

# **GREEN HRM PRACTICES IN IT SECTOR; A STUDY IN TECHNOPARK, TRIVANDRUM**

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requirements for the Masters of Arts in Human Resource Management Degree  
Examination*

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## **DECLARATION**

I, **ANSU ANTONY**, do hereby declare that this Dissertation titled “**GREEN HRM PRACTICES IN IT SECTOR; A STUDY IN TECHNOPARK, TRIVANDRUM**” is based on the original work carried out by me and submitted to the University of Kerala during the year 2021-2023 towards partial fulfilment of the requirements for the **MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT** Degree Examination. I further declare that this dissertation is based on the original study undertaken by me and has not been submitted for the award of any diploma or degree from any other University/ Institution.

## **CERTIFICATION OF APPROVAL**

This is to certify that this dissertation entitled on “GREEN HRM PRACTICES IN IT SECTOR; A STUDY IN TECHNOPARK, TRIVANDRUM” is a record of genuine work done by Ansu Antony, a fourth semester Master of Arts in Human Resource Management Student of this college under my supervision and guidance and that it is hereby approved for submission.

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## **ABSTRACT**

Green HRM symbolizes an organization's commitment to integrating its human resource strategy with ecological standards. Green human resource management (Green HRM) incorporates environmental sustainability into HR procedures. It entails hiring environmentally conscious employees, educating them about sustainable practices, and linking performance evaluations to environmental objectives. While flexible work schedules reduce travel emissions, incentives and prizes recognize environmental contributions. Initiatives to increase employee engagement and environmentally responsible workplace layout are also important. Green HRM improves reputation, draws eco-conscious employees, and aligns with a sustainable future.

This study aims to explore the Green Human Resource Management (HRM) practices in IT organizations in Technopark Trivandrum. Specifically, it examines the awareness among IT professionals regarding Green HRM, the best practices used in organizations related to Green HRM, the significance of Green HRM on organizational culture, and the influence of Green HRM practices on IT professionals' daily lives. The study adopts a quantitative approach, supported by two case studies. A 101-response from IT professionals through online survey was used along with detailed interviews with two HR professionals from different organizations as part of the study methodology. Results show that the IT professionals at Technopark Trivandrum have a good approach towards Green HRM practices. The study outlines various types of admirable actions taken by IT organizations, such as the establishment of energy-efficient infrastructure, effective waste management, and employee engagement activities on environmental sustainability. These procedures aid in establishing a strong feeling of environmental responsibility and sustainability among employees, thereby influencing organizational culture. Employees are motivated to adopt environmentally friendly behaviors and habits by the prioritization of environmental conservation as a result of the integration of environmental values into HR policies and practices.



# **CHAPTER-1**

## **INTRODUCTION**

## 1.1 INTRODUCTION

According to *Ahmad (2015)*, Green Human Resources Management (GHRM) involves a combination of policies, procedures, and systems designed to encourage environmentally friendly behavior among employees, with the aim of establishing an environmentally conscious, resource-efficient, and socially responsible corporation. The growing significance of sustainable development in enhancing a contemporary company's competitive edge has led to the widespread adoption of ecological practices within human resource policy, commonly referred to as Green Human Resources Management (HRM).

In response to the challenges and threats posed by climate change, sustainability plans are rapidly gaining traction among numerous businesses. The corporate sector plays a pivotal role in the fight against climate change. Successfully embarking on a sustainability journey requires a top-down approach, with the active support and engagement of VPs and senior management, including personnel from People and HR departments.

To promote the efficient utilization of natural resources and the adoption of eco-friendly products, companies are encouraged to conduct environmental audits with a focus on recycling. This initiative not only benefits society and its citizens but also aids employees and organization members in comprehending resource consumption patterns. Green HRM offers several advantages, including the potential to reduce costs while retaining talent, optimize power, water, and manufacturing resource usage, enhance employee job satisfaction and commitment, foster a culture of mutual concern among co-workers, and enable small businesses to decrease electricity expenses by implementing energy-efficient and cost-effective technologies. *Ahmad, S. (2015). Green human resource management: Policies and practices.*

Implementing green technology as part of a corporate strategy can help businesses succeed in an ever-changing environment. Organizations will undoubtedly play an important role in the battle against global warming. With the aid of management and staff, HRM will satisfy the company's commitment to green practices (*Amjad et al., 2021*). Green HRM's role may become the operator of sustainability goals, which will help in the achievement of your company's aims.

Green HRM expands its role in promoting and achieving long-term goals within an organization. The term green HRM refers primarily to the contribution of HR policies and actions, often referred to as green human resource management (GHRM). It includes all employees in adopting sustainable practices and raising awareness about environmentally friendly lives, including encouraging energy conservation.

Green HR policies assist the company in focusing on workers' job-related behavior and creating a green work culture. This leads to the future resolution of environmental challenges (*Amjad et al., 2021*). Every employee is a sociable person; therefore, they learn a lot both in their personal lives and at work. As a result, both contribute to the development and reinforcement of green organizational behavior. This shift in employees' lives benefits the company due to green policies and practices. Their changing behaviors are reflected in consumption patterns, as well as reuse and recycling of items. When consuming, it is essential to consider resource usage and think twice before using any product, exploring alternatives that have no harmful effects on the environment. *Amjad, F., Abbas, W., Zia-Ur-Rehman, M., Baig, S. A., Hashim, M., Khan, A., & Rehman, H. U. (2021). Effect of green human resource management practices on organizational sustainability: the mediating role of environmental and employee performance.*

Human resource development aids in putting green policies into action, as discussed by *Cherian and Jacob (2012)*. It is a technique for involving green workers in environmental challenges, as well as understanding and growing the green culture in the firm. It is a procedure that includes HRM functions, and its effective implementation can significantly contribute to organizational sustainability (*Cherian & Jacob, 2012*). The approach can be interpreted through various HRM functions as follows:

### **Green Recruitment and Selection Method**

Companies may eliminate huge paper waste by hiring individuals online, using online applications and resumes. Following the first screening of CVs, HR should guarantee that the next phases of the selection process assess the applicants' desire to adopt eco-friendly options. Some interview questions should focus on environmental issues or a group dynamic that mixes a business plan with concerns about sustainability. Finally, each candidate may be assigned a green score and put to the overall spreadsheet of scores, which will eventually rank

the top applications.

### **Green Onboarding Process**

Induction programmes should be designed in such a manner that these new employees are integrated into the organization's green consciousness culture. Furthermore, these programmes should highlight the organization's environmental challenges as well as the green initiatives that are being established within the company. Effective onboarding can enhance employees' understanding of and commitment to sustainable practices (*Cherian & Jacob, 2012*).

### **Green Learning and Development**

Learning and development is an approach that focuses on increasing employees' talents, skills, and attitudes. Leaders should provide training resources to help employees gain knowledge and skills in environmental sustainability. Learning and development can motivate individuals to look for methods to assist their businesses succeed. Companies can employ digital media and web-based training modules for environmental management training. Environmentally related aspects like as energy reduction, trash management, and recycling may all become green training focal themes.

### **Green Performance Management and Appraisal**

Performance management is a motivating strategy to improving employees' technical abilities that aid in the achievement of organizational goals. As a result, performance evaluation might incorporate sustainability targets monitored using specialized indicators in order to establish a greener organization. Green aims, duties, and obligations such as raising green awareness and encouraging employees to engage in the company's green initiatives may all be taken into account when evaluating managers' performance (*Cherian & Jacob, 2012*).

### **Green Compensation and Reward Management**

Green remuneration and reward management seek to recognize employees' dedication to building a more sustainable firm. There are three categories of rewards:

- Salary increases, cash prizes, and bonuses are all examples of monetary benefits.
- Non-monetary rewards such as leaves for special events, presents, and so on.
- Employee contributions to the organization, assessment from senior management, and so on

are highlighted in recognition-based awards. Effective compensation and reward management can reinforce green behavior and foster a culture of sustainability within the organization *Cherian, J., & Jacob, J. (2012). A study of green HR practices and its effective implementation in the organization;*

Green HR strategies encompass a wide range of initiatives, spanning from simple practices like encouraging double-sided photocopying to the implementation of ethical and equitable HR procedures. The adoption of Green HR practices can yield numerous advantages for environmentally-conscious organizations. Research by *Rani and Mishra (2014)* emphasizes that such adoption can lead to heightened employee motivation, engagement, and overall confidence. This, in turn, tends to not only enhance employee productivity but also foster stronger loyalty to the organization, ultimately contributing to a reduction in personnel turnover; *Rani, S., & Mishra, K. (2014). Green HRM: Practices and strategic implementation in the organizations.*

It is imperative that HR processes and procedures align with sustainable objectives, fostering increased employee awareness and commitment to sustainability. The transition towards sustainable business practices necessitates a pivotal role for HR in driving organizational change. The convergence of HR and Corporate Social Responsibility (CSR) becomes paramount in establishing synergies between the organization's strategic mission to attain sustainability and the empowerment of all stakeholders to integrate this mission into daily business operations (*Bangwal & Tiwari, 2015*).

Within any organization, individuals hail from diverse backgrounds, each embodying unique qualities, interests, habits, and attitudes that shape their lifestyles. As a result, it falls upon employers to facilitate cohesion and relationship-building among the workforce. Innovative green tools, such as social media platforms and Gmail, provide avenues to cultivate connections and bolster engagement in environmentally conscious management practices (*Bangwal & Tiwari, 2015*).

A spectrum of Green Practices comes to the fore, encompassing:

- Provision of complimentary bicycles for commuting, reducing reliance on individual

- vehicles.
- Establishment of carpooling services to minimize carbon emissions.
  - Procurement of computers from vendors utilizing recycled components, promoting responsible sourcing.
  - Patronage of local suppliers, stimulating regional economies.
  - Strategic utilization of incentives to drive adoption of eco-friendly behaviors.
  - Implementation of staggered work hours to optimize energy consumption.
  - Execution of internal energy audits to identify efficiency enhancement opportunities.
  - Cultivation of eco-friendly mindsets among employees, embedding sustainability in corporate culture.
  - Reduction of paper consumption by transitioning to digital documentation.
  - Adoption of teleconferencing, conserving time and energy.
  - Vigilant monitoring of water consumption to mitigate wastage.
  - Exploration and incorporation of alternative resources to minimize environmental impact.

By incorporating such comprehensive Green Practices, organizations demonstrate their commitment to environmental stewardship while reaping multifaceted benefits, ranging from operational efficiency to heightened social responsibility; *Bangwal, D., & Tiwari, P. (2015). Green HRM—A way to greening the environment.*

## **1.2 STATEMENT OF THE PROBLEM**

The problem that has to be addressed in this study is the IT industry's inadequate awareness, understanding, and use of Green Human Resource Management (HRM) practices at Technopark, Trivandrum. There is an absence of thorough information about the adoption and effectiveness of eco-friendly HRM practices especially adapted to the unique setting of Technopark, despite the growing emphasis on moral and ethical business practices. This study

aims to find out how familiar IT organizations in Technopark are with green HRM practices presently and to identify any possible advantages these practices may have. The main issue is the lack of assurance regarding the degree to which Technopark IT organizations are aware of Green HRM practices, their importance, and the beneficial effects they may provide. This knowledge gap can make it difficult for the Technopark IT organizations to fully incorporate green practices into HRM strategy.

### **1.3 SIGNIFICANCE OF THE STUDY**

Studying green HRM techniques in the IT industry, particularly in Technopark, Trivandrum, is important because it addresses the urgent needs of environmental sustainability, improved organizational performance, improved employee engagement and well-being, talent attraction and retention, and policy development. This study can help to reduce the environmental impact of the IT industry by looking into and promoting green HRM practices. It can also help to increase economic and operational efficiency, foster a positive work environment, draw in qualified personnel, and inform policy decisions in order to build a competitive and sustainable IT cluster.

### **1.4 OBJECTIVES**

#### **General objective:**

- To study on the Green HRM practices in IT sector - Technopark, Trivandrum

#### **Specific Objectives:**

- To study the awareness of Green HRM among IT Professionals.
- To study the best practices used in the organizations related to Green HRM.
- To study the significance of Green HRM on organizational culture.
- To study the influence of Green HRM practices in IT Professionals' daily life.

## 1.5 DEFINITION OF CONCEPTS

### Green HRM

#### Theoretical Definition

“Green HRM is concerned with the ‘systemic, planned alignment of typical human resource management practices with the organization’s environmental goals. This requires the alignment between HR and other functional areas of the organization”. *Jabbour, C. J. C. (2013). Green human resource management: A comparative qualitative case study of a United States multinational corporation.*

#### Operational definition

Green Human Resource Management (Green HRM) is a strategic approach that involves the integration of environmentally sustainable practices and principles into the human resource management functions of an organization. It focuses on the development and implementation of strategies, policies, and practices that promote sustainable development and minimize the negative impact of the organization's activities on the environment.

