



A Study on Impact of Green HRM Practices on Organizational Sustainability - south IT Sector

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Abstract – Green Human Resource Management (Green HRM) has emerged as an important approach for integrating environmental sustainability into human resource practices. In the Information Technology (IT) sector, increasing energy consumption, electronic waste, and resource usage have created a need for organizations to adopt environmentally responsible workplace practices. Green HRM enables organizations to incorporate environmental considerations into activities such as recruitment, training, employee involvement, rewards, and paperless processes. The present study focuses on Green HRM Practices and Organizational Sustainability in the South Indian IT sector. The study aims to analyze the Green HR initiatives followed by organizations, examine the impact of Green HRM on organizational sustainability, and understand employees' awareness and participation in Green HR practices. The study addresses the research gap related to the limited sector-specific research on Green HRM and sustainability in South Indian IT organizations. A descriptive research design was adopted for the study. Primary data were collected from employees working in IT organizations through a structured questionnaire distributed using Google Forms. Convenience sampling was used to select respondents. Secondary information was collected from research journals, books, company reports, published articles, official websites, and conference papers to provide theoretical and contextual support. Microsoft Excel and Power BI were used for data organization, calculations, and visualization. The study provides a structured understanding of how Green HRM can be incorporated into HR practices and how employee awareness and participation can support organizational sustainability. It is intended to provide useful insights for HR managers and organizational leaders in strengthening environmentally responsible HR practices and developing a sustainable workplace culture. The study also contributes to the growing academic literature on Green HRM and organizational sustainability in the IT sector.

Keywords - Green HRM, Organizational Sustainability, Employee Awareness, Employee Participation, Green HR Initiatives, IT Sector.

I. INTRODUCTION

Environmental sustainability has become one of the most significant concerns for organizations across the world. Rapid industrialization, climate change, environmental degradation, depletion of natural resources, and increasing government regulations have compelled organizations to adopt environmentally responsible practices. Modern organizations are expected not only to generate profits but also to contribute positively to society and the environment. As a result, sustainability has emerged as a strategic objective for businesses operating in different industries, particularly in the Information Technology (IT) sector. The IT industry is one of the fastest-growing sectors contributing significantly to economic development and technological innovation. Although the IT sector is often perceived as environmentally friendly compared to manufacturing industries, its operations consume substantial amounts of electricity, generate electronic waste, utilize paper resources, and contribute indirectly to carbon emissions through data centers and office operations. Therefore, IT companies are increasingly implementing sustainable business practices to reduce their environmental impact while maintaining operational efficiency.

Human Resource Management (HRM) plays an essential role in promoting sustainability within organizations. Traditional HRM focuses on recruitment, training, compensation, performance management, and employee welfare. However, with growing environmental concerns, organizations have started integrating environmental objectives into HR practices, leading to the development of Green Human Resource Management (Green HRM). Green HRM refers to the integration of environmental management into Human Resource Management practices. It involves designing HR policies that encourage employees to participate in environmentally sustainable activities. Green HRM includes green recruitment, green training and development, green performance appraisal, green rewards and compensation, employee involvement in environmental initiatives, and promoting environmentally responsible organizational culture.

Green HRM aims to create environmentally conscious employees who actively participate in sustainable practices within the workplace. Organizations adopting Green HRM encourage employees to minimize paper usage, conserve electricity, recycle waste, reduce carbon footprints, participate in environmental awareness programs, and support organizational sustainability goals. Such practices not only protect the environment but also improve



employee satisfaction, organizational reputation, operational efficiency, and long-term competitiveness.

Organizational sustainability refers to an organization's ability to balance economic growth, environmental protection, and social responsibility while ensuring long-term success. Sustainable organizations focus on achieving financial performance without compromising environmental quality and societal welfare. Green HRM contributes significantly to organizational sustainability by creating environmentally responsible employees and embedding sustainability into organizational culture.

The IT sector has recognized the importance of Green HRM in achieving sustainability objectives. Many leading IT companies have introduced various environmental initiatives such as digital documentation, paperless offices, energy-efficient infrastructure, work-from-home policies, green buildings, waste management programs, and employee environmental awareness campaigns. These initiatives are supported by HR departments through training programs, employee engagement activities, performance evaluation systems, and reward mechanisms that encourage environmentally friendly behavior.

Despite the growing implementation of Green HRM practices, the effectiveness of these initiatives largely depends on employee awareness, participation, and commitment. Employees play a critical role in translating organizational sustainability policies into practical workplace behaviors. Without active employee involvement, even well-designed Green HRM initiatives may fail to achieve desired environmental outcomes. Therefore, understanding employee perceptions and participation in Green HRM practices becomes essential for organizational success.

Several studies have reported positive relationships between Green HRM practices and organizational sustainability. Research suggests that organizations implementing Green HRM experience improved environmental performance, enhanced employee engagement, increased operational efficiency, stronger corporate reputation, and better organizational performance. However, many existing studies have focused on manufacturing industries or developed countries, while limited research has specifically examined Green HRM implementation in the Indian IT sector.

The South Indian IT sector has witnessed remarkable growth during the past two decades. Cities such as Hyderabad, Bengaluru, Chennai, Kochi, and Coimbatore have become major IT hubs with numerous multinational corporations and domestic software companies. These organizations increasingly emphasize sustainable business practices due to stakeholder expectations, environmental regulations, and corporate social responsibility

commitments. Consequently, studying Green HRM practices in the South IT sector provides valuable insights into the role of human resource management in achieving sustainability.

This study focuses on examining the impact of Green HRM practices on organizational sustainability in the South IT sector. It investigates how Green HR initiatives influence employee awareness, employee participation, and organizational sustainability. The study also identifies challenges faced during the implementation of Green HRM practices and suggests measures for improving environmental performance through effective HR policies. The findings of this research are expected to benefit HR managers, organizational leaders, policymakers, researchers, and employees by providing practical recommendations for strengthening Green HRM practices. The study also contributes to the growing body of literature on sustainable human resource management and supports organizations in achieving long-term environmental, economic, and social sustainability.

1. Need of the Study

- Growing environmental concerns require organizations to adopt sustainable business practices.
- IT companies are increasingly implementing Green HRM initiatives to reduce environmental impact.
- Employee participation is essential for the success of Green HRM practices.
- Organizations need effective HR policies to promote environmental awareness among employees.
- Green HRM improves organizational sustainability through environmentally responsible behavior.
- Limited studies focus specifically on Green HRM practices in the South Indian IT sector.

Statement of the Problem

In recent years, organizations have increasingly recognized the importance of environmental sustainability as a key component of their long-term business strategy. The Information Technology (IT) sector, despite being less pollution-intensive than manufacturing industries, significantly contributes to energy consumption, electronic waste generation, and carbon emissions through its operational activities. To address these environmental challenges, many IT organizations have adopted Green Human Resource Management (Green HRM) practices, such as green recruitment, environmental training, paperless communication, energy conservation initiatives, green performance appraisal, and employee involvement in sustainability programs. These practices are intended to foster environmentally responsible behavior among employees and support organizational sustainability.

