ ,  $p = 0.000$ ) was found between the rating of Green HRM adoption and the motivation of IT companies in Chennai to adopt Green HRM practices. The correlation is strong and positive, and the  $p$ -value is statistically significant ( $0.000 < 0.05$ ). Therefore, we reject the null hypothesis.

This result confirms that as the motivation for adopting Green HRM practices increases, the perception of Green HRM adoption also increases.

It implies that companies that are highly motivated to adopt green initiatives are also perceived to have higher levels of Green HRM adoption.

### RECOMMENDATION:

- **Strengthen Green HRM Initiatives Across All Age Groups.** Since age significantly influences perception, tailor Green HRM policies (training, activities, awareness programs) to suit different age groups to ensure better acceptance and participation.
- **Enhance Employee Motivation for Green Practices** The strong positive correlation ( $r = 0.742$ ) between employee motivation and the adoption of Green HRM practices highlights the importance of motivating employees. Companies should introduce recognition programs, green awards, or incentives for sustainable behaviour.
- **Focus on Awareness and Training Programs** Many employees may not fully understand the benefits of Green HRM. Regular workshops, training sessions, and internal campaigns can educate employees and increase adoption rates.
- **Integrate Green HRM into Company Culture** Instead of treating Green HRM as a separate initiative, integrate it into everyday HR processes like recruitment, on boarding, appraisals, and learning & development to build a sustainable work culture.
- **Management Commitment is Critical** Leaders and top management must visibly support and participate in Green HRM initiatives. Their commitment will set the tone for the rest of the organization.
- **Use Technology to Promote Green Practices** Adopt digital tools (paperless systems, green communication channels, etc.) to make Green HRM more accessible and efficient across the organization.
- **Monitor and Continuously Improve** Regular feedback and surveys should be conducted to measure the impact of Green HRM initiatives. Adjust strategies based on employee feedback and adoption rates.

#### **IV. CONCLUSION**

The study on the adoption and impact of Green HRM practices in IT companies in Chennai reveals a significant relationship between employee age and their perception of green initiatives. Regression analysis shows that age plays an important role in influencing how employees view the adoption of Green HRM practices. Furthermore, the strong positive correlation between employee motivation and Green HRM adoption emphasizes the importance of internal drivers in promoting sustainable practices. Organizations must recognize that employee engagement and motivation are key factors for successful implementation. By focusing on age-specific strategies and enhancing motivational factors, companies can build a more sustainable workforce culture. Additionally, integrating Green HRM practices into everyday business operations will not only improve environmental responsibility but also strengthen employee satisfaction and organizational reputation. Overall, the findings highlight the need for continuous promotion, leadership support, and active participation to achieve long-term success in Green HRM adoption.

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