### IT Sector

#### Theoretical Definition

"The IT sector is the backbone of the modern world. It fuels innovation, connects people across the globe, and drives economic growth like never before." - *Satya Nadella, CEO of Microsoft.*

#### Operational definition

The IT sector refers to the industry that encompasses the development, implementation, and management of information technology systems, services, and solutions. It involves the use of computer hardware, software, networks, and telecommunications to store, transmit, manipulate, and protect data.



## **1.6 CHAPTERIZATION**

- Chapter 1- Introduction which includes Statement of the problem, Significance of the study, Objectives, Definition of concepts and Chapterization.
- Chapter 2- Review of Literature, Introduction and Research Gap.
- Chapter 3- Research Methodology which included Introduction, Title, Scope of the study, Research design, Research variables, Universe of the study, Sampling design, Sources of data, Tools for data collection, Data collection, Data analysis and Limitations of the study.
- Chapter 4- Analysis and Interpretation.
- Chapter 5- Findings and Conclusion.

# **CHAPTER-2**

## **LITERATURE REVIEW**

## 2.1 INTRODUCTION

Green HRM entails coordinating HR policies, initiatives, and procedures with the objective of fostering environmental sustainability inside businesses. While formal 'theories' for Green HRM may not yet exist, there are a number of conceptual frameworks and viewpoints that have been established to help in understanding and implementing ecologically sustainable HRM practices. Major theories and frameworks pertaining to green HRM practices include the following:

Resource-Based View (RBV): The RBV contends that by efficiently utilizing their distinctive resources and competencies, organizations may obtain a competitive edge. This approach emphasizes the value of human resources and expertise in fostering environmental sustainability within organizations from the standpoint of green human resource management. It emphasizes the part played by HRM procedures in helping staff members acquire the green competences, skills, and knowledge necessary to support sustainable activities.

Stakeholder Theory: According to this concept, organizations' decision-making procedures should take a variety of stakeholders, including workers, into account. Green HRM may be considered as a reaction to the growing demand for environmental responsibility from stakeholders including workers, consumers, communities, and other parties. Organizations may improve their reputation and forge closer ties with stakeholders by using green practices.

Institutional Theory: This theory contends that social norms and laws, as well as other institutional influences, have an impact on organizations. A reaction to institutional demands about environmental sustainability may be observed in green HRM. Green practices are adopted by businesses to meet social standards, abide with environmental laws, and establish credibility.

High-Performance Work Systems (HPWS): HPWS is an HRM strategy that places a strong emphasis on matching organizational objectives with HR practices in order to achieve high performance. By coordinating environmental sustainability objectives with HR procedures including hiring, training and development, performance management, and incentive systems, green HRM may be included into HPWS. This strategy acknowledges the importance of employee dedication and involvement in the execution of green projects.

Triple Bottom Line (TBL): This approach broadens the usual emphasis on financial success to take into account social and environmental factors. Environmental sustainability is one of the TBL's bottom lines, which makes green HRM compatible with it. In addition to the organization's economic and social success, it is acknowledged that HRM practices should also help the environment.

Furthermore, recent research by *Garavan et al. (2023)* has examined employee perceptions of individual green HRM practices and their voluntary green work behavior through a signaling theory perspective. This study contributes to the understanding of how specific green HRM practices can influence employee behavior in favor of environmental sustainability; *Garavan, T., Ullah, I., O'Brien, F., Darcy, C., Wisetsri, W., Afshan, G., & Mughal, Y. H. (2023). Employee perceptions of individual green HRM practices and voluntary green work behaviour: a signalling theory perspective.*

Green HRM plays a pivotal role in advancing sustainability, reducing environmental impact, and cultivating a corporate social responsibility culture, particularly within the IT industry. In this sector, Green HRM holds significant importance for several compelling reasons:

**Environmental Responsibilities:** Green HRM employs sustainable business practices to aid IT firms in fulfilling their environmental responsibilities. This involves minimizing energy consumption, reducing waste generation, and adopting eco-friendly technologies. Incorporating green practices into HR policies and processes enables organizations to effectively contribute to environmental conservation.

**Cost Savings:** The adoption of Green HRM practices can yield substantial cost savings for IT organizations. Through the implementation of energy-efficient technologies, optimal resource utilization, and the promotion of recycling and waste reduction, organizations can decrease energy expenditures, operational costs, and waste disposal expenses. This not only enhances long-term sustainability but also contributes to improved financial performance.

**Staff Engagement and Retention:** Within the IT industry, green HRM initiatives can enhance staff engagement and retention rates. Many individuals who are environmentally conscious are drawn to socially responsible companies. By integrating green practices and values into HR policies, IT businesses can attract and retain talent that aligns with their sustainability objectives.

**Brand Reputation and Competitive Advantage:** Embracing green practices empowers IT organizations to enhance their market positioning and brand reputation. Demonstrating a commitment to sustainability and environmental responsibility can attract environmentally conscious clients, investors, and stakeholders, leading to a competitive advantage and the creation of new business opportunities.

**Compliance and Legal Obligations:** Adherence to environmental regulations and legal requirements is crucial for IT companies. Green HRM plays a vital role in ensuring compliance by incorporating environmental considerations into HR policies and practices. This proactive approach helps organizations stay compliant, avoid fines, legal complications, and reputational damage.

**Innovation and Technical Advancement:** Green HRM serves as a catalyst for innovation and technological advancement in the IT sector. By encouraging employees to propose eco-friendly solutions and directing research and development efforts towards sustainable technologies and practices, organizations can create new products, services, and business strategies that align with environmental objectives.

Research by Ahmad, Ullah, and Khan (2022) delves into the influence of green HRM on green creativity, considering the mediating role of pro-environmental behaviors and the moderating role of ethical leadership style. This study contributes to our understanding of how green HRM practices can impact creativity and innovation in an environmentally conscious context; *Ahmad, I., Ullah, K., & Khan, A. (2022). The impact of green HRM on green creativity: Mediating role of pro-environmental behaviors and moderating role of ethical leadership style.*

## Conceptual Framework of Green HRM Practices

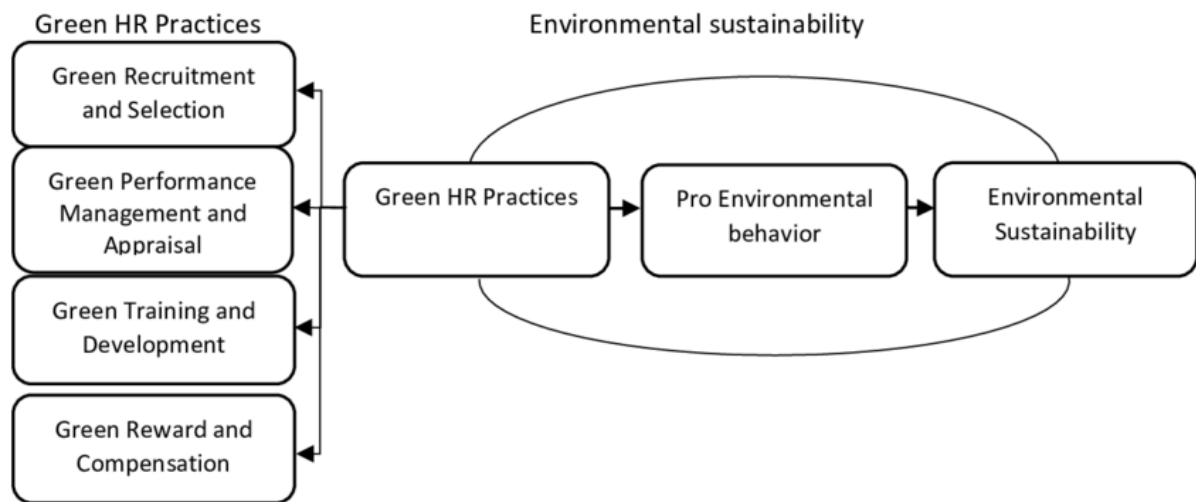


Figure 2.1. The Conceptual Framework of Green HRM Practices.

Source; Jehan, Y., Hussai, D., Batool, M., & Imran, M. (2020). *Effect of green human resource management practices on environmental sustainability*

The integration of environmental sustainability into human resource management (HRM) strategies and practices within organizations is outlined in the conceptual framework of "Green Human Resource Management" (*Green HRM*) practices (Jehan, Y., Hussai, D., Batool, M., & Imran, M., 2020). This framework offers a systematic approach for businesses to design and implement green initiatives across all HRM operations.

The foundation of Green HRM encompasses several key components and guiding principles:

**Green Recruitment and Selection:** The incorporation of environmental considerations starts with the recruitment and selection process. Organizations seek candidates who exhibit a commitment to sustainability and possess environmental awareness and knowledge. This helps establish a workforce that aligns with the company's environmental objectives.

**Green Performance Management and Appraisal:** Performance management systems under Green HRM integrate environmental goals and metrics. This involves setting performance targets that are in harmony with environmental objectives, monitoring and evaluating employees' contributions to sustainability, and providing feedback and recognition for environmental performance.

**Green Training and Development:** This facet emphasizes providing employees with opportunities for training and skill development in environmental knowledge and practices. Staff members are educated on green principles, technologies, and rules, enabling them to effectively contribute to the organization's environmental sustainability efforts.

**Green Compensation and Reward:** Organizations implement compensation and reward systems to incentivize and acknowledge eco-friendly actions. Recognition programs, bonuses, or incentives tied to green performance metrics can foster a culture of environmental responsibility, encouraging employees to engage in sustainable behaviors.

By adhering to this comprehensive conceptual framework, businesses can systematically integrate Green HRM practices, fostering a culture of sustainability and active environmental stewardship within the organization. Through initiatives spanning recruitment, performance management, training, and compensation, companies can effectively align their HRM strategies with environmental sustainability goals (*Jehan et al., 2020*).

## 2.2 REVIEWS

**Dechant and Altman (1994)** in their study on *Environmental leadership: from compliance to competitive advantage* found that, employees believe they are working when they believe it is advancing their career. An effective working relationship between workers and employers encourages engagement and empowerment. The study by Dechant and Altman highlights the significance of fostering a productive working environment between employees and employers in the context of environmental leadership. Both the person and the organization as a whole profit when workers feel empowered and invested in environmental projects, and they see their job as progressing their careers. Organizations may benefit from their environmental activities and contribute to a sustainable future by nurturing this partnership.

**Bauer & Aiman-Smith (1996)** in their study on *Green career choices: The influence of ecological stance on recruiting* identified that, Employees are enticed to work in a company that encourages green practices, they discovered the influence of pro-environmental factor

recruiting. Employees are motivated to work for environmentally responsible companies, according to their analysis of the link between employee perception and corporate ethics. The study's findings emphasize the value of green business practices and corporate ethics in luring and keeping talent. Employees are more likely to be lured to businesses that show a sincere commitment to sustainability in a society where environmental issues are becoming more prevalent. These businesses are viewed as moral and responsible, which can improve their standing and appeal to potential employees. The study by Bauer and Aiman-Smith emphasizes the importance of ethical corporate behavior and green business practices in luring and keeping talent. Genuinely committed businesses are seen as ethically and socially responsible, which increases their attractiveness to potential workers.

**Renwick, D., Redman, T., & Maguire, S. (2008)** in their study on *Green HRM: A review, process model, and research agenda* defines Green HRM as the incorporation of Corporate Environmental Management into Human Resource Management. These researchers basically said that distinctive policies in the fields of recruiting, performance management and assessment, training and development, employment relations, and pay and incentive are regarded effective tools for aligning personnel with an organization's environmental strategy.

**Cherian, J. & Jacob J. (2012)** in *A study of green HR practices and its effective implementation in the organization: A review. International journal of business and Management*, are of opinion that, awards assist to promote staff engagement to environmental management programmes. Green HR has a beneficial impact on the business environment, allowing the company to compete with competitors. An organization's compensation and incentives programmes may help with environmental management. Intrinsic and extrinsic benefits promote and build worker loyalty to be environmentally conscious. Performance management, compensation management, and incentive systems are all HR strategies that are focused with environmental management. It improves the ability to implement green HRM practises in relation to environmental safety problems.

**Mampra (2013)** in his study *Green HRM: Does it help to build a competitive service sector?* defines Green HRM as the application of HRM policies to support the sustainable use of resources inside corporate organizations and promote the cause of environmentalism, which enhances employee morale and satisfaction. Human resources and their processes are the primary foundation of every firm, whether financial or sustainable. They are in charge of



developing and implementing eco-friendly policies in order to create a green environment. Going green, we suggest, would be difficult to do without enabling human resources and establishing sustainable regulations. There are no significant discrepancies or inconsistencies between these definitions. As a result, we offer our own definition for green HRM at this time based on the meaning of these concepts. Green HRM is described as "the environmental (green) orientation of all human resource management (HRM) operations or practises at all levels of a business." Green HRM is concerned with redefining the fundamental principles of HRM, such as its aims, functions, processes, activities, and strategies, in order to suit the demands of ecological sustainability.