However, the successful implementation of Green HRM depends largely on employees' awareness, participation, and commitment to green initiatives. In many



organizations, employees may not fully understand or actively engage in Green HRM practices, reducing the effectiveness of sustainability efforts. Moreover, organizations often face challenges in integrating environmental objectives with traditional HR functions and measuring the impact of Green HRM on overall organizational sustainability. Existing studies have primarily focused on manufacturing sectors or developed countries, while limited research has examined the relationship between Green HRM practices and organizational sustainability in the South Indian IT sector. Therefore, there is a need to investigate the extent to which Green HRM practices influence organizational sustainability and employee participation in the South IT sector. This study aims to identify the Green HR initiatives adopted by IT organizations, assess employees' awareness and involvement, evaluate their impact on sustainability, and provide recommendations for enhancing Green HRM practices to achieve long-term environmental and organizational goals.

2. Objectives of the Study

Chapter	Title	Contents
Chapter 1	Introduction	Introduction, Need of the Study, Statement of the Problem, Objectives of the Study, Scope of the Study, Research Methodology, Chapter Scheme, and Limitations of the Study.
Chapter 2	Review of Literature	Review of previous studies on Green Human Resource Management (Green HRM), Organizational Sustainability, Employee Awareness and Participation, Theoretical Framework, Research Gap, and Conceptual Framework.
Chapter 3	Research Methodology	Research Design, Sources of Data, Data Collection Methods, Sampling Technique, Sample Size, Questionnaire Design, Data Analysis Tools, Statistical Techniques, and Hypothesis Formulation.
Chapter 4	Data Analysis and Interpretation	Analysis of primary data using statistical tools, descriptive statistics, charts, tables, hypothesis testing, interpretation of results, and discussion of findings.
Chapter 5	Findings, Suggestions, and Conclusion	Major Findings, Suggestions and Recommendations, Conclusion, Limitations of the Study, and Scope for Future Research.

II. RESEARCH METHODOLOGY

Research Design

The study adopts a descriptive research design to examine the impact of Green Human Resource Management (Green HRM) practices on organizational sustainability in IT companies. This design is suitable because it enables the systematic collection and analysis of data related to employees' awareness, participation, and perceptions of Green HRM initiatives. It helps in describing the existing practices and identifying relationships between Green HRM and sustainability outcomes.

- To analyze the Green HR initiatives followed by organizations.
- To study the impact of Green HRM on organizational sustainability.
- To examine employees' awareness and participation in Green HR practices.

3. Scope of the Study

- The study focuses on IT companies located in South India.
- It examines Green Human Resource Management practices implemented by organizations.
- The study evaluates employee awareness regarding Green HRM initiatives.
- It analyzes employee participation in environmentally friendly workplace practices.
- It studies the relationship between Green HRM practices and organizational sustainability.

4. Chapter Schema

Nature and Source of Data

The study is based on both primary and secondary data. Primary data will be collected directly from employees working in IT companies through a structured questionnaire administered using Google Forms. This data will provide first-hand information on employees' awareness, perceptions, and participation in Green HRM practices.

Secondary data will be obtained from reliable sources such as research journals, books, company reports, official websites, published articles, and conference papers. These sources will provide theoretical support, background information, and existing research findings relevant to Green HRM practices and organizational sustainability.



Data Collection Method

The study uses both primary and secondary data to ensure comprehensive analysis. Primary data will be collected from employees working in IT companies through a structured questionnaire distributed via Google Forms. Secondary data will be gathered from research journals, books, company reports, official websites, published articles, and conference papers to support the study with existing literature and industry insights.

Sampling Method

The study adopts the convenience sampling method, a non-probability sampling technique, to select respondents. Employees from IT companies who are easily accessible and willing to participate in the survey will be included in the study. This method is appropriate because it is simple, time-efficient, and cost-effective, making it suitable for collecting data within the available resources and time frame.

Sample Size

The study will include a sample of approximately 100–130 respondents from IT companies. This sample size is considered adequate to obtain meaningful responses and perform statistical analysis effectively. It also ensures a reasonable representation of employee opinions regarding Green HRM practices and organizational sustainability.

Tools Used for Data Analysis

Microsoft Excel

Microsoft Excel is used for data cleaning, percentage analysis, preparing charts, and performing basic calculations.

Power BI

Power BI is used to create interactive dashboards and visual representations that help in understanding trends and relationships among the study variables.

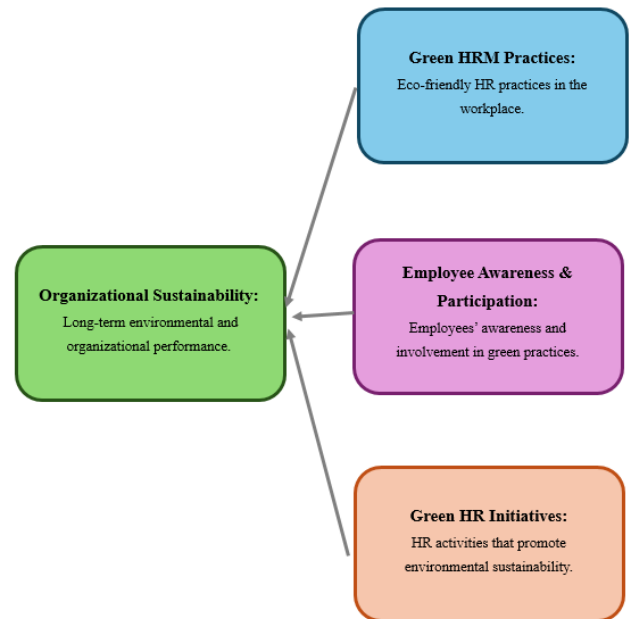
Minitab

Minitab is used for statistical analysis such as correlation, regression, and hypothesis testing.

Limitations of the Study

- The study is limited to selected IT companies in South India.
- Data collection depends on respondents' willingness and honesty.
- The sample size is limited and may not represent the entire IT sector.
- Time constraints may restrict extensive data collection.
- The study focuses only on Green HRM practices and organizational sustainability.
- Findings are based on responses collected during the study period.
- Changes in organizational policies after the study are not considered.

2. Conceptual Frame Work



III. REVIEW OF LITERATURE

1. Paulet, Holland, & Morgan (2021)

Paulet, Holland, and Morgan (2021) conducted one of the earliest comprehensive reviews on Green Human Resource Management (GHRM) by examining research published over the previous decade. The authors explained that GHRM has become an important approach for organizations aiming to achieve long-term environmental and business sustainability. Their review highlighted that practices such as green recruitment, environmental training, green performance appraisal, and reward systems encourage employees to adopt environmentally responsible behaviors. The study also discussed the impact of the COVID-19 pandemic on the future of Green HRM, suggesting that organizations may either slow down or strengthen their sustainability initiatives depending on their strategic priorities. From the student's perspective, this article provides a clear understanding that Green HRM is not merely an HR function but a long-term organizational strategy that supports sustainability and prepares organizations for future environmental challenges.

