Adoption of Green HRM in IT: A Quantitative Analysis of Sustainability in Central NCR

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Abstract - The adverse effects of global warming and climate change, including increased emissions, ecological imbalance, heatwaves, droughts, and ozone depletion, have heightened the global emphasis on sustainability and environmental preservation. Green Human Resource Management has emerged as a key strategic tool in aligning employee objectives with sustainable business practices, enhancing corporate social responsibility, and strengthening organizational reputations. This study seeks to evaluate the current implementation of Green HRM practices within the IT industry in Central NCR of India and to analyze the factors influencing these practices concerning company size. A quantitative research approach was employed, utilizing a structured questionnaire distributed to IT employees. The questionnaire was divided into two sections: the first addressed demographic variables, and the second comprised 13 statements adapted from prior research to assess Green HRM adoption. Data from 422 respondents were analyzed using SPSS, with exploratory factor analysis (EFA) employed to identify key patterns. The results suggest that IT departments are more predisposed to adopting green practices, likely due to their operational characteristics and exposure to digital and sustainable technologies. The study's limitations include unequal gender representation, demographic imbalances, and the absence of qualitative insights. It is recommended that developing countries prioritize the adoption of Green HRM practices, as elements such as green recruitment, selection, and reward systems contribute positively to organizational sustainability.

Keywords: Green HRM, Adoption of Green HRM, IT Sector, EFA

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INTRODUCTION

Green Human Resource Management (GHRM) emerged as a response to the increasing global awareness of environmental sustainability and the role businesses play in environmental degradation. The concept began gaining traction in the 1990s as organizations started integrating sustainability into their operations, driven by environmental regulations and corporate social responsibility. Traditionally, HRM focused on maximizing employee performance, but with the rise of sustainable development goals, it has evolved to include green policies aimed at reducing the ecological footprint of organizations. GHRM has since grown to become a vital component of corporate strategies that seek to balance profitability with environmental stewardship.

Green HRM refers to the integration of sustainable environmental practices within the traditional human resource management framework. It refers to the "HRM aspects of green management that aim to encourage pro-environment employee behaviors in the workplace"(1). According to Kramar (2014) GHRM comprises "HRM activities which enhance positive environmental outcomes". It involves implementing HR strategies and policies that foster environmental sustainability, such as reducing waste, minimizing energy consumption, and encouraging eco-friendly behaviors among employees. GHRM encompasses various functions, from hiring practices to performance appraisals, all aimed at aligning the workforce with the organization's environmental goals. In essence, it is the strategic management of human resources in a manner that promotes sustainability.

Green HRM Functions

The functions of GHRM cover several areas of human resource management, including green recruitment, training, performance appraisal, and employee engagement. The primary goal of GHRM functions is to integrate environmental management with HR policies, ensuring that all human resource activities support sustainability objectives. These functions also extend to fostering a green workplace culture, promoting environmental awareness, and

engaging employees in sustainability initiatives, thereby embedding eco-consciousness into everyday business practices.

Green recruitment and selection focus on hiring individuals who are environmentally conscious and share the organization's sustainability goals. Companies adopting GHRM practices use environmentally friendly methods during the recruitment process, such as digital platforms to minimize paper usage and energy consumption (3). Additionally, they seek candidates who demonstrate a commitment to sustainability and who can contribute to the company's environmental objectives (4). The selection process ensures that new hires align with the organization's green culture, fostering a workforce dedicated to ecological sustainability from the onset (5).

Green training and development aim to equip employees with the knowledge and skills needed to contribute to the organization's environmental goals (6). This involves training employees on sustainable practices, such as energy efficiency, waste reduction, and eco-friendly technologies. Green development programs encourage employees to continuously innovate and adopt greener work practices. The training initiatives also emphasize the importance of sustainability in both professional and personal contexts, ensuring that employees are fully engaged in the company's green agenda (7).

Green performance appraisal integrates environmental criteria into traditional employee evaluations. Employees are assessed not only on their job performance but also on their contributions to