**Paille, P., Chen, Y., Boiral, O., & Jin, J. (2014)** in their study on *The impact of human resource management on environmental performance: An employee-level study* focuses on investigating the connection between employee-level environmental performance and human resource management (HRM) practices. It examines how employee environmental behavior and, as a result, organizational environmental performance are affected by HRM practices. According to the study, there is a mediator between HRM practices and environmental performance: employee environmental behavior. In other words, HRM practices have an indirect impact on environmental performance by how they affect employee behavior. This implies that businesses might improve their environmental performance by putting in place HRM procedures that encourage green behavior among staff members.

**Pillai and Sivathanu (2014)** in their study on *Green human resource management. Zenith International Journal of Multidisciplinary Research* focused on the different Green HR Practices adopted by firms throughout the world. The report also emphasized the obstacles and advantages of green human resource management. The study was conducted through interviews with HR managers in order to gain a better understanding of the application of green HR practices in the workplace. The study on Green Human Resource Management by Pillai and Sivathanu illuminated the many strategies used by businesses all around the world to include sustainability into their HR procedures. The study highlighted the significance of integrating environmental issues into HR practices to promote sustainable company operations and improve organizational performance by outlining challenges and benefits.

**Sharma and Gupta (2015)** in their article *Green HRM: An innovative approach to environmental sustainability* agree with the vital role workers play in GHRM and describe GHRM as: "the application of HRM policies to promote the sustainable use of resources inside corporate organizations and more broadly, advances the cause of environmental sustainability. It entails human resource strategies to promote sustainable practices and raise employee understanding and commitment to sustainability concerns." The contribution of employees to the advancement of environmental sustainability projects is a crucial point made by Sharma and Gupta. They contend that workers have a substantial impact on the effectiveness of sustainable practices in businesses. Employees have significant information, talents, and skills, which may be used to encourage ecologically friendly behaviors and practices, according to green human resource management.

**Aggarwal and Sharma (2015)** in their article titled on *Green HRM: Need of the hour* discussed the notion of Green and Green HRM, as well as the relevance, benefits, and constraints for an organization that have an influence on sustainability. They discovered that Green HR efforts assist organizations in finding alternate methods to minimize costs without losing top personnel; part-time work, for example. According to the report, organizations might get a competitive advantage over it now. According to the authors, organizations who use green HRM can obtain a competitive edge. Sustainability has emerged as a critical differentiator in today's business climate, and organizations that are dedicated to eco-friendly practices are seen favorably by all stakeholders, including clients, staff, investors, and the general public. Organizations may improve their reputation, foster trust, and draw in prospective workers and environmentally sensitive customers by incorporating sustainability into their HRM practices.

**Jabbar and Abid (2015)** in their study *A study of green HR practices and its impact on environmental performance: A review. Management Research Report*, explored the elements that inspire employees to improve the environmental performance of their firms. Firms may play a critical role in raising environmental concerns by using Green human resource

management practises (GHRM). The elements that motivate employees to engage in green HRM practises were investigated in this study. The study's findings indicate that HRM strategies impact employee motivation to become involved in the organization's environmental performance. The study also discovered that monetary awards inspire employees more than non-monetary benefits. Employee morale is also boosted when supervisors support activities aimed at environmental sustainability. Furthermore, incentives have a good influence on employees' enthusiasm to participate in eco-initiatives.

**Mohammad Main Uddin and Md. Rabiul Islam (2015)** in their study titled "*Green HRM: Goal Attainment through Environmental Sustainability.*" A research study on the Green Human Resource Management process model from entry to departure had been done by the Journal of Nepalese Business Studies. From 1996 to 2013, articles on green human resource management were published, and the researcher gathered reviews from those articles. The study made recommendations for future researchers, suggesting they perform empirical investigations on topics like Green Human Resource Management practices in manufacturing or service organizations in order to close the knowledge gap in the literature already in existence.

**Opatha and Arulrajah et al. (2015)** in their study on *Green human resource management practices: A review*; states that, the Green HRM is the application of policies, practices, and systems in the company that create green employees for the benefit of the person, team, society, natural environment, and the organization. Different academics define Green HRM in different ways, but their aims for human resource sustainability and environmental sustainability are similar. The goal of Green HRM, according to the researchers, is to create "green employees" who actively participate in reducing environmental challenges as well as being aware of them. Green HRM has several advantages for people, groups, society, the environment, and even the organisation as a whole.

**Sakhawalkar and Thadani (2015)** in the article *To study the current green HR practices and their responsiveness among the employees of IT Sector in Pune region* conducted descriptive study on all IT businesses in Pune using non-probability - convenient sampling and a standardized questionnaire filled out by IT company employees in Pune City. The survey indicates employee knowledge and execution of key green HR practices in IT organizations. According to the report, corporations are focusing on environmentally friendly measures that lower an employee's carbon impact. Electronic data filing, vehicle sharing, video conferencing, and virtual interviews were among the outcomes. Recycling, telecommuting, online training, working from home, and creating more energy-efficient office spaces are all options. The survey also discovered that respondents are aware of electric and hybrid automobiles; however, those who are not aware of The Green HRM are aware of the practices and are aware that their firm follows such practices.

**Yusliza, Ramayah, and Othaman et al. (2015)** in their study on *Drivers, benefits, and challenges of green hrm practices: The way forward for industries* states that, the human resources are the most valuable assets of a business, and they play a vital role in employee management. Modern human resource managers have been tasked with including the green human resource concept in the business purpose statement as well as human resource policy. Green human resource activities have led in enhanced efficiency, cost savings, staff retention, and higher productivity, among other concrete advantages. Green HR policies and practices promote environmental, social, and economic balance.

**Jie Shan, Jenny Dumont, and Xin Deng (2016)** conducted research in their article titled *"Employees Perceptions of Green Human Resource Management and Non-Green Employee Work Outcomes: The Social Identity and Stakeholder Perspectives."* Data analysis reveals that perceived Green Human Resource Management impacts these three non-green employee workplace outcomes via a motivational, social, and psychological process. The study shows that the results of non-green employee workers are affected in a variety of ways by perceived GHRM. GHRM has a favorable impact on employees' motivation, social relationships, and emotional health through the motivational, social, and psychological processes mentioned above, which results in increased job satisfaction and commitment. This study emphasizes the significance of incorporating green practices into human resource management plans in order to develop a work environment that is ecologically responsible and sustainable.

**Shamima Kamili (2018)** describes "*Green HRM: Origin, Practices, and Implications*" in her research paper. The purpose of this article is to identify Green Human Resource Management techniques and the significance of Green Human Resource Management practices in becoming more environmentally friendly. The study proposed some social implications for green organizations using Green Human Resource Management techniques. The relevance of Green HRM in building ecologically friendly organizations is highlighted in the study paper by Shamima Kamili. The article lists a number of social benefits of using green HRM techniques, including improved stakeholder engagement, increased employee awareness and involvement, development of green skills, improved employee well-being, and compliance with environmental regulations. Organizations may support the sustainability of the environment while receiving a number of advantages by integrating sustainability ideas into their HR practices.

**Siyambalapitiya et al. (2018)** in their study titled on *Green human resource management: A proposed model in the context of Sri Lanka's tourism industry* made the case that if green workplace practices boost employee traits like motivation and competence, financial performance could also improve. Candidates drawn to the company's environmental consciousness will be attracted by employers who consider environmental responsibility in hiring decisions or at least demonstrate their concern for the environment. The study makes the case that skilled and motivated employees are more likely to contribute to the financial success of the company. Green workplace practices may boost employee performance, innovation, and efficiency, which can result in cost savings, higher production, and higher customer happiness. Organizations may present themselves as socially responsible enterprises, appealing to environmentally sensitive customers, and perhaps earning a competitive edge in the market by implementing ecologically sustainable practices.

**Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019)** in their article *Promoting employee's proenvironmental behavior through green human resource management practices* focuses on the idea of Green Human Resource Management (GHRM)

practices and how they could encourage employees to operate sustainably. In order to improve environmental performance and sustainability inside organizations, GHRM refers to the integration of environmental considerations within HRM practices. To investigate the link between GHRM practices and employees' pro-environmental behavior, the authors surveyed employees in a number of different organizations. They looked at certain GHRM practices such as eco-leadership, green job design, environmental training and development, and employee involvement in environmental decision-making.

**Janmitha, K. L., & Rai, A. (2019)** in their study on *Green work-life balance and Green HRM in 21st Century: An Emerging Perspective. Think India Journal* describes the Green Human Resource Management idea in Indian Industries- Present Scenario in her research paper. The goal of this journal is to go through several green practices that may be used to create a green workplace. The study found that adapting green human resource management methods may shape and reshape human resource green performance, green behaviors, green attitudes, and green competencies. Janmitha and Rai underlined the potential of green human resource management in redesigning several facets of human resource management to create a green workplace. Organizations may promote sustainability, enhance environmental performance, and grow a workforce that is informed, motivated, and actively involved in green projects by incorporating green practices into HRM strategy.

**Joyce, M. D., & Vijai, C. (2020)** in their study titled on *A theoretical study on green human resource management (Ghrm): an innovative practice for organizational sustainability* suggests that, Green HRM efforts actively support this aim while also causing a knowledge deficit in this field among researchers, who might fill it by fostering environmental awareness. The goal of this research is to examine Green Human Resource Management Practices (GHRMP) in the context of recent theoretical and empirical work by experts in the area. The researchers emphasize how important it is for organizations to embrace GHRM practices as sustainability becomes a higher priority. Organizations can contribute to a more sustainable future by integrating environmentally friendly practices into HRM, such as hiring and selecting employees based on their environmental values and competencies, providing training and development programmes on environmental sustainability, and promoting green initiatives within the workplace.

## **2.3 CONCLUSION**

In conclusion, the literature review demonstrates the rising significance of green HRM practices in businesses that want to address environmental issues and advance sustainability. Organizations may promote an environmental responsibility culture that benefits not just the environment but also employee well-being, organizational performance, and stakeholder satisfaction by integrating sustainability into HRM operations and involving workers. For organizations to further improve their sustainability efforts and contribute to a greener future, it is imperative that research efforts are made to develop our understanding of green HRM practices and their effect. The advantages of applying Green HRM practices go well beyond environmental benefits and cover a variety of areas, including stakeholder satisfaction, organizational success, and employee well-being. For instance, businesses may boost employee morale and satisfaction and thus raise productivity and retention rates by encouraging ecologically friendly workplace practices. Additionally, integrating HRM strategies with sustainability objectives can enhance organizational performance, leading to better financial results and a better reputation in the marketplace. Organizations may strengthen stakeholder trust and satisfaction by exhibiting a commitment to environmental stewardship, which will result in better relationships with clients, investors, and the larger community.

# **CHAPTER 3**

## **RESEARCH METHODOLOGY**



### **3.1 INTRODUCTION TO METHODOLOGY**

Any scientific study must have a sound research methodology because it forms the basis for gathering accurate and valid data that can be used to address research questions and meet research goals. It incorporates a methodical approach as well as a selection of methods and resources created to direct researchers through the procedures of data gathering, analysis, and interpretation. For the study to be credible and rigorous and to improve knowledge in a given subject, a well-designed research process is necessary. The kind of research questions being asked, the type of data needed, and the size of the study all influence the approach that is used. Results of the study's findings are conclusions. It includes a variety of study methodologies, data gathering strategies, sample methods, and data analysis techniques, all of which are adapted to the investigation's particular goals. This research methodology section aims to make the research process transparent and understandable so that readers may evaluate the accuracy and dependability of the findings and derive useful inferences from the study's findings.

### **3.2 TITLE OF THE STUDY**

Green HRM practices in IT Sector; A Study in Technopark, Trivandrum.

### **3.3 SCOPE OF THE STUDY**

The scope of the study titled "Green HRM Practices in IT Sector; A Study in Technopark, Trivandrum" is to investigate the use and effects of environmentally friendly human resource management strategies in the IT industry, more especially in Technopark in Trivandrum, Kerala, India. The study intends to look at numerous Green HRM-related issues and how they affect IT specialists and organizational culture. The study examines IT professionals' knowledge and comprehension of Green HRM practices in order to determine the extent to which they are aware of Green HRM. It aims to find out whether they are aware of environmentally friendly HR practices and what relevance sustainability has in the workplace.