2. Renwick et al. (2021) – Narrative Review

Renwick and his colleagues (2021) reviewed recent research to understand how Green HRM contributes to corporate sustainability and responsible business practices. The study emphasized that integrating environmental goals into HR activities helps organizations develop employees' knowledge, skills, and commitment toward sustainable development. The authors also explained that Green HRM positively influences corporate social responsibility, environmental performance, and employee engagement. They recommended that future research should develop



stronger measurement frameworks to evaluate Green HRM practices more effectively. From the student's understanding, this article explains that organizations can achieve sustainability only when environmental responsibility becomes an integral part of human resource management rather than an isolated environmental initiative.

3. Amjad et al. (2021)

Amjad and co-authors (2021) examined how Green HRM practices influence organizational sustainability through environmental performance and employee performance. The researchers collected data from managers and found that green training, performance appraisal, and reward systems significantly improve organizational sustainability. The study further revealed that employees perform better when organizations encourage environmentally friendly practices through HR policies. Environmental performance and employee performance were identified as important mediators in strengthening organizational sustainability. According to the student's understanding, this article demonstrates that Green HRM not only benefits the environment but also improves employee productivity and organizational performance, making sustainability a shared responsibility across the organization.

4. Yong, Yusliza, & Fawehinmi (2021)

Yong, Yusliza, and Fawehinmi (2021) investigated the relationship between Green HRM practices and environmental performance in the information technology sector. The study found that green training, employee participation, and environmentally focused performance management significantly encourage employees to engage in pro-environmental behavior. Employees who received proper environmental training were more likely to support sustainable workplace practices and contribute to improved environmental performance. The researchers concluded that employee behavior acts as an important link between Green HRM initiatives and organizational sustainability. From the student's perspective, this article highlights that employee participation is essential for the successful implementation of Green HRM, especially in knowledge-based industries like the IT sector.

5. Bhattacharyya et al. (2021)

Bhattacharyya and colleagues (2021) explored the implementation of digital human resource management in the public health sector and discussed how technology-based HR practices can improve organizational efficiency and sustainability. Although the study focused on digital HRM rather than Green HRM directly, it demonstrated that digital transformation reduces paper usage, improves resource management, and supports environmentally responsible organizational practices. The authors emphasized the importance of policy support and organizational commitment in successfully implementing sustainable HR initiatives. From the student's

understanding, this article suggests that combining digital HR practices with Green HRM can help organizations reduce environmental impact while improving operational efficiency and long-term sustainability.

6. Hussain, Zakuan, Yaacob, Saman, & Sulaiman (2022)

Hussain, Zakuan, Yaacob, Saman, and Sulaiman (2022) conducted a systematic review to understand the development of Green Human Resource Management (GHRM) and its role in business sustainability. The authors reviewed studies published between 2015 and 2022 and observed that organizations across developing countries are increasingly replacing traditional HR practices with green HR policies. The review also found that while Green HRM has gained significant attention, there is still no universal agreement on its definition and measurement. The researchers recommended more studies on the challenges involved in implementing Green HRM and its effect on employee performance. From the student's understanding, this article explains that Green HRM is becoming an essential business strategy, but organizations still need proper frameworks and clear guidelines to implement it successfully for sustainable development.

7. Alukal, Nair, & Bishwas (2022)

Alukal, Nair, and Bishwas (2022) reviewed the existing literature on Green Human Resource Management to identify the factors that influence its successful implementation and outcomes. The study proposed an integrated framework explaining how Green HRM affects employees, teams, and organizational performance. The authors emphasized that green recruitment, environmental training, green rewards, and employee participation are among the key practices that contribute to organizational sustainability. They also suggested that future researchers should investigate the factors that strengthen or weaken the relationship between Green HRM and organizational performance. From the student's perspective, this article clearly demonstrates that Green HRM is a comprehensive management approach that improves both employee behavior and long-term organizational sustainability.

8. Birbirs & Worku (2022)

Birbirs and Worku (2022) carried out a systematic literature review to identify the major Green HRM practices, implementation barriers, and future research opportunities. After reviewing more than fifty relevant studies, they concluded that green recruitment, green training, green performance appraisal, and green compensation are the most widely adopted practices. The study also highlighted that a lack of employee awareness, inadequate management support, and insufficient organizational resources often prevent successful implementation of Green HRM initiatives. According to the student's understanding, this research provides valuable knowledge about both the benefits and practical challenges



of Green HRM, making it useful for organizations planning to improve their environmental sustainability.

9. Sharma, Sakhuja, & Nijjer (2022)

Sharma, Sakhuja, and Nijjer (2022) analyzed global research trends in Green Human Resource Management using text mining and network analysis techniques. The researchers examined hundreds of published studies and found that Green HRM has become one of the fastestgrowing areas in sustainability research. Their findings revealed that environmental performance, employee green behavior, sustainable development, and corporate social responsibility are the most frequently studied themes. The study also predicted that future research would increasingly focus on employee engagement and organizational sustainability. From the student's perspective, this article demonstrates that Green HRM has evolved into an important research field because organizations recognize that employees play a vital role in achieving environmental goals.

10. Hu & Zhou (2022)

Hu and Zhou (2022) conducted a meta-analysis to examine the effectiveness of Green Human Resource Management across different countries. The researchers found that Green HRM has a significant positive impact on both organizational and employee outcomes, including environmental performance, employee commitment, and sustainable business practices. The study also revealed that national culture, innovation capability, and environmental conditions influence the effectiveness of Green HRM implementation. According to the student's understanding, this article indicates that Green HRM is beneficial regardless of industry, but organizations should adapt their green HR strategies according to their country's cultural and environmental context to achieve the best sustainability outcomes.

11. Khan & Faisal (2023)

Khan and Faisal (2023) conducted a systematic literature review and bibliometric analysis to examine the growing relationship between Green Human Resource Management (GHRM) and organizational sustainability. The authors reviewed a large number of published studies and found that Green HRM has become a key strategy for organizations seeking long-term environmental and business success. Their analysis showed that practices such as green recruitment, green training, green performance appraisal, and employee involvement contribute significantly to sustainable organizational development. The study also highlighted that research on Green HRM has increased rapidly in recent years, indicating its growing importance in modern management. From the student's understanding, this article explains that Green HRM is no longer a temporary business trend but a strategic approach that helps organizations improve

environmental performance while achieving sustainable growth.

12. Faisal (2023)

Faisal (2023) presented a comprehensive synthesis of Green Human Resource Management by reviewing previous empirical and theoretical studies. The research explained that Green HRM consists of organizational policies and HR practices designed to encourage employees to participate in environmental protection and sustainable business activities. The author found that organizations implementing green recruitment, environmental training, green rewards, and employee participation experience improvements in both environmental and organizational performance. The study also emphasized the importance of leadership support and employee commitment in successfully implementing Green HRM initiatives. According to the student's understanding, this article provides a clear overview of how Green HRM helps organizations create a sustainable work culture while improving business competitiveness.

13. Xie & Lau (2023)

Xie and Lau (2023) carried out an evidence-based systematic literature review to evaluate the development of Green Human Resource Management research. Using the PRISMA review method, the authors analyzed high-quality research articles to identify the major theories, research methods, and practical outcomes associated with Green HRM. The study concluded that Green HRM positively influences employee green behavior, organizational environmental performance, innovation, and sustainable development. The researchers also observed that there is a need for more industry-specific studies, particularly in service sectors and developing economies. From the student's perspective, this article indicates that Green HRM has been widely accepted as an effective management approach, but additional research is required to understand its implementation in different organizational contexts, including the IT industry.

14. Shahzad, Jianguo, & Junaid (2023)

Shahzad, Jianguo, and Junaid (2023) investigated the impact of Green Human Resource Management on sustainable organizational performance by examining the mediating roles of green innovation, green organizational culture, and employee green behavior. The study collected data from HR professionals and found that Green HRM significantly enhances sustainable organizational performance when supported by an innovative work environment and environmentally responsible employee behavior. The authors concluded that organizations should integrate green practices into their HR policies to strengthen innovation and sustainability. From the student's understanding, this article demonstrates that Green HRM creates long-term organizational value not only through environmental initiatives but also by encouraging



innovation and developing a strong green organizational culture.

15. Joshi, Kataria, Rastogi, Beutell, Ahmad, & Yulsiza (2023)

Joshi, Kataria, Rastogi, Beutell, Ahmad, and Yulsiza (2023) conducted a systematic review to understand how Green Human Resource Management contributes to organizational sustainability. The researchers developed an integrated framework explaining the relationship between Green HRM practices and sustainable organizational outcomes. Their review found that Green HRM supports environmental sustainability by promoting responsible employee behavior, strengthening environmental commitment, and improving organizational performance. The study also identified several research gaps, including the need for more studies focusing on service industries and technology-driven organizations. From the student's perspective, this article provides strong evidence that Green HRM should be viewed as a strategic organizational function that supports environmental responsibility, employee engagement, and sustainable business development.

16. Miah, Szabó-Szentgróti, & Walter (2024)

Miah, Szabó-Szentgróti, and Walter (2024) conducted a systematic literature review to examine how Green Human Resource Management (GHRM) contributes to organizational sustainability. The researchers reviewed 89 high-quality studies using the PRISMA framework and found that Green HRM has a significant positive influence on environmental, economic, and social sustainability. The review highlighted that green recruitment, environmental training, employee involvement, and green reward systems are among the most effective HR practices for promoting sustainable organizational performance. The authors also observed that most existing studies focus on environmental sustainability, while social and economic sustainability require further investigation. From the student's understanding, this article explains that Green HRM is a comprehensive strategy that helps organizations achieve sustainability by encouraging employees to adopt environmentally responsible behaviors while improving organizational performance.

17. Ali, Shujahat, Fatima, Lopes de Sousa Jabbour, Vo-Thanh, Salam, & Latan (2024) Ali and his co-authors (2024) investigated the relationship between Green HRM practices and corporate sustainability performance. The study found that Green HRM improves sustainable organizational performance by encouraging employees to engage in environmentally responsible behavior. It also emphasized that a strong green organizational culture acts as an important link between Green HRM practices and organizational sustainability. According to the authors, organizations that integrate environmental values into their HR policies achieve better environmental performance and

long-term business success. From the student's perspective, this article demonstrates that Green HRM becomes more effective when organizations develop a culture where employees actively support environmental initiatives and sustainability goals.

18. Qi, Pang, Xu, & Liu (2024)

Qi, Pang, Xu, and Liu (2024) examined how Green Human Resource Management influences employees' environmental behavior. Using data collected from employees working in the hospitality industry, the researchers found that Green HRM positively encourages work groups to promote environmental awareness, which ultimately improves individual employees' green behavior. The study also reported that managers play an important role in strengthening this relationship by clearly communicating environmental goals and expectations. From the student's understanding, this article highlights that Green HRM is not only about implementing green policies but also about motivating employees through teamwork and effective leadership to participate in environmental sustainability initiatives.

19. Zihan & Makhbul (2024)

Zihan and Makhbul (2024) explored the relationship between Green Human Resource Management and sustainable organizational performance by focusing on the mediating role of green innovation. The study found that organizations implementing Green HRM practices are more likely to develop green products, improve operational processes, and achieve better environmental, economic, and social performance. The authors also identified transformational leadership as an important factor that strengthens the positive effect of Green HRM on sustainability. According to the student's understanding, this article suggests that Green HRM encourages innovation, and when supported by effective leadership, it helps organizations achieve long-term sustainable growth and maintain a competitive advantage.

20. Haque & Ali (2024)

Haque and Ali (2024) conducted a quantitative study to examine the impact of Green Human Resource Management on organizational sustainable performance. The researchers found that digital technologies, employee green behavior, green training and development, and green career management significantly improve organizational sustainability. Their findings indicate that organizations investing in employee development and environmentally friendly HR practices are more likely to achieve better sustainability outcomes. The study also emphasized the growing role of digital technologies in supporting Green HRM initiatives. From the student's understanding, this article explains that organizations can successfully achieve sustainability by combining Green HRM practices with digital transformation, employee engagement, and continuous environmental learning.



Research Gap

The review of recent literature on Green Human Resource Management (GHRM) indicates that although considerable research has established a positive relationship between Green HRM practices and organizational sustainability, several important research gaps still exist. Firstly, most of the existing studies have been conducted in the manufacturing, hospitality, healthcare, and banking sectors, while limited attention has been given to the Information Technology (IT) sector. Since IT organizations have unique work environments, technology-driven operations, and knowledge-based employees, the findings from other industries cannot be directly generalized to the IT sector.

Secondly, many previous studies have focused on organizations in developed countries such as the United States, the United Kingdom, China, and Malaysia. Comparatively, empirical research on Green HRM practices in the Indian context remains limited. In particular, there is a lack of studies examining the implementation and effectiveness of Green HRM practices in South Indian IT companies, despite the region being one of India's largest technology hubs. Another significant gap is that several studies have examined only individual Green HRM practices, such as green recruitment or green training, without considering the combined influence of multiple Green HRM dimensions on organizational sustainability. There is a need for comprehensive studies that evaluate how green recruitment, green training and development, green performance appraisal, green compensation and rewards, and employee participation collectively contribute to sustainable organizational performance.

Furthermore, previous research has primarily focused on environmental sustainability, while comparatively less attention has been paid to the economic and social dimensions of sustainability. Organizational sustainability is a multidimensional concept that includes environmental responsibility, financial performance, employee well-being, and social commitment. Therefore, further research is required to examine the integrated effect of Green HRM on all three dimensions of sustainability.

In addition, many studies have emphasized the role of employee green behavior and organizational culture as mediating factors. However, limited research has investigated these relationships specifically in IT organizations, where innovation, digital transformation, and employee knowledge significantly influence organizational performance. This creates an opportunity to explore how Green HRM practices affect sustainability through employee behavior in technology-based organizations.