In order to identify and analyze the numerous Green HRM practices utilized by businesses operating in the IT sector inside Technopark, the study focused on the best practices applied in organizations connected to green human resource management. It tries to investigate the methods, regulations, and programs used by these organizations to advance sustainability and

lessen environmental impact. The study highlights the importance of green human resource management on organizational culture and how the adoption of green human resource management practices affects the overall organizational culture across IT enterprises in Technopark. It attempts to investigate how sustainable HR practices relate to elements like employee engagement, motivation, and dedication to environmental sustainability. The study also intends to find out how much Green HRM practices have an impact on the routines and actions of IT employees. It aims to determine whether the adoption of environmentally friendly practices in the workplace affects employees' personal lives as well as whether it has an impact on their decisions and actions off the job.

### **3.4 RESEARCH DESIGN**

Research Design refers to the overall approach chosen to tie the many components of the analysis together logically and consistently, demonstrating that the research challenge has been satisfactorily answered. The foundation for data processing, calculation, and research is provided by it. The framework of the researcher's chosen testing procedures and methodologies is known as the study design. In this study, a cross-sectional design was used. A popular and often used research strategy is the cross-sectional method. This type of study chooses either the entire population or a subset of it, and information is gathered from the selected individuals to help answer research questions at a certain period.

### **3.5 UNIVERSE OF THE STUDY**

IT Professionals in Technopark, Trivandrum

### **3.6 UNIT OF THE STUDY**

An IT Professional in Technopark, Trivandrum

### **3.7 SAMPLING DESIGN**

Purposive sampling was used in the research study to choose replies from the public. Purposive sampling is a non-probability sampling approach that was selected in accordance with the goals of the study and the unique traits of the population being studied. Purposive sampling allows researchers to specifically target a group of people for participation in the study since participants are purposefully chosen because they have certain qualities or satisfy certain requirements. This sampling technique enables researchers to concentrate on a certain group that is pertinent to the research aims, ensuring that the data gathered closely relates to the study's objectives.

#### **SAMPLE SIZE**

"Sample size" describes the amount of data collected or the quantity of data collected utilising the researcher's technique of data collection. For this study, the researcher was able to collect information from 101 IT professionals from Technopark, Trivandrum.

### **3.8 SOURCES OF DATA**

#### **PRIMARY DATA**

Information that the researcher has directly collected is referred to as primary data. By giving out the questionnaire that the researcher had created, primary data was immediately gathered.

#### **SECONDARY DATA**

The researcher gathered secondary data from newspapers, periodicals, online publications, journal articles, and other sources.

### **3.9 TOOLS FOR DATA COLLECTION**

The term "tool" refers to the equipment or techniques the researcher utilised to interview respondents. To collect data from the respondents for this study, the researcher chose to employ a questionnaire. A questionnaire is a sort of research instrument that solicits information from

respondents by posing a series of questions or offering extra suggestions. For this study, the researchers created a questionnaire with 21 items rated on a 4-point Likert scale that also contained information about the respondents' demographics.

### **3.10 DATA COLLECTION**

To gather the primary data from the respondents, the researcher employed a questionnaire that was sent using Google Forms.

### **3.11 DATA ANALYSIS**

The Statistical Package for Social Sciences (SPSS), a statistical analysis software programme, was used to analyze the data.

### **3.12 LIMITATIONS OF THE STUDY**

- Due to respondents' busy work schedules, replies may be biased because it's possible that they may learn the answers fast without carefully reading the questions.
- The sample size may be a constraint on the study, particularly if it only comprises a few persons or organizations. The generalizability of the results may be constrained by the limited sample size, which may not accurately represent Technopark's whole IT sector.
- Due to the cross-sectional form of the study, it can only provide a glimpse of current green HRM practices. It might not give a thorough knowledge of how these practices are dynamic and how beneficial they are over the long run.
- The short time span of the study could prevent the researchers from capturing the long-term effects of green HRM practices. A longer-term viewpoint would offer a more thorough grasp of the difficulties and results connected with putting these practices into practice.

**CHAPTER 4**  
**DATA ANALYSIS AND**  
**INTERPRETATION**

## 4.1 ANALYSIS

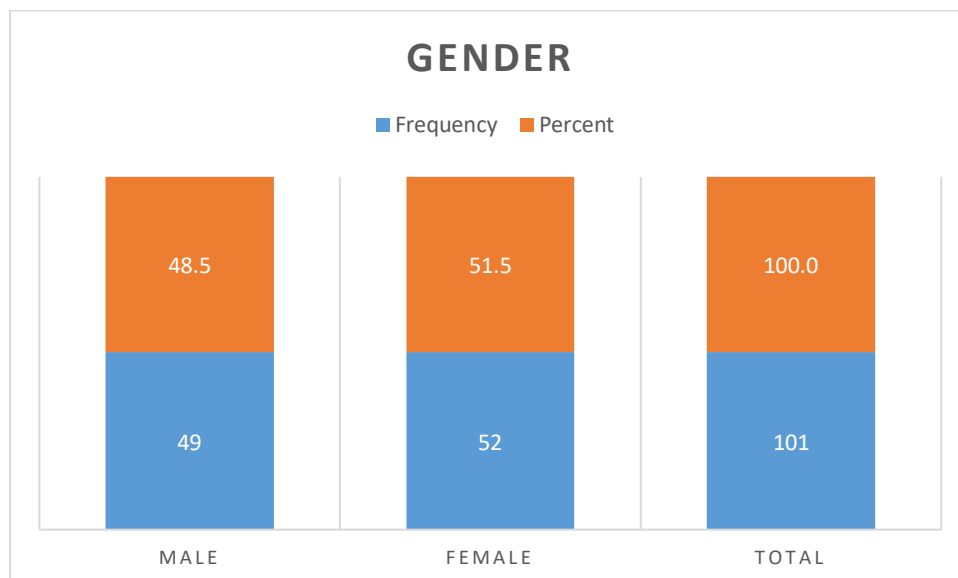
Analyzing data is the subject of this chapter. With the use of SPSS, the statistical package for social sciences, the data for this study were quantitatively analysed. IT employees filled out a questionnaire to provide the data. This chapter offers an analysis of the data based on the objectives and a description of the respondents' demographic profile.

## 4.2 ANALYSIS OF DEMOGRAPHIC VARIABLES

A group's information is represented by demographic statistics based on specific defined factors. The demographic parameters taken into account for this study include the participant's gender, age, work experience, and home town.

### 4.2.1 Gender wise participation of respondents

Figure 4.2.1

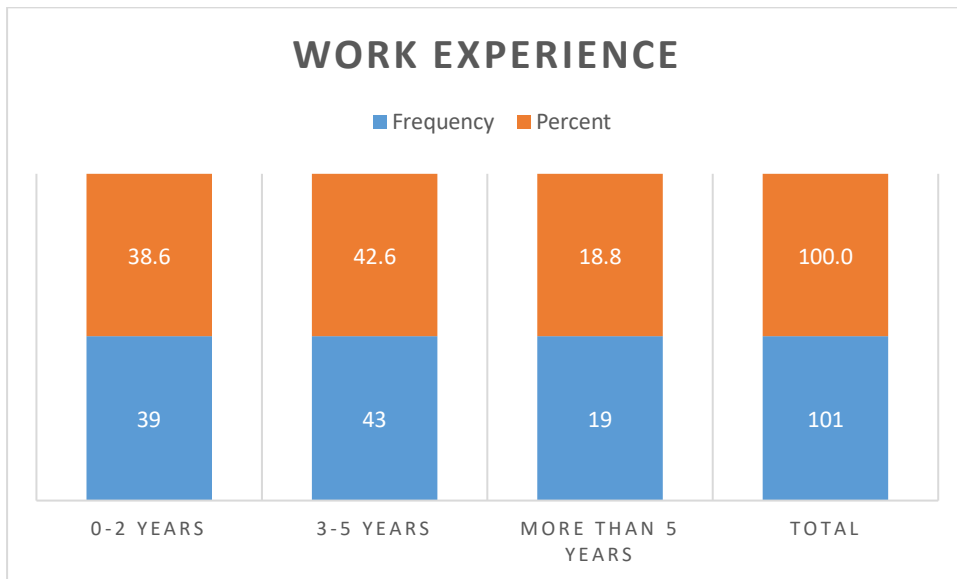


Out of the total surveyed population, 48.5% (49 individuals) identified as male, while 51.5% (52 individuals) identified as female. This indicates a slightly higher percentage of females in the group. The data suggests that the surveyed population is relatively balanced in terms of

gender. The difference between the number of males and females is only 3 individuals, indicating a near-equal representation.

#### 4.2.2 Experience wise participation of respondents

Figure 4.2.2



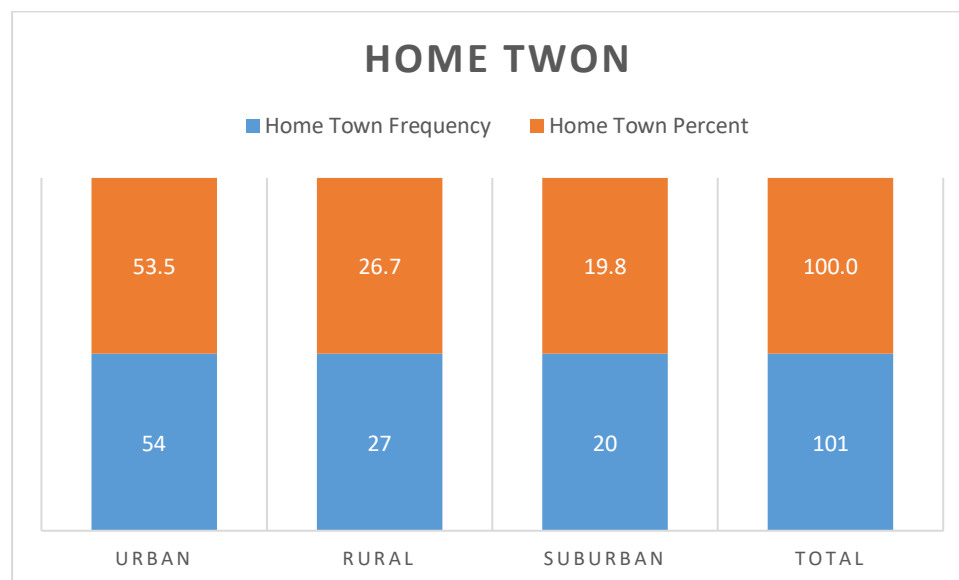
Based on the given data, we can interpret the work experience distribution as follows:

- 38.6% of the respondents have 0-2 years of work experience.
- 42.6% of the respondents have 3-5 years of work experience.
- 18.8% of the respondents have more than 5 years of work experience.
- The total number of respondents is 101, which represents 100% of the data.

This data suggests that the majority of respondents (42.6%) fall into the 3-5 years work experience category, followed by those with 0-2 years of work experience (38.6%). The smallest proportion of respondents (18.8%) have more than 5 years of work experience.

### 4.2.3 Home town wise participation of respondents

Figure 4.2.3



Based on the given data, the figure shows the distribution of people based on their hometown. The figure includes three categories: Urban, Rural, and Suburban.

Here's how to interpret the figure:

Urban: Out of the total 101 people surveyed, 54 individuals, or 53.5% of the total, come from urban areas.

Rural: There are 27 individuals, accounting for 26.7% of the total, who come from rural areas.

Suburban: The data reveals that 20 people, or 19.8% of the total, hail from suburban areas.

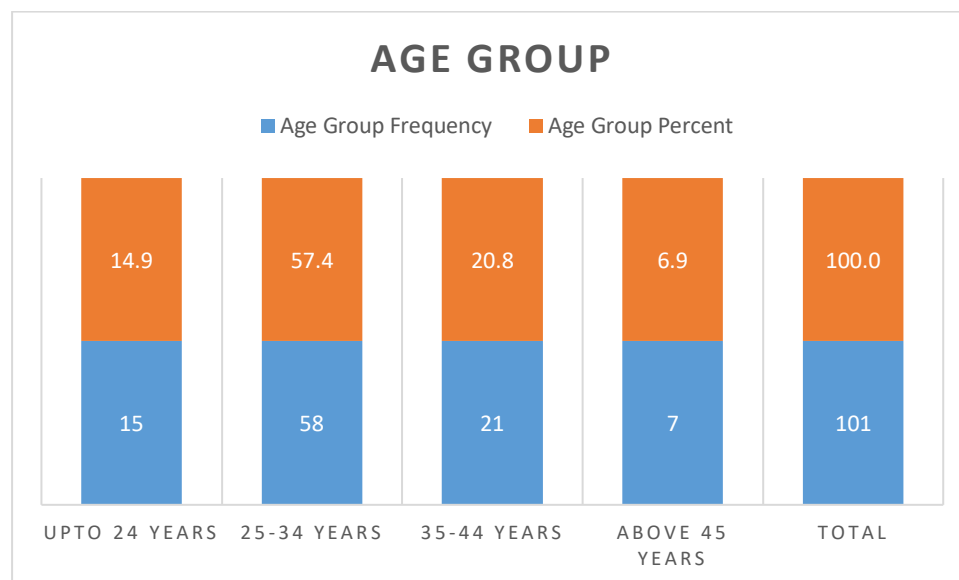
Total: The total number of individuals surveyed is 101, and the percentages represent the proportion of people in each category relative to the total.