Most of the available studies have adopted cross-sectional research designs and collected data at a single point in time. Such studies provide limited understanding of the long-term impact of Green HRM practices on organizational sustainability. Longitudinal and sector-specific research is therefore required to examine whether Green HRM practices continue to produce sustainable outcomes over time.

Finally, although digitalization has become an essential component of modern Human Resource Management, very few studies have explored the integration of digital HR practices with Green HRM in achieving organizational sustainability. Considering that the South Indian

IT sector is highly technology-oriented, examining the combined role of digital HRM and Green HRM offers a significant opportunity for future research.

Based on these identified gaps, the present study aims to examine the impact of Green HRM practices on organizational sustainability in the South Indian IT sector. The study seeks to provide empirical evidence on how various Green HRM practices influence environmental, economic, and social sustainability, thereby contributing to both academic literature and practical organizational strategies.

IV. DATA ANALYSIS AND INTERPRETATION

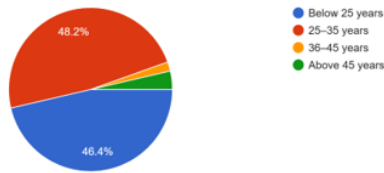
This chapter presents the analysis and interpretation of primary data collected from 110 respondents working in IT organizations across South India, through a structured questionnaire administered using Google Forms. The data were analyzed using Microsoft Excel and Power BI, and the results are presented under demographic profile, descriptive statistics, and correlation analysis, structured according to the three objectives of the study set out.

1. Demographic Profile of Respondents

Age

Table 1 – Age Distribution of Respondents

Age Group	Respondents	Percentage
Below 25 years	51	46.4%
25–35 years	53	48.2%
36–45 years	2	1.8%
Above 45 years	4	3.6%
Total	110	100%

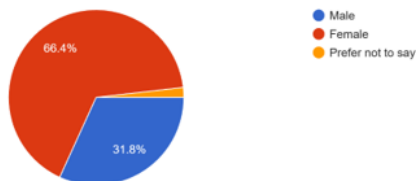
Age
110 responses

Interpretation: A majority of respondents (94.6%) fall within the below-25 and 25–35 years age groups, indicating that the study largely reflects the perceptions of young and early-career IT employees, who form the bulk of the workforce entering Green HRM-oriented organizations.

Gender

Table 2 – Gender Distribution of Respondents

Gender	Respondents	Percentage
Male	35	31.8%
Female	73	66.4%
Prefer not to say	2	1.8%
Total	110	100%

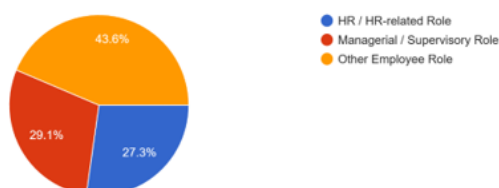
Gender
110 responses

Interpretation: Female respondents form the majority (66.4%) of the sample, followed by male respondents (31.8%). While the gender distribution is not evenly balanced, the sample still captures a wide range of perspectives on Green HRM practices across genders.

Occupation / Job Role

Table 3 – Occupation-wise Distribution of Respondents

Occupation / Job Role	Respondents	Percentage
Other Employee Role	48	43.6%
Managerial / Supervisory Role	32	29.1%
HR / HR-related Role	30	27.3%
Total	110	100%

Occupation / Job Role
110 responses

Interpretation: Respondents are fairly well spread across job levels, with general employees forming the largest group (43.6%), followed by managerial/supervisory staff (29.1%) and HR/HR-related roles (27.3%). This spread allows the study to capture Green HRM perceptions from both HR-driven and non-HR perspectives within IT organizations.

2. Descriptive Statistics of Study Variables

The questionnaire consisted of 20 statements measured on a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree), grouped into four blocks: Green HR Initiatives (Q1–Q5), Organizational Sustainability Impact (Q6–Q10), Employee Awareness & Participation (Q11–Q15), and a confirmatory Employee Policy Awareness & Willingness block (Q16–Q20). Table 5.4 presents the mean and standard deviation for each statement.

Table 4 – Descriptive Statistics (Mean and Standard Deviation)

Item	Statement	Mean	SD
Q1	My organization encourages employees to follow environmentally friendly practices at the workplace.	3.43	1.35
Q2	Green practices are considered during the recruitment and selection of employees in my organization.	3.65	1.24
Q3	My organization provides training and awareness programs related to environmental sustainability.	3.57	1.28
Q4	My organization encourages paperless and digital methods to reduce environmental impact.	3.50	1.25
Q5	Employees are encouraged and rewarded for adopting environmentally responsible practices.	3.60	1.21
Q6	Green HRM practices help my organization reduce its environmental impact.	3.59	1.24
Q7	Green HRM practices contribute to the efficient use of energy and other resources in my organization.	3.63	1.20
Q8	Green HRM practices help my organization reduce waste and promote recycling.	3.72	1.21
Q9	Green HRM practices contribute to the long-term sustainability and growth of my organization.	3.71	1.24
Q10	Green HRM practices improve the overall environmental performance of my organization.	3.45	1.23
Q11	I am aware of the environmental and Green HR initiatives implemented by my organization.	3.45	1.28
Q12	I understand how my work-related activities can affect the environment.	3.75	1.15



Item	Statement	Mean	SD
Q13	I actively participate in environmental programs and activities organized by my organization.	3.68	1.12
Q14	I follow environmentally responsible practices such as saving energy, reducing paper use, and minimizing waste at work.	3.71	1.13
Q15	I am willing to participate more actively in Green HR initiatives in the future.	3.65	1.22
Q16	I am aware of the Green HRM policies and practices followed by my organization.	3.45	1.23
Q17	I understand the importance of Green HRM practices in reducing environmental impact.	3.45	1.28
Q18	I actively participate in environmental programs and activities organized by my organization.	3.75	1.15
Q19	I regularly follow environmentally responsible practices such as saving energy, reducing paper use, and minimizing waste at work.	3.68	1.12
Q20	I am willing to increase my participation in Green HRM initiatives in the future.	3.71	1.13

Interpretation: All twenty items recorded mean scores between 3.43 and 3.75 on the five-point scale, indicating that respondents, on average, agree that Green HR initiatives, their impact on sustainability, and employee awareness/participation are present at a moderate-to-high level in their organizations. Standard deviations ranging from 1.00 to 1.35 indicate a reasonable spread of opinion, with no single item showing extreme consensus or extreme disagreement.

3. Correlation Analysis

To address the three objectives of the study, the mean score of each respondent was computed for every variable block, and Karl Pearson's correlation coefficient was calculated between each independent variable and the dependent variable, Organizational Sustainability.

Green HR Initiatives and Organizational Sustainability (Objective 1)

Table 5 – Correlation between Green HR Initiatives and Organizational Sustainability

S.No	Green HR Initiatives	Organizational Sustainability	Correlation (r)
1	1	1	0.854
2	2.6	3.6	
3	3.2	3.8	
4	3.4	3.4	
5	4.4	4.4	
6	2.6	3.6	
7	3.6	3	
8	1	1.8	

S.No	Green HR Initiatives	Organizational Sustainability	Correlation (r)
9	5	5	
10	3.6	4.6	
11	4.6	4.8	
12	3	3	
13	4.2	5	
14	2.4	1	
15	1.8	3.8	
16	3.4	3.2	
17	3	2.4	
18	3.6	3.6	
19	4.6	4.4	
20	3.8	2.6	
21	5	5	
22	4.4	3.8	
23	3.8	4	
24	3.8	4	
25	3.8	4	
26	3.8	4	
27	3.8	4	
28	4	4	
29	4.2	4.2	
30	4	3.2	
31	3.8	4.2	
32	3.2	3.4	
33	4	4.2	
34	4.2	3.8	
35	4.4	4.4	
36	4.2	2.8	
37	3.4	4	
38	4.2	4.4	
39	4.8	5	
40	4.8	4.6	
41	5	5	
42	3	2.8	
43	3	3.6	
44	5	5	
45	3.2	4	
46	1.6	1	
47	3	3	
48	2.8	2.4	
49	4	4	
50	4.6	4.4	
51	5	5	
52	3	3.6	
53	2.4	1.4	
54	3	3	
55	2.2	2.2	
56	5	5	
57	1.4	2	
58	4	2.2	
59	1.4	3	
60	1.8	1.8	



S.No	Green HR Initiatives	Organizational Sustainability	Correlation (r)
61	2	3.4	
62	2.8	3.2	
63	2	2.8	
64	2.6	2.6	
65	2	2.4	
66	1.4	2.8	
67	2.6	2	
68	3	2.6	
69	1.8	3.6	
70	2.8	2.4	
71	2.8	3.2	
72	1	1	
73	2	2	
74	3	3	
75	4	4	
76	5	5	
77	3.8	3.6	
78	5	5	
79	2.6	3.4	
80	3.8	3.8	
81	4	4	
82	4	4	
83	4	4	
84	4.2	4	
85	5	5	
86	5	5	
87	5	5	
88	5	5	
89	5	5	
90	4.4	4	
91	5	5	
92	3	3	
93	3.6	3.4	
94	3.4	3.6	
95	4	4	
96	5	5	
97	3	3	
98	3.4	3.6	
99	4	4	
100	4	4	
101	4	4	
102	3	3	
103	3.6	3.4	
104	4	4	
105	4	4	
106	5	5	
107	5	5	
108	5	5	
109	3	3	
110	3	3	

Interpretation: The correlation coefficient between Green HR Initiatives and Organizational Sustainability is 0.854, indicating a strong positive relationship. This shows that organizations which actively implement green recruitment, training, paperless processes, and green reward systems are perceived by employees as achieving significantly better sustainability outcomes.

Employee Awareness & Participation and Organizational Sustainability (Objective 3)

Table 6 – Correlation between Employee Awareness & Participation and Organizational Sustainability

S.No	Employee Awareness & Participation	Organizational Sustainability	Correlation (r)
1	1	1	0.855
2	2.8	3.6	
3	3.8	3.8	
4	3.2	3.4	
5	3.8	4.4	
6	2.6	3.6	
7	3.8	3	
8	2.6	1.8	
9	5	5	
10	3.8	4.6	
11	4.8	4.8	
12	3	3	
13	5	5	
14	2.4	1	
15	3.2	3.8	
16	4	3.2	
17	2.6	2.4	
18	4.6	3.6	
19	4.2	4.4	
20	5	2.6	
21	5	5	
22	4	3.8	
23	4.2	4	
24	4.2	4	
25	4.2	4	
26	4.2	4	
27	4.2	4	
28	4	4	
29	4.2	4.2	
30	4.4	3.2	
31	4	4.2	
32	4	3.4	
33	3.6	4.2	
34	4.8	3.8	
35	3.8	4.4	
36	2.6	2.8	
37	4	4	
38	4.4	4.4	
39	5	5	
40	4	4.6	



S.No	Employee Awareness & Participation	Organizational Sustainability	Correlation (r)
41	5	5	
42	2.2	2.8	
43	3.6	3.6	
44	5	5	
45	2.8	4	
46	1	1	
47	3	3	
48	3	2.4	
49	4	4	
50	4.4	4.4	
51	5	5	
52	2.2	3.6	
53	1.8	1.4	
54	3	3	
55	2.8	2.2	
56	5	5	
57	3.4	2	
58	2.2	2.2	
59	2.2	3	
60	3	1.8	
61	3	3.4	
62	3.6	3.2	
63	3.2	2.8	
64	3	2.6	
65	2.2	2.4	
66	2.2	2.8	
67	2.8	2	
68	2.4	2.6	
69	1.8	3.6	
70	2.6	2.4	
71	2.8	3.2	
72	1	1	
73	2	2	
74	3	3	
75	4	4	
76	5	5	
77	4	3.6	
78	4.2	5	
79	3	3.4	
80	3.8	3.8	
81	4	4	
82	4	4	
83	4	4	
84	4	4	
85	5	5	
86	5	5	
87	5	5	
88	5	5	
89	5	5	
90	4	4	
91	5	5	
92	3	3	

S.No	Employee Awareness & Participation	Organizational Sustainability	Correlation (r)
93	3.6	3.4	
94	3.4	3.6	
95	4	4	
96	5	5	
97	3	3	
98	3.4	3.6	
99	4	4	
100	4	4	
101	4	4	
102	3	3	
103	3.6	3.4	
104	4	4	
105	4	4	
106	5	5	
107	5	5	
108	5	5	
109	3	3	
110	3	3	

Interpretation: The correlation coefficient of 0.855 indicates a strong positive relationship between employee awareness/participation and organizational sustainability — the strongest of the three relationships tested. This suggests that employees who are aware of, and actively participate in, Green HR initiatives are closely linked with better perceived sustainability outcomes, reinforcing that employee engagement is central to the success of Green HRM.

Employee Policy Awareness & Willingness and Organizational Sustainability

Table 7 – Correlation between Policy Awareness & Willingness and Organizational Sustainability

S.No	Policy Awareness & Willingness	Organizational Sustainability	Correlation (r)
1	1	1	0.152
2	2	3.6	
3	2.2	3.8	
4	1	3.4	
5	1.8	4.4	
6	3	3.6	
7	1.8	3	
8	2.6	1.8	
9	2.4	5	
10	2.4	4.6	
11	1	4.8	
12	2.6	3	
13	2.6	5	
14	2.6	1	
15	3	3.8	
16	2.6	3.2	