In summary, the majority of respondents in the survey come from urban areas, followed by rural and suburban areas, respectively.



## 4.2.4 Age wise participation of respondents

Figure 4.2.4



The figure presents data on the age group distribution of a population. Here is how you can interpret the information:

- The figure is divided into four age groups: "Up to 24 years," "25-34 years," "35-44 years," and "Above 45 years."
- The "Frequency" represents the number of individuals in each age group.
- The "Percent" shows the percentage of individuals in each age group, relative to the total population.
- In this specific population of 101 individuals, the age group "Up to 24 years" has 15 people, accounting for 14.9% of the total.
- The age group "25-34 years" has the highest frequency with 58 individuals, comprising 57.4% of the total.
- The age group "35-44 years" has 21 individuals, making up 20.8% of the total population.
- Finally, the age group "Above 45 years" has the lowest frequency, with 7 individuals, accounting for 6.9% of the total population.

Overall, the figure provides a breakdown of the population's age distribution, indicating that the largest proportion falls within the "25-34 years" age group.

### 4.3. ANALYSIS ON THE AWARENESS ON GREEN HRM AMONG IT PROFESSIONALS

This analysis aims to examine the awareness of Green HRM among IT professionals by considering two influential factors: age and work experience. Age is a fundamental demographic characteristic that may influence individuals' perspectives, attitudes, and receptiveness to new concepts such as Green HRM. Work experience, on the other hand, provides insights into how exposure to organizational practices and sustainability initiatives may shape an individual's awareness levels.

#### 4.3.1 Cross Tabulation on Awareness Level and Age Group

			Age Group				Total
			Up to 24 years	25-34 years	35-44 years	Above 45 years	
Awareness Level	Low	Count	3	19	5	4	31
		% within Awareness Level	9.7%	61.3%	16.1%	12.9%	100.0%
	High	Count	12	39	16	3	70
		% within Awareness Level	17.1%	55.7%	22.9%	4.3%	100.0%
Total		Count	15	58	21	7	101
		% within Awareness Level	14.9%	57.4%	20.8%	6.9%	100.0%

Table 4.3.1 Cross Tabulation on Awareness Level and Age Group

This table represents the crosstabulation of Awareness Level and Age Group, with the corresponding counts and percentages. The table shows the distribution of individuals across different age groups based on their awareness levels. Let's break down the interpretation:

- The "Awareness Level" categories are divided into two groups: "Low" and "High."
- The "Age Group" categories are divided into four groups: "Up to 24 years," "25-34 years," "35-44 years," and "Above 45 years."
- The "Total" column represents the total count of individuals within each combination of Awareness Level and Age Group.
- The "% within Awareness Level" column shows the percentage distribution of individuals within each age group, relative to the total count within that awareness level.

Interpretation:

**Low Awareness Level:**

Among individuals with low awareness, there are 3 individuals (9.7%) in the "Up to 24 years" age group, 19 individuals (61.3%) in the "25-34 years" age group, 5 individuals (16.1%) in the "35-44 years" age group, and 4 individuals (12.9%) in the "Above 45 years" age group. The total count is 31.

**High Awareness Level:**

Among individuals with high awareness, there are 12 individuals (17.1%) in the "Up to 24 years" age group, 39 individuals (55.7%) in the "25-34 years" age group, 16 individuals (22.9%) in the "35-44 years" age group, and 3 individuals (4.3%) in the "Above 45 years" age group. The total count is 70.

Overall:

When considering all individuals, regardless of awareness level, there are 15 individuals (14.9%) in the "Up to 24 years" age group, 58 individuals (57.4%) in the "25-34 years" age group, 21 individuals (20.8%) in the "35-44 years" age group, and 7 individuals (6.9%) in the "Above 45 years" age group. The total count is 101.

This crosstabulation provides insights into the distribution of awareness levels across different age groups. It suggests that individuals in the "25-34 years" age group tend to have the highest representation in both low and high awareness levels. Conversely, the "Above 45 years" age group has the lowest representation in both awareness levels.

### 4.3.2 Chi-Square Test on Awareness Level and Age Group

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.692 <sup>a</sup>	3	.297
Likelihood Ratio	3.567	3	.312
Linear-by-Linear Association	1.156	1	.282
N of Valid Cases	101		

Table 4.3.2 Chi-Square Test on Awareness Level and Age Group

Based on the Chi-Square tests conducted:

- Pearson Chi-Square: There is no significant association between the variables tested ( $p = .297$ ).
- Likelihood Ratio: There is no significant association between the variables tested ( $p = .312$ ).
- Linear-by-Linear Association: There is no significant linear association between the variables tested ( $p = .282$ ).

### 4.3.3 Cross Tabulation on Awareness Level and Work Experience

Awareness Level * Work Experience Crosstabulation						
			Work Experience			Total
			0-2 years	3-5 years	More than 5 years	
Awareness Level	low	Count	13	10	8	31
		% within Awareness Level	41.9%	32.3%	25.8%	100.0%
	high	Count	26	33	11	70
		% within Awareness Level	37.1%	47.1%	15.7%	100.0%
Total		Count	39	43	19	101
		% within Awareness Level	38.6%	42.6%	18.8%	100.0%

Table 4.3.3 Cross Tabulation on Awareness Level and Work Experience

In this crosstabulation, the table shows the distribution of Awareness Level across different ranges of Work Experience.

#### Among individuals with a low Awareness Level:

- 41.9% have 0-2 years of work experience.
- 32.3% have 3-5 years of work experience.
- 25.8% have more than 5 years of work experience.

#### Among individuals with a high Awareness Level:

- 37.1% have 0-2 years of work experience.
- 47.1% have 3-5 years of work experience.
- 15.7% have more than 5 years of work experience.

The table provides insights into the distribution of awareness levels across different levels of work experience. It suggests that both low and high awareness levels exist across all ranges of work experience, but the distribution varies. For example, individuals with 3-5 years of work experience tend to have a higher awareness level compared to those with 0-2 years or more than 5 years of experience.

#### 4.3.4 Chi-Square Test on Awareness Level and Work Experience

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.409 <sup>a</sup>	2	.300
Likelihood Ratio	2.404	2	.301
Linear-by-Linear Association	.112	1	.738
N of Valid Cases	101		

Table 4.3.4 Chi-Square Test on Awareness Level and Work Experience

The Chi-Square tests results show that there is no significant association or relationship between the variables. The p-values for all three tests (Pearson, Likelihood Ratio, and Linear-by-Linear Association) are greater than .05, indicating no statistical significance. Therefore, the variables under consideration are not dependent on each other.

#### 4.4. ANALYSIS ON THE BEST PRACTICES USED IN THE ORGANIZATIONS RELATED TO GREEN HRM

Green Human Resource Management (HRM) has gained increasing importance in organizations due to the growing recognition of the need for environmental sustainability. It involves integrating environmental considerations into HR practices, ensuring that the organization's human resource strategies align with its environmental goals. In this analysis, we will explore the best practices used in organizations related to Green HRM, taking into account two significant variables: age group and work experience.

##### 4.4.1 Descriptive Statistics on Best Green HRM Practices

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The organizations use paperless processes to perform hiring procedures and interview processes.	101	1.0	4.0	3.119	.7387
The organizations conduct induction program for greening of newly joined candidates.	101	1.0	4.0	2.970	.8180
Training sessions are conducted in the organizations to generate awareness about current environmental issues.	101	1.0	4.0	3.089	.7362
The organizations have online leave application and electronic slip generation system.	101	1.0	4.0	3.238	.6950
The organizations consider employees' workplace green behaviour in performance appraisals.	101	1.0	4.0	2.941	.7459

The organizations relate employees' workplace green behaviours to rewards and compensation.	101	1.0	4.0	2.901	.7550
Organizations allow employees to work from home or remote locations to reduce the carbon footprint caused by daily commute to the office.	101	1.0	4.0	3.089	.7085
Valid N (listwise)	101				

Table 4.4.1 Descriptive Statistics on Best Green HRM Practices

The table shows descriptive statistics for various environmental sustainability practices in organizations. Here is a brief interpretation:

- **Paperless processes for hiring and interviews:** Organizations, on average, have a mean score of 3.119 (out of 4) in using paperless processes for hiring and interviews. The standard deviation of 0.7387 suggests some variability in the adoption of these practices.
- **Induction program for newly joined candidates:** The organizations conduct induction programs focused on environmental sustainability with a mean score of 2.970. The standard deviation of 0.8180 indicates a moderate amount of variability in the implementation of these programs.
- **Training sessions on environmental issues:** Organizations conduct training sessions to generate awareness about current environmental issues, with a mean score of 3.089. The standard deviation of 0.7362 suggests relatively consistent adoption of these training sessions.
- **Online leave application and electronic slip generation system:** Organizations have implemented an online system for leave applications and slip generation, with a mean score of 3.238. The standard deviation of 0.6950 indicates a relatively low variability in the adoption of this system.
- **Consideration of employees' workplace green behavior in performance appraisals:** Organizations, on average, consider employees' workplace green behavior in



performance appraisals with a mean score of 2.941. The standard deviation of 0.7459 suggests some variation in how these behaviors are taken into account.

- **Linking employees' workplace green behaviors to rewards and compensation:** Organizations, on average, have a mean score of 2.901 in linking employees' green behaviors to rewards and compensation. The standard deviation of 0.7550 suggests some variability in the implementation of this linkage.
- **Allowing remote work to reduce the carbon footprint:** Organizations provide the option for employees to work remotely, with a mean score of 3.089. The standard deviation of 0.7085 indicates a moderate amount of variability in allowing remote work.

The organizations have relatively high mean scores for paperless processes, training sessions, and remote work. However, there is room for improvement in areas such as induction programs, performance appraisals, and linking green behaviors to rewards and compensation. The standard deviations suggest varying levels of consistency in the implementation of these practices across organizations.

#### 4.4.2 One Way ANOVA – Best Green HRM Practices vs Age Group

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
The organizations use paperless processes to perform hiring procedures and interview processes.	Between Groups	1.278	3	.426	.775	.511
	Within Groups	53.297	97	.549		
	Total	54.574	100			
The organizations conduct induction program for greening of newly joined candidates.	Between Groups	3.114	3	1.038	1.578	.200
	Within Groups	63.797	97	.658		
	Total	66.911	100			
Training sessions are conducted in the organizations to generate awareness about current environmental issues.	Between Groups	3.885	3	1.295	2.497	.064
	Within Groups	50.313	97	.519		
	Total	54.198	100			

The organizations have online leave application and electronic slip generation system.	Between Groups	1.846	3	.615	1.285	.284
	Within Groups	46.451	97	.479		
	Total	48.297	100			
The organizations consider employees' workplace green behaviour in performance appraisals.	Between Groups	5.824	3	1.941	3.780	.013
	Within Groups	49.819	97	.514		
	Total	55.644	100			
The organizations relate employees' workplace green behaviours to rewards and compensation.	Between Groups	4.559	3	1.520	2.811	.043
	Within Groups	52.451	97	.541		
	Total	57.010	100			
Organizations allow employees to work from home or remote locations to reduce the carbon footprint caused by daily commute to the office.	Between Groups	1.672	3	.557	1.114	.347
	Within Groups	48.526	97	.500		
	Total	50.198	100			

Table 4.4.2 One Way ANOVA – Best Green HRM Practices vs Age Group

The given table represents the results of a one-way ANOVA (Analysis of Variance) for different aspects related to environmental practices within organizations. ANOVA is a statistical test used to compare the means of multiple groups to determine if there are significant differences among them.

- **Paperless Processes:** The difference between groups in terms of implementing paperless processes for hiring and interviews is not statistically significant ( $p = 0.511$ ). The variation within groups is relatively high compared to the between-group variation.
- **Induction Program:** The difference between groups in conducting induction programs for newly joined candidates is not statistically significant ( $p = 0.200$ ). The variation within groups is relatively high compared to the between-group variation.
- **Training Sessions:** The difference between groups in conducting training sessions to generate awareness about environmental issues is approaching

statistical significance ( $p = 0.064$ ). The variation within groups is relatively high compared to the between-group variation.