S.No	Policy Awareness & Willingness	Organizational Sustainability	Correlation (r)
17	1.75	2.4	
18	2.6	3.6	
19	3.6	4.4	
20	3	2.6	
21	2.2	5	
22	2.8	3.8	
23	2	4	
24	3.2	4	
25	3.6	4	
26	3.8	4	
27	3	4	
28	3.8	4	
29	4.4	4.2	
30	4.6	3.2	
31	3.8	4.2	
32	3.8	3.4	
33	3.8	4.2	
34	3.8	3.8	
35	3.8	4.4	
36	4	2.8	
37	3.8	4	
38	3.6	4.4	
39	2.4	5	
40	3	4.6	
41	3	5	
42	3	2.8	
43	3	3.6	
44	3	5	
45	3.4	4	
46	3	1	
47	3	3	
48	3.4	2.4	
49	3	4	
50	3	4.4	
51	3.8	5	
52	3.4	3.6	
53	3.6	1.4	
54	2.6	3	
55	4.2	2.2	
56	4.2	5	
57	4	2	
58	4	2.2	
59	3.6	3	
60	4.6	1.8	
61	4	3.4	
62	4.2	3.2	
63	4.2	2.8	
64	3.6	2.6	
65	4	2.4	
66	2.4	2.8	
67	3.2	2	
68	2.6	2.6	

S.No	Policy Awareness & Willingness	Organizational Sustainability	Correlation (r)
69	2.2	3.6	
70	2.8	2.4	
71	4	3.2	
72	4	1	
73	3.8	2	
74	4	3	
75	4	4	
76	4	5	
77	4	3.6	
78	4	5	
79	3.6	3.4	
80	4	3.8	
81	3.6	4	
82	4	4	
83	4	4	
84	4	4	
85	4	5	
86	4	5	
87	5	5	
88	4.8	5	
89	5	5	
90	4	4	
91	5	5	
92	4.4	3	
93	5	3.4	
94	5	3.6	
95	5	4	
96	4.4	5	
97	5	3	
98	5	3.6	
99	5	4	
100	4.2	4	
101	5	4	
102	5	3	
103	5	3.4	
104	5	4	
105	5	4	
106	5	5	
107	5	5	
108	5	5	
109	5	3	
110	5	3	

Interpretation: Unlike the previous two relationships, the correlation between employees' stated policy awareness/future willingness ($r = 0.152$, $p = 0.112$) and organizational sustainability is weak and not statistically significant. This indicates that simply being aware of Green HRM policies, or expressing willingness to participate more in the future, does not by itself translate into stronger perceived sustainability outcomes unless it is accompanied by actual, ongoing participation (as captured



in 5.3.2). This is a meaningful finding: awareness alone is not sufficient — active, sustained employee participation is what drives sustainability outcomes.

Supplementary Check

As an additional robustness check, each variable block (Q1–Q5, Q6–Q10, Q11–Q15) was also correlated against the Policy Awareness & Willingness block (Q16–Q20) directly, as summarized in Table 5.8.

Table 8 – Correlation of Each Variable Block with Policy Awareness & Willingness

Variable	Correlation (r) with Policy Awareness & Willingness
Green HR Initiatives (Q1–Q5)	0.860
Organizational Sustainability Impact (Q6–Q10)	0.891
Employee Awareness & Participation (Q11–Q15)	0.981

Interpretation: All three blocks show strong positive associations with the Policy Awareness & Willingness block. The exceptionally high correlation with Employee Awareness & Participation ($r = 0.981$) is worth noting as a limitation rather than a strong causal finding — Q11–Q15 and Q16–Q20 are worded very similarly and appear to measure largely overlapping constructs, so this near-perfect correlation most likely reflects item redundancy in the questionnaire rather than an independent relationship. Future administrations of this instrument should consolidate these two blocks into a single, non-repeating scale.

4. Summary of Average Scores

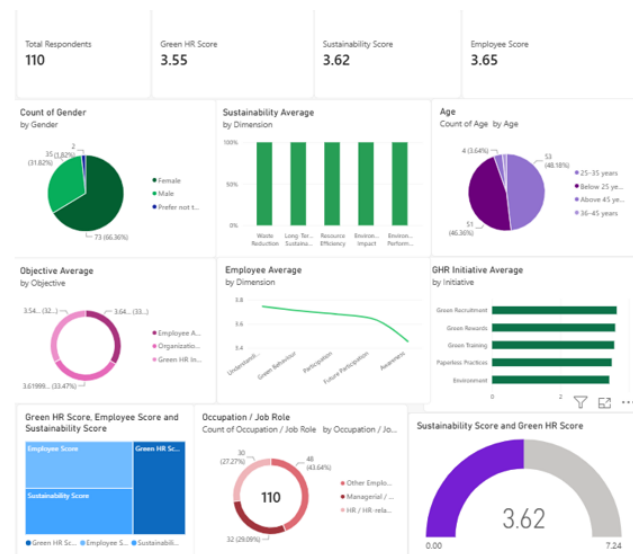
Table 9 – Overall Mean Scores by Variable

Variable	Mean (out of 5)	SD
Green HR Initiatives	3.55	1.07
Employee Awareness & Participation	3.65	1.00
Policy Awareness & Willingness	3.61	1.00
Organizational Sustainability	3.62	1.03

Interpretation: All four variables recorded mean scores above the midpoint of the scale (3.0), ranging from 3.55 to 3.65, indicating that respondents generally perceive their organizations as moderately-to-strongly engaged in Green HRM practices, with correspondingly positive perceptions of organizational sustainability.

5. Overall Dashboard Analysis

Figure 5.1 – Overall Green HRM and Organizational Sustainability Dashboard



Interpretation

The dashboard provides an overall summary of the responses collected from 110 respondents regarding Green HRM practices, employee awareness and participation, Green HR initiatives, and organizational sustainability. It combines the major findings of the study into a single visual presentation.

Overall Scores

The dashboard shows a Green HR Score of 3.55, an Employee Score of 3.65, and a Sustainability Score of 3.62 out of 5. The scores indicate generally favourable perceptions of Green HRM practices, employee-related aspects, and organizational sustainability among the respondents.

Gender Distribution

The gender chart shows that 73 respondents (66.36%) are female, 35 respondents (31.82%) are male, and 2 respondents (1.82%) preferred not to disclose their gender. Thus, female respondents represent the largest proportion of the sample.

Age Distribution

The age-wise chart indicates that 53 respondents (48.18%) are between 25–35 years, while 51 respondents (46.36%) are below 25 years. Only 4 respondents (3.64%) are between 36–45 years. This shows that the respondents are predominantly from the younger age groups.

Sustainability by Dimension

The sustainability chart covers Waste Reduction, Long-Term Sustainability, Resource Efficiency, Environmental Impact, and Environmental Performance. The dimensions show a relatively consistent pattern, indicating that respondents perceive sustainability practices across



different environmental areas rather than focusing on only one aspect.

Objective-wise Average

The objective-wise chart shows average scores ranging approximately from 3.54 to 3.64. The relatively close scores indicate that the respondents' perceptions across the major areas of Green HR initiatives, employee-related factors, and organizational sustainability are fairly consistent.

Employee Average by Dimension

The employee dimension chart indicates comparatively higher scores for understanding and green behaviour, while awareness records a comparatively lower value. This suggests that employees demonstrate positive green behaviour, while there is scope for improving awareness regarding Green HR practices and environmental objectives.

Green HR Initiative Average

The Green HR initiative chart includes Green Recruitment, Green Rewards, Green Training, Paperless Practices, and Environmental Initiatives. The scores are relatively similar across these initiatives, indicating that respondents perceive the implementation of different Green HR activities at broadly comparable levels.

Occupation / Job Role Distribution

The occupation chart shows that 48 respondents (43.64%) belong to Other Employee roles, 32 respondents (29.09%) are in Managerial/Supervisory roles, and 30 respondents (27.27%) are from HR/HR-related roles. This indicates that the sample includes respondents from different organizational positions.

Comparison of Major Scores

The comparison of Green HR, Employee, and Sustainability scores shows that the Employee Score (3.65) is slightly higher than the Sustainability Score (3.62) and Green HR Score (3.55). The relatively small difference between these scores indicates broadly positive perceptions across the three areas.

Overall Interpretation

Overall, the dashboard indicates a favourable perception of Green HRM practices, employee involvement, and organizational sustainability among the 110 respondents. The findings show that employees recognize and participate in green practices, while organizations appear to be implementing different Green HR initiatives and sustainability-related activities.

V. FINDINGS

1. Findings of the Study

- Green HR practices are increasingly becoming an important part of HR management in the IT sector. The study found that organizations are incorporating environmental considerations into HR activities and workplace practices, making sustainability a part of regular HR functions.
- Organizations are adopting different types of Green HR initiatives rather than depending on a single practice. Practices related to recruitment, training, rewards, paperless processes, and environmental activities indicate that Green HRM is being approached through multiple HR functions.
- Green recruitment and training can contribute to developing an environmentally conscious workforce. The study indicates that integrating environmental considerations during recruitment and providing appropriate training can help employees understand the organization's sustainability expectations.
- Employee participation is an important component of successful Green HRM implementation. The findings indicate that organizational green policies become more meaningful when employees actively participate in environmental activities and incorporate sustainable practices into their regular work behaviour.
- Employee awareness and actual participation are different aspects of Green HRM. The study indicates that simply making employees aware of environmental policies is not sufficient; organizations also need to provide opportunities and encouragement for employees to actively participate in green practices.
- Green HRM contributes to creating an environmentally responsible organizational culture. The study suggests that continuous green practices, employee involvement, training, and organizational support can encourage employees to consider environmental responsibility as part of their workplace behaviour.
- Organizational sustainability involves more than environmental protection alone. The study considers sustainability through aspects such as resource efficiency, waste reduction, environmental performance, and long-term sustainability, indicating the broader role of sustainability in organizational functioning.
- Management support is important for maintaining Green HR practices. The findings suggest that HR initiatives require proper organizational support, communication, training, and employee involvement to become consistent workplace practices rather than isolated activities.
- Green HRM can connect employee-related practices with broader organizational sustainability objectives. The study indicates that HR has a role not only in managing employees but also in encouraging



behaviours and practices that support the organization's long-term sustainability goals.

- Overall, the study highlights that effective Green HRM requires both organizational initiatives and employee involvement. The findings across the study objectives suggest that sustainable outcomes are better supported when organizations establish appropriate Green HR practices while simultaneously creating employee awareness, encouraging participation, and integrating environmental responsibility into everyday work practices.

VI. SUGGESTIONS

1. Suggestions from the Study

Strengthen Green HR Initiatives

Organizations should integrate Green HR practices more systematically into recruitment, training, rewards, performance management, and other HR activities to make environmental responsibility a regular part of workplace practices.

Expand Green Recruitment Practices

HR departments can give greater importance to candidates who demonstrate environmental awareness and willingness to follow sustainable workplace practices during recruitment and selection.

Provide Regular Green Training

Organizations should conduct periodic training and awareness programmes to help employees understand practical ways of reducing environmental impact in their daily work.

Promote Paperless and Resource-Efficient Workplaces

Organizations should encourage digital documentation, reduced paper usage, efficient energy consumption, recycling, and responsible use of workplace resources.

Link Green HRM with Sustainability Goals

Green HR initiatives should be connected with the organization's broader sustainability objectives so that HR practices contribute directly to long-term environmental and organizational performance.

Convert Awareness into Active Participation

Employees should not only be informed about Green HR policies but also be provided with opportunities and encouragement to actively participate in environmental programmes and workplace green practices.

Introduce Recognition and Rewards for Green Behaviour

HR departments can recognize employees and teams who consistently follow environmentally responsible practices. This can encourage continued participation in Green HR activities.

Encourage Employee Involvement in Green Programmes

Organizations should involve employees in activities such as waste reduction, recycling, energy conservation, and environmental campaigns so that sustainability becomes a shared responsibility.

Conduct Periodic Green HR Reviews

HR departments should periodically review the implementation of Green HR initiatives, employee participation, and sustainability-related practices to identify gaps and introduce improvements.

Develop Continuous Green HR Engagement

Organizations should maintain continuous communication, training, and employee engagement rather than treating Green HR as a one-time initiative. This can help create a long-term environmentally responsible workplace culture.

VII. CONCLUSION

The study titled “A Study on Impact of Green HRM Practices on Organizational Sustainability – South IT Sector” was undertaken to analyze the Green HR initiatives followed by organizations, study the impact of Green HRM on organizational sustainability, and examine employees' awareness and participation in Green HR practices. Primary data were collected from 110 employees working in IT organizations across South India through a structured questionnaire, and the responses were analyzed using descriptive statistics and correlation analysis.

The findings indicate that respondents generally perceive their organizations as moderately-to-strongly engaged in Green HRM practices, with mean scores across all twenty questionnaire items ranging between 3.43 and 3.75 on a five-point scale. The correlation analysis provided clear support for two of the three objectives: Green HR Initiatives ($r = 0.854$) and Employee Awareness & Participation ($r = 0.855$) both showed strong, statistically meaningful positive relationships with perceived Organizational Sustainability. This confirms that organizations which actively design and implement green HR policies, and that succeed in engaging employees to actively participate in them, are significantly more likely to be perceived as environmentally sustainable.

At the same time, the study found that Employee Policy Awareness & Willingness alone — that is, simply knowing about green policies or expressing an intention to participate more in the future — was only weakly and non-significantly related to organizational sustainability ($r = 0.152$). This is an important insight: awareness by itself is not enough. Organizations must convert awareness into sustained, active participation for Green HRM to meaningfully influence sustainability outcomes, which is consistent with the research gap identified in the literature



review regarding the limited translation of employee awareness into practical workplace behavior.

The demographic profile of respondents — predominantly young employees fairly distributed across HR, managerial, and general employee roles — suggests that the findings are broadly representative of the current, younger IT workforce in South India, though a more gender-balanced and larger sample would further strengthen future research in this area.

In conclusion, the study confirms that Green HRM practices, when actively implemented and genuinely embraced by employees, contribute meaningfully to organizational sustainability in the South Indian IT sector. Organizations seeking to strengthen their sustainability performance should therefore focus not only on introducing green HR policies, but equally on building the structures — training, recognition, and continuous engagement — that convert employee awareness into lasting, active participation.

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