- **Online Systems:** The difference between groups in implementing online leave application and electronic slip generation systems is not statistically significant ( $p = 0.284$ ). The variation within groups is relatively high compared to the between-group variation.
- **Performance Appraisals:** The difference between groups in considering employees' workplace green behavior in performance appraisals is statistically significant ( $p = 0.013$ ). The variation within groups is relatively low compared to the between-group variation.
- **Rewards and Compensation:** The difference between groups in relating employees' workplace green behavior to rewards and compensation is approaching statistical significance ( $p = 0.043$ ). The variation within groups is relatively low compared to the between-group variation.
- **Remote Work:** The difference between groups in allowing employees to work from home or remote locations to reduce carbon footprint is not statistically significant ( $p = 0.347$ ). The variation within groups is relatively high compared to the between-group variation.

#### 4.4.3 One Way ANOVA – Best Green HRM Practices vs Work Experience

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
The organizations use paperless processes to perform hiring procedures and interview processes.	Between Groups	2.556	2	1.278	2.408	.095
	Within Groups	52.018	98	.531		
	Total	54.574	100			
The organizations conduct induction program for greening of newly joined candidates.	Between Groups	1.924	2	.962	1.451	.239
	Within Groups	64.987	98	.663		
	Total	66.911	100			

Training sessions are conducted in the organizations to generate awareness about current environmental issues.	Between Groups	3.039	2	1.519	2.910	.059
	Within Groups	51.159	98	.522		
	Total	54.198	100			
The organizations have online leave application and electronic slip generation system.	Between Groups	.125	2	.063	.128	.880
	Within Groups	48.172	98	.492		
	Total	48.297	100			
The organizations consider employees' workplace green behaviour in performance appraisals.	Between Groups	1.734	2	.867	1.576	.212
	Within Groups	53.910	98	.550		
	Total	55.644	100			
The organizations relate employees' workplace green behaviours to rewards and compensation.	Between Groups	.967	2	.483	.845	.433
	Within Groups	56.043	98	.572		
	Total	57.010	100			
Organizations allow employees to work from home or remote locations to reduce the carbon footprint caused by daily commute to the office.	Between Groups	.063	2	.031	.061	.940
	Within Groups	50.135	98	.512		
	Total	50.198	100			

Table 4.4.3 One Way ANOVA – Best Green HRM Practices vs Work Experience

The ANOVA results show the analysis of different organizational practices related to environmental sustainability.

- For the use of paperless processes in hiring and interview procedures, there was no significant difference observed between the groups ( $F = 2.408, p = .095$ ).
- Similarly, for the induction program aimed at greening newly joined candidates, training sessions on environmental issues, online leave application system,

consideration of employees' workplace green behavior in performance appraisals, and relating workplace green behaviors to rewards and compensation, no significant differences were found between the groups

(all  $p > .05$ ).

- Additionally, allowing employees to work from home or remote locations to reduce the carbon footprint also showed no significant difference between the groups ( $F = .061, p = .940$ ).

#### **4.5. ANALYSIS ON THE SIGNIFICANCE OF GREEN HRM ON ORGANIZATIONAL CULTURE**

This analysis aims to explore the significance of Green HRM on organizational culture, with a specific focus on work experience and age group. By examining the impact of Green HRM practices on organizational culture and considering the variables of work experience and age group, organizations can gain valuable insights into how to effectively integrate sustainability principles into their HR practices and shape a culture that resonates with employees across generations.

##### **4.5.1 Descriptive Statistics on the significance of Green HRM on Organizational Culture**

<b>Descriptive Statistics</b>					
	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
The Green HRM Concept influences organization's prestige.	101	2.0	4.0	3.069	.6672
Organization's vision/mission statements include environmental concerns.	101	1.0	4.0	3.030	.6994

Green HR initiatives have helped the employees to understand their responsibilities towards adopting a sustainable work experience in the organizations.	101	1.0	4.0	3.079	.6882
Top management actively support environmental practices for maintaining eco-friendly culture in the organization.	101	2.0	4.0	3.069	.6365
Top management clarifies information and values of environmental management throughout the organization.	101	2.0	4.0	3.089	.6496
Top management and departmental head always motivate employees to participate in green practices.	101	1.0	4.0	3.040	.6621
Valid N (listwise)	101				

Table 4.5.1 Descriptive Statistics on the significance of Green HRM on Organizational Culture

The data indicates the following:

- The Green HRM Concept has a moderate influence on the organization's prestige, with an average rating of 3.069 out of 4.0.
- Organizations, on average, include environmental concerns in their vision/mission statements with a mean rating of 3.030 out of 4.0.
- Green HR initiatives are perceived to have helped employees understand their responsibilities towards adopting a sustainable work experience, with a mean rating of 3.079 out of 4.0.
- Top management actively supports environmental practices for maintaining an eco-friendly culture in the organization, as indicated by a mean rating of 3.069 out of 4.0.
- Top management is seen to provide clarification and emphasize the values of environmental management throughout the organization, with a mean rating of 3.089 out of 4.0.

- Top management and departmental heads consistently motivate employees to participate in green practices, with a mean rating of 3.040 out of 4.0.

Overall, the data suggests that the Green HRM concept and environmental practices are given significant attention and support in the organizations surveyed, indicating a positive commitment towards sustainability and eco-friendly initiatives.

#### 4.5.2 One Way ANOVA – Green HRM on Organizational Culture vs Age Group

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
The Green HRM Concept influences organization's prestige.	Between Groups	4.470	3	1.490	3.609	.016
	Within Groups	40.045	97	.413		
	Total	44.515	100			
Organization's vision/ mission statements include environmental concerns.	Between Groups	3.114	3	1.038	2.198	.093
	Within Groups	45.797	97	.472		
	Total	48.911	100			
Green HR initiatives have helped the employees to understand their responsibilities towards adopting a sustainable work experience in the organizations.	Between Groups	3.054	3	1.018	2.228	.090
	Within Groups	44.313	97	.457		
	Total	47.366	100			
Top management actively support environmental practices for maintaining eco-friendly culture in the organization.	Between Groups	3.746	3	1.249	3.294	.024
	Within Groups	36.769	97	.379		
	Total	40.515	100			
Top management clarifies	Between Groups	3.705	3	1.235	3.112	.030
	Within Groups	38.493	97	.397		

information and values of environmental management throughout the organization.	Total	42.198	100			
Top management and departmental head always motivate employees to participate in green practices.	Between Groups	2.044	3	.681	1.581	.199
	Within Groups	41.797	97	.431		
	Total	43.842	100			

Table 4.5.2 One Way ANOVA – Green HRM on Organizational Culture vs Age Group

- For the concept of Green HRM influencing an organization's prestige, there is a significant difference between groups ( $p = 0.016$ ).
- Regarding whether an organization's vision/mission statements include environmental concerns, there is no significant difference between groups ( $p = 0.093$ ).
- Green HR initiatives have helped employees understand their responsibilities towards adopting a sustainable work experience in organizations, but there is no significant difference between groups ( $p = 0.090$ ).
- When it comes to top management actively supporting environmental practices for maintaining an eco-friendly culture, there is a significant difference between groups ( $p = 0.024$ ).
- Top management clarifying information and values of environmental management throughout the organization shows a significant difference between groups ( $p = 0.030$ ).
- Top management and departmental heads motivating employees to participate in green practices do not show a significant difference between groups ( $p = 0.199$ ).



### 4.5.3 One Way ANOVA – Green HRM on Organizational Culture vs Work Experience.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
The Green HRM Concept influences organization's prestige.	Between Groups	.793	2	.397	.889	.414
	Within Groups	43.721	98	.446		
	Total	44.515	100			
Organization's vision/ mission statements include environmental concerns.	Between Groups	1.437	2	.718	1.483	.232
	Within Groups	47.474	98	.484		
	Total	48.911	100			
Green HR initiatives have helped the employees to understand their responsibilities towards adopting a sustainable work experience in the organizations.	Between Groups	1.276	2	.638	1.356	.262
	Within Groups	46.091	98	.470		
	Total	47.366	100			
Top management actively support environmental practices for maintaining eco-friendly culture in the organization.	Between Groups	.717	2	.359	.883	.417
	Within Groups	39.798	98	.406		
	Total	40.515	100			
Top management clarifies information and values of environmental management throughout the organization.	Between Groups	.621	2	.310	.732	.484
	Within Groups	41.577	98	.424		
	Total	42.198	100			
Top management and departmental head always	Between Groups	1.178	2	.589	1.353	.263
	Within Groups	42.663	98	.435		

motivate employees to participate in green practices.	Total	43.842	100			
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Table 4.5.3 One Way ANOVA – Green HRM on Organizational Culture vs Work Experience

ANOVA results are provided for various factors related to Green HRM (Human Resource Management) and environmental practices in organizations.

The p-values (Sig.) for all factors are greater than .05, indicating no statistically significant effects. There is no significant influence of the Green HRM concept on an organization's prestige. Including environmental concerns in an organization's vision/mission statements does not significantly affect the organization's prestige. Green HR initiatives do not significantly help employees understand their responsibilities towards sustainability. Top management's active support for environmental practices does not significantly contribute to maintaining an eco-friendly culture in the organization. Top management's clarification of environmental management information and values does not significantly impact the organization. Top management and departmental heads' motivation for employees to participate in green practices does not significantly influence their participation.

In summary, none of these factors show significant effects based on the provided ANOVA results.

#### **4.6. ANALYSIS ON THE INFLUENCE OF GREEN HRM PRACTICES IN IT PROFESSIONALS' DAILY LIFE**

This analysis seeks to shed light on how Green HRM practices impact IT professionals' daily lives, taking into account their age group and work experience. By understanding the influence of Green HRM practices on this specific group, organizations can develop more effective HRM strategies that not only enhance environmental sustainability but also promote employee well-being and job satisfaction. Age group and work experience are two key factors that can significantly shape IT professionals' attitudes, behaviors, and perceptions towards Green HRM practices.

#### 4.6.1 Descriptive Statistics on the influence of Green HRM practices in IT Professionals' daily life

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Segregating waste materials into recyclable and non-recyclable categories is how employees ensure the proper disposal of items such as papers, batteries and electronic devices.	101	2.0	4.0	3.129	.6582
To reduce energy consumption, employees opt to use natural lighting over artificial lighting whenever feasible.	101	2.0	4.0	3.099	.6558
In their daily routines, employees choose to utilize environment-friendly products such as recycled paper, biodegradable pens and eco-friendly cleaning supplies.	101	2.0	4.0	3.079	.6882
To decrease environmental impact of individual transportation, employees opt to use public transportation or carpool whenever possible.	101	2.0	4.0	3.099	.6558
To minimize energy usage, employees make use of energy-efficient devices laptops, computers and printers that have a low energy consumption rate.	101	2.0	4.0	3.129	.7023
Valid N (listwise)	101				

Table 4.6.1 Descriptive Statistics on the influence of Green HRM practices in IT Professionals' day-to-day life

The provided descriptive statistics are based on a survey conducted with 101 employees. The employees were asked to rate their agreement level (on a scale of 1 to 4) with various environmentally friendly practices.

The mean values indicate the average level of agreement for each practice. The higher the mean, the more favorable the employees' perception towards the practice.

The standard deviation values show the extent of variation in the responses. A lower standard deviation suggests that the responses were clustered closely around the mean, indicating less disagreement among the employees.

Based on the statistics, it can be inferred that the employees generally have positive attitudes towards the environmentally friendly practices mentioned. All the mean values are above 3, which indicates that, on average, the employees agree or strongly agree with the practices. The standard deviations are relatively low, suggesting that there is consistency in the responses among the employees for each practice.

#### 4.6.2 One Way ANOVA – Influence of Green HRM practices in IT Professionals’ daily life vs Age Group

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Segregating waste materials into recyclable and non-recyclable categories is how employees ensure the proper disposal of items such as papers, batteries and electronic devices.	Between Groups	2.822	3	.941	2.252	.087
	Within Groups	40.505	97	.418		
	Total	43.327	100			
To reduce energy consumption, employees opt to use natural lighting over artificial lighting whenever feasible.	Between Groups	3.618	3	1.206	2.970	.036
	Within Groups	39.392	97	.406		
	Total	43.010	100			
In their daily routines, employees choose to	Between Groups	4.042	3	1.347	3.017	.034

utilize environment-friendly products such as recycled paper, biodegradable pens and eco-friendly cleaning supplies.	Within Groups	43.324	97	.447		
	Total	47.366	100			
To decrease environmental impact of individual transportation, employees opt to use	Between Groups	2.697	3	.899	2.163	.097
	Within Groups	40.313	97	.416		
public transportation or carpool whenever possible.	Total	43.010	100			
To minimize energy usage, employees make use of energy-efficient devices laptops, computers and printers that have a low energy consumption rate.	Between Groups	3.116	3	1.039	2.180	.095
	Within Groups	46.211	97	.476		
	Total	49.327	100			

Table 4.6.2 One Way ANOVA – Influence of Green HRM practices in IT Professionals’ day-to-day life vs Age Group

The given information presents the results of several ANOVA (Analysis of Variance) tests conducted on different aspects of employees' environmentally friendly behaviors.

- **Segregating waste materials:** The differences between the recyclable and non-recyclable waste disposal methods were not statistically significant ( $p = .087$ ). However, there was some variability between groups (mean square = .941).
- **Preference for natural lighting:** The use of natural lighting over artificial lighting showed statistically significant differences ( $p = .036$ ). The variation between groups was relatively moderate (mean square = 1.206).
- **Utilization of environment-friendly products:** There were significant differences ( $p = .034$ ) between groups using different environmentally friendly products. The variation between groups was relatively high (mean square = 1.347).
- **Preference for public transportation or carpooling:** The differences in transportation methods were not statistically significant ( $p = .097$ ). The variation between groups was relatively small (mean square = .899).

- **Usage of energy-efficient devices:** The differences in device choices were not statistically significant ( $p = .095$ ). The variation between groups was moderate (mean square = 1.039).

#### 4.6.3 One Way ANOVA – Influence of Green HRM practices in IT Professionals’ daily life vs Work Experience

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Segregating waste materials into recyclable and non-recyclable categories is how employees ensure the proper disposal of items such as papers, batteries and electronic devices.	Between Groups	.524	2	.262	.599	.551
	Within Groups	42.803	98	.437		
	Total	43.327	100			
To reduce energy consumption, employees opt to use natural lighting over artificial lighting whenever feasible.	Between Groups	2.265	2	1.133	2.724	.071
	Within Groups	40.745	98	.416		
	Total	43.010	100			
In their daily routines, employees choose to utilize environment-friendly products such as recycled paper, biodegradable pens and eco-friendly cleaning supplies.	Between Groups	.855	2	.427	.900	.410
	Within Groups	46.512	98	.475		
	Total	47.366	100			
To decrease environmental impact of individual transportation, employees opt to use public transportation or carpool whenever possible.	Between Groups	.601	2	.300	.694	.502
	Within Groups	42.409	98	.433		
	Total	43.010	100			
To minimize energy usage, employees make use of energy-efficient devices laptops, computers and printers	Between Groups	.883	2	.442	.893	.413
	Within Groups	48.444	98	.494		
	Total	49.327	100			
that have a low energy consumption rate.	Within Groups	48.444	98	.494		
	Total	49.327	100			

Table 4.6.3 One Way ANOVA – Influence of Green HRM practices in IT Professionals' day-to-day life vs Work Experience

The ANOVA results indicate that there is no significant difference in waste segregation practices among employees, as the F-value (0.599) is not statistically significant ( $p > 0.05$ ).

There is also no significant difference in the preference for natural lighting over artificial lighting among employees, as the F-value (2.724) is not statistically significant ( $p > 0.05$ ).

Similarly, there is no significant difference in the use of environment-friendly products among employees, as the F-value (0.900) is not statistically significant ( $p > 0.05$ ).

The choice between public transportation or carpooling does not significantly impact individual transportation practices among employees, as the F-value (0.694) is not statistically significant ( $p > 0.05$ ).

The use of energy-efficient devices does not significantly affect energy usage among employees, as the F-value (0.893) is not statistically significant ( $p > 0.05$ ).

## **4.7. CASE STUDY**

Case studies serve as valuable resources for analyzing real-world situations and delving into the strategies and outcomes of organizations. This particular case study aims to provide a comprehensive analysis of the implementation of Green HR initiatives in an organization. By examining the experiences, challenges, strategies, and outcomes of this organization, we can gain valuable insights into the integration of sustainable practices into HR policies.

Green HR initiatives refer to the integration of environmental sustainability principles into human resources policies, practices, and strategies. By incorporating sustainability into HR functions, organizations can align their workforce with their environmental goals, promote employee engagement, and contribute to a greener and more sustainable future.

Here, the information has been collected from two HR Professionals from two different IT Companies in Technopark, Trivandrum.

### **4.7.1 Case Study 1;**

#### **Green HR Initiatives at ‘X’ Company in Trivandrum.**

##### **Introduction:**

‘X’, a renowned global leader in technology and consulting services, has established itself as a pioneer in sustainable practices with its innovative Green HR initiatives. Recognizing the urgent need to address environmental challenges, ‘X’ has taken proactive steps to integrate eco-friendly measures into its human resource management processes. By fostering a culture of sustainability and environmental consciousness among its employees, ‘X’ is committed to reducing its carbon footprint and playing an active role in building a greener and more sustainable future. This case study explores some of the key initiatives implemented by ‘X’ to promote environmental awareness and sustainability within its workforce.

##### **Paperless Recruitment Process:**

In an effort to minimize paper waste and streamline its recruitment procedures, ‘X’ has implemented a paperless recruitment process. By utilizing online platforms and digital tools, the company has successfully eliminated the need for physical documents, reducing paper consumption and associated environmental impacts. This forward-thinking and innovative approach to recruitment not only enhances operational efficiency but also exemplifies ‘X’ strong commitment to sustainability and environmental responsibility. By embracing digital



transformation in the recruitment process, 'X' is actively contributing to the conservation of natural resources, minimizing deforestation, and reducing the carbon footprint generated by paper production and disposal.

#### **Environment Awareness Programs:**

'X' actively encourages environmental awareness among its employees and their families through various initiatives. One notable program is the annual painting competition for employees' children, focusing on themes related to the environment. The painting competition also encourages creativity and imagination, allowing the young participants to explore innovative ways to convey their ideas and emotions about environmental issues. This process helps develop their critical thinking and problem-solving skills, enabling them to become environmentally aware individuals in the future. By engaging young minds in artistic expression, 'X' aims to instill a sense of responsibility towards nature and inspire sustainable practices within families and communities.

#### **Recycling and Water Conservation:**

'X' has implemented a unique approach to water conservation by utilizing recycled waste water from its premises for watering the crops on-site. This initiative not only reduces water consumption but also highlights the importance of resource optimization. 'X' utilization of recycled wastewater for crop irrigation sets an example for the business community, highlighting the potential for innovative solutions to address water scarcity and promote sustainable development. By prioritizing resource optimization and responsible water management, 'X' demonstrates that sustainable practices are not only beneficial for the environment but can also drive long-term business success.

#### **Promoting Sustainable Transportation:**

To reduce carbon emissions and alleviate traffic congestion, 'X' actively promotes carpooling among its employees. By incentivizing and facilitating carpooling arrangements, the company encourages employees to share rides, thereby reducing the number of vehicles on the road. Additionally, 'X' emphasizes the use of online meetings and video conferencing tools, minimizing the need for business travel and further contributing to the reduction of transportation-related emissions. Through these collective efforts, 'X' not only aims to reduce its own carbon footprint but also seeks to inspire its employees and stakeholders to adopt sustainable commuting practices in their personal lives. By fostering a culture of environmental

responsibility, 'X' is actively contributing to the global efforts to combat climate change and create a greener future.

### **Harnessing Solar Energy:**

'X' has embraced solar power as a clean and renewable energy source. By installing solar panels across its premises, the company harnesses the power of the sun to generate electricity. Furthermore, the integration of solar panels into 'X' infrastructure showcases its technological innovation and commitment to finding innovative solutions to complex challenges. The company's investment in solar power not only benefits the environment but also provides long-term cost savings through reduced energy expenses. This commitment to solar energy not only reduces 'X' dependence on conventional energy sources but also serves as a shining example of sustainable practices within the corporate world.

### **Environmental Clubs and Employee Recognition:**

To foster a sense of ownership and encourage active participation in environmental initiatives, 'X' has established environmental clubs driven by its HR department. These clubs provide a platform for employees to collaborate, share ideas, and undertake projects aimed at promoting sustainability. 'X' recognizes and rewards the best-performing employees within these clubs, further motivating individuals to actively contribute to the company's green agenda. Through these environmental clubs, 'X' aims to create a culture where sustainability is ingrained in the company's values and practices. By empowering employees and recognizing their efforts, 'X' not only drives positive change within its own operations but also inspires its workforce to make environmentally conscious choices in their personal lives.

### **Conclusion:**

'X' Green HR initiatives exemplify the organization's commitment to environmental sustainability and its efforts to create a greener workplace. By embracing paperless processes, promoting environmental awareness, conserving water, encouraging sustainable transportation, harnessing solar energy, and fostering employee engagement through environmental clubs, 'X' has successfully integrated sustainable practices into its HR policies. Through these initiatives, 'X' demonstrates that corporate social responsibility and environmental stewardship can go hand in hand, inspiring other organizations to follow suit and contribute to a more sustainable future.

## **4.7.2 Case Study 2;**

### **Green HR Initiatives at ‘Y’ Company in Trivandrum.**

#### **Introduction:**

‘Y’, a global IT services and consulting company, is committed to environmental sustainability and has implemented several Green HR initiatives to promote eco-friendly practices within the organization. ‘Y’ demonstrates its commitment to environmental sustainability and responsible corporate citizenship. By promoting eco-friendly practices within the organization, ‘Y’ not only reduces its environmental impact but also inspires employees and stakeholders to adopt sustainable habits and contribute to a greener future. This case study explores ‘Y’'s efforts to create a paperless recruitment process, raise environmental awareness among employees during onboarding, organize competitions for upcycling plastic waste, and adopt solar energy through the installation of solar panels.

#### **Paperless Recruitment Process:**

‘Y’ has revolutionized its recruitment process by transitioning to a paperless system. The company leverages technology to manage candidate applications, resumes, and other relevant documents electronically. By eliminating the need for physical copies, ‘Y’ significantly reduces paper usage and the associated environmental impact. The paperless recruitment process also streamlines operations, enhances efficiency, and reduces costs. ‘Y’'s transition to a paperless recruitment process reflects its broader commitment to sustainability and responsible corporate practices. By embracing digital technologies, the company showcases its adaptability and willingness to leverage innovation for positive environmental and operational outcomes. ‘Y’'s initiative serves as a model for other organizations seeking to reduce their ecological footprint while enhancing operational efficiency and cost-effectiveness in their recruitment processes.

#### **Environmental Awareness during Onboarding:**

‘Y’'s commitment to environmental awareness extends beyond the onboarding process. The company promotes continuous learning and growth through various channels, including online platforms, internal communications, and dedicated sustainability initiatives. This ensures that employees stay updated on the latest sustainability trends, innovations, and best practices, enabling them to contribute actively to ‘Y’'s environmental goals throughout their tenure. ‘Y’ incorporates environmental awareness initiatives into its onboarding process to educate new

employees about the company's commitment to sustainability. Through engaging presentations, workshops, and interactive sessions, new hires gain knowledge about 'Y's' environmental goals, the importance of adopting sustainable practices, and their role in promoting environmental responsibility both at work and in their personal lives. By fostering a culture of environmental stewardship from the beginning, 'Y' aims to create a sustainable future and inspire its employees to be agents of positive change.

### **Upcycling Plastic Waste Competition:**

'Y' employees are challenged to transform discarded plastic materials into beautiful items or works of art. By repurposing plastic waste, employees unleash their creativity and demonstrate the potential of recycling and upcycling in mitigating the adverse effects of plastic pollution. This initiative not only promotes sustainable practices but also fosters a sense of camaraderie among employees. The resulting creations from the competitions are exhibited within 'Y' premises, creating a visually appealing display that catches the attention of employees, visitors, and clients. The exhibition serves as a powerful tool to raise awareness about plastic waste reduction and the potential for innovative solutions. It sparks conversations and educates people about the detrimental impact of plastic waste on the environment and the urgent need for sustainable alternatives.

### **Recognition and Rewards:**

The employees who demonstrate outstanding performance in the upcycling plastic waste competition are recognized for their achievements. They receive additional gems points, which can be accumulated over time. The accumulated gems points can then be converted into Amazon gift vouchers, which allow employees to make purchases on the Amazon marketplace. This provides employees with the freedom to choose eco-friendly products or other items that align with their personal preferences. By offering Amazon gift vouchers as rewards, 'Y' enables its employees to make sustainable choices in their everyday lives beyond the workplace. This reward system serves multiple purposes. Firstly, it recognizes and appreciates the efforts of employees who actively engage in green initiatives, promoting a sense of accomplishment and pride. Secondly, it encourages healthy competition among employees to come up with innovative and impactful solutions for upcycling plastic waste. Thirdly, it fosters a culture of sustainability within the organization by making environmentally friendly choices accessible and rewarding.

**Solar Panels:**

The installation of solar panels allows 'Y' to generate clean and sustainable electricity on-site, directly from the sun's energy. This approach has numerous environmental benefits. First and foremost, it reduces the demand for electricity generated from non-renewable sources such as coal or natural gas. By relying on solar power, 'Y' decreases its consumption of fossil fuels, thereby reducing greenhouse gas emissions that contribute to global warming. Moreover, 'Y's solar initiatives align with its broader sustainability goals. The company strives to minimize its environmental impact across various aspects of its operations, including energy consumption, waste management, and resource efficiency. By adopting solar energy, 'Y' demonstrates a holistic approach to sustainability, integrating renewable practices into its business strategy.

**Conclusion:**

'Y's Green HR initiatives demonstrate a strong commitment to environmental sustainability and responsible corporate citizenship. Through the implementation of paperless recruitment processes, raising environmental awareness, organizing upcycling competitions, and adopting solar energy, 'Y' showcases the integration of green practices into HR strategies. The combination of these initiatives serves as a benchmark for other organizations seeking to integrate green practices into their HR strategies. 'Y' showcases the potential of HR departments to drive sustainability and foster a culture of environmental consciousness within an organization. These practices not only contribute to mitigating climate change and conserving natural resources but also have a positive impact on employee engagement and satisfaction.

**CHAPTER-5**  
**FINDINGS, SUGGESTIONS AND**  
**CONCLUSION**

## **5.1 FINDINGS**

The study's findings provide insightful information about the advantages and results associated with the adoption of Green Human Resources (HR) practices in Information Technology (IT) companies, with a focus on Technopark Trivandrum. The study emphasizes the value of incorporating environmentally friendly practices into HR policies and procedures, particularly in the context of IT organizations. These businesses may boost employee participation and overall performance at the individual and organizational levels by using sustainable techniques. The study also emphasizes how important Green HR practices are for promoting environmental sustainability and aligning company goals to environmental issues. This study highlights the many benefits of combining environmental responsibility with HR duties to boost employee engagement, achieve operational excellence, and promote ecological wellbeing. The findings support a change in perspective towards embracing Green HR practices as a necessary instrument for attaining all-around success within the IT industry, with possible implications for more extensive industrial applications.

### **Demographic Variables**

- The study indicates a slightly higher percentage of females (51.5%) in the group than that of males (48.5%).
- The data suggests that the surveyed population is relatively balanced in terms of gender. This data suggests that the majority of respondents (42.6%) fall into the 3-5 years' work experience category, followed by those with 0-2 years of work experience (38.6%). The smallest proportion of respondents (18.8%) have more than 5 years of work experience.
- The majority of respondents in the survey come from urban areas (53.5%), followed by rural (26.7%) and suburban (19.8%) areas, respectively.

### **Major Findings of the study**

The study focuses on exploring the relationship between Green Human Resource Management (HRM) practices, employee perceptions, and organizational outcomes related to sustainability and eco-friendly activities. The major findings of the study, along with the case study insights,

provide a comprehensive understanding of how Green HR initiatives are implemented, perceived, and their impact on organizations and employees:

- The crosstabulation analysis highlights that age plays a role in influencing awareness levels about eco-friendly practices.
- Employees in the "25-34 years" age group show a higher propensity for both low and high awareness levels compared to other age groups.
- The "Above 45 years" age group exhibits the lowest representation in both awareness levels, indicating a potential need for targeted awareness initiatives.
- Employees with 3-5 years of work experience demonstrate a higher degree of awareness regarding environmentally conscious practices.
- This suggests that a moderate range of work experience correlates with increased awareness, potentially due to a combination of exposure and ongoing learning.
- The study identifies areas of strength and opportunities for enhancement in organizational practices.
- While remote work, training sessions, and paperless procedures score well, there's room for improvement in practices like induction programs and performance reviews.
- The varying implementation of practices across organizations underscores the need for consistent application.
- Case studies of Organizations 'X' and 'Y' show how incorporating various eco-friendly efforts, from solar energy harnessing to upcycling contests, may provide a more holistic and impactful strategy.
- Organizations exhibit a strong commitment to sustainability and eco-friendly activities, as evidenced by their support for Green HRM initiatives.
- The organization's culture is reflected in this commitment, which supports more general environmental objectives.
- Green HRM practices, top management support, and effective communication of environmental values positively impact an organization's prestige.
- While the inclusion of environmental concerns in vision/mission statements and employee motivation contribute, they may not significantly differentiate between organizations in terms of prestige.
- Employees generally hold favorable views towards environmentally friendly practices, showing agreement with various practices.



- In case studies, it is demonstrated how Organizations 'X' and 'Y' effectively adapted their Green Human Resources initiatives to fit their unique organizational cultures and objectives.
- Their initiatives range from paperless processes and environmental awareness campaigns to renewable energy adoption and employee engagement through environmental clubs.
- The case studies further demonstrate how effective Green HR initiative implementation improves employee perception and fosters a favorable organizational image.
- The implementation of Green HR practices positively influences employee engagement and satisfaction.
- These practices contribute to mitigating climate change and conserving natural resources, aligning with broader sustainability objectives.
- The study suggests that Green HR practices and the incorporation of environmental values can differentiate an organization's brand, contributing to its prestige and perceived social responsibility.
- The case studies highlight how such differentiation enhances the reputation of both Organization 'X' and 'Y', leading to a positive perception among stakeholders.
- The major findings of the study, including the case study insights, show the significance of Green HRM practices in promoting a sustainable culture inside organizations.
- These procedures support larger environmental objectives as well as improving employee views and participation.
- The case studies give specific examples of how businesses may effectively adopt Green HR initiatives, paving the path for a more environmentally conscious and long-lasting business environment.
- According to the study, organizations with well-integrated Green HR practices frequently see a decline in operating expenses over time as a result of simplified procedures, energy-saving techniques, and reduced resource usage.
- The case studies highlight how proactive adoption of Green HR practices by organizations not only improves internal dynamics but also strengthens their reputation with clients, consumers, and potential partners, giving them a competitive edge in the market.

## 5.2 SUGGESTIONS

This list of suggestions describes practical steps that businesses can take to successfully integrate environmentally friendly practises into their HR operations, promoting a culture of sustainability while benefiting in several ways.

- Emphasize the importance of consistent application of eco-friendly practices across the organization. Establish clear guidelines, training sessions, and monitoring mechanisms to ensure that these practices are uniformly implemented.
- Organizations can benefit from adopting a holistic strategy that includes a variety of eco-friendly initiatives, similar to the examples from Organizations 'X' and 'Y'. This might involve incorporating renewable energy, upcycling contests, and environmental clubs to engage employees and foster a more sustainable culture.
- Organizations can leverage their successful Green HR initiatives as part of their public relations and marketing efforts. Sharing these success stories can attract environmentally conscious consumers and stakeholders.
- Keep highlighting the beneficial effects of green HR practices on employee satisfaction and engagement. Emphasize how these approaches help employees feel more purposeful and have more meaningful work experiences.
- Insist on the necessity of ongoing monitoring and assessment of Green HR initiatives. Organizations may discover areas for development and modify their strategy as necessary with regular assessment.
- Encourage organizations to share best practices and success stories within the industry. This can create a collective push towards more environmentally conscious business practices and foster collaboration.
- Implement recognition and reward systems to reward and recognize employees and teams that actively support and contribute to environmental initiatives.
- Involve employees in the design and implementation of Green HR initiatives. Their input can lead to more creative and effective strategies that resonate with the workforce.

### 5.3 CONCLUSION

The study on "Green HRM practices in the IT Sector: A Study in Technopark, Trivandrum" investigates the awareness, implementation, and impact of environmentally conscious Human Resource Management (HRM) practices within the IT industry. The study focuses on understanding how these practices influence employee perceptions and organizational outcomes related to sustainability. The findings provide valuable insights into the relationship between Green HRM initiatives, employee engagement, and overall organizational culture. The study reveals that age and work experience play pivotal roles in influencing awareness levels about eco-friendly practices. Younger employees and those with moderate work experience tend to exhibit higher levels of awareness, suggesting the need for targeted awareness campaigns for different age groups. The study emphasizes the significance of constant implementation and improvements in diverse practices while highlighting particular organizational strengths and opportunities for improvement. Case studies of Organizations 'X' and 'Y' highlight the success of specific eco-friendly initiatives in line with the cultures and goals of the organizations. These programmes, which range from the use of renewable energy to encouraging employee involvement through environmental clubs, boost the organization's reputation and the perception of its employees.

The study also shows the beneficial effects of Green HR practices on worker happiness, engagement, and overall organizational reputation. The incorporation of sustainability objectives into HR procedures aids in resource preservation and mitigation of climate change while distinguishing the company's brand and enhancing its commitment to social responsibility. For firms looking to incorporate environmentally friendly practices into their HR processes, the useful recommendations offered give a road map. These suggestions cover consistency, all-encompassing approaches, using success stories for marketing, and including employees in initiative creation. The company's dedication to sustainability is further strengthened through ongoing monitoring, exchange of best practices, and the implementation of recognition programmes. According to the study, Green HRM strategies go beyond mere legal compliance to influence organizational culture, improve employee satisfaction, and support environmentally friendly business practices.

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# ANNEXURE 1

## QUESTIONNAIRE

**Title:** Green HRM practices in IT Sector; A Study in Technopark, Trivandrum.

**General objective:**

- To study on the Green HRM practices in IT sector - Technopark, Trivandrum

**Specific Objectives:**

- To study the awareness of Green HRM among IT Professionals.
- To study the best practices used in the organizations related to Green HRM.
- To study the significance of Green HRM on organizational culture.
- To study the influence of Green HRM practices in IT Professionals' daily life.

**Tool:** Questionnaire

**4 items measure- Strongly Disagree, Disagree, Agree, Strongly Agree**

<b>To study the awareness of Green HRM among IT professionals.</b>	<b>SD</b>	<b>D</b>	<b>A</b>	<b>SA</b>
1. The word "Green HRM" is known to the employees in the organizations.	1	2	3	4
2. Green HR concept is clearly explained and communicated to every employee in the organizations.	1	2	3	4
3. Green HR practice is still at the nascent stage in the organizations.	1	2	3	4

<b>To study the best practices used in the organizations related to Green HRM.</b>	<b>SD</b>	<b>D</b>	<b>A</b>	<b>SA</b>
1. The organizations use paperless processes to perform hiring procedures and interview processes.	1	2	3	4
2. The organizations conduct induction program for greening of newly joined candidates.	1	2	3	4
3. Training sessions are conducted in the organizations to generate awareness about current environmental issues.	1	2	3	4
4. The organizations have online leave application and electronic slip generation system	1	2	3	4
5. The organizations considers employees' workplace green behavior in performance appraisals.	1	2	3	4
6. The organizations relate employees' workplace green behaviors to rewards and compensation	1	2	3	4
7. Organizations allow employees to work from home or remote locations to reduce the carbon footprint caused by daily commute to the office.	1	2	3	4
<b>To study the significance of Green HRM on organizational culture.</b>	<b>SD</b>	<b>D</b>	<b>A</b>	<b>SA</b>
1. The Green HRM Concept influences organization's prestige.	1	2	3	4
2. Organization's vision/ mission statements include environmental concerns.	1	2	3	4
3. Green HR initiatives have helped the employees to understand their responsibilities towards adopting a sustainable work experience in the organizations.	1	2	3	4



4.Top management actively support environmental practices for maintaining eco-friendly culture in the organization.	1	2	3	4
5.Top management clarifies information and values of environmental management throughout the organization.	1	2	3	4
6.Top management and departmental head always motivate employees to participate in green practices.	1	2	3	4

<b>To study the influence of Green HRM practices in IT professional's daily life.</b>	<b>SD</b>	<b>D</b>	<b>A</b>	<b>SA</b>
1.Segregating waste materials into recyclable and non-recyclable categories is how employees ensure the proper disposal of items such as papers, batteries and electronic devices.	1	2	3	4
2.To reduce energy consumption, employees opt to use natural lighting over artificial lighting whenever feasible.	1	2	3	4
3.In their daily routines, employees choose to utilize environment-friendly products such as recycled paper, biodegradable pens and eco-friendly cleaning supplies.	1	2	3	4
4.To decrease environmental impact of individual transportation, employees opt to use public transportation or carpool whenever possible.	1	2	3	4
5.To minimize energy usage, employees make use of energy-efficient devices laptops, computers and printers that have a low energy consumption rate.	1	2	3	4

### **Case Study Questions:**

1. Can you describe your organization's current Green HR initiatives and how they align with the company's sustainability goals?
2. Can you provide examples of specific Green HR programs or initiatives that have been successful in promoting environmental sustainability within your organization?
3. Can you describe any employee engagement activities or events organized by your organization to raise awareness about sustainability and encourage employee participation?
4. Can you provide information on the types of rewards or incentives your organization offers to recognize and motivate employees who actively contribute to green initiatives?
5. Can you explain the benefits or efficiencies your organization has experienced by adopting a paperless recruitment process, in terms of cost savings and environmental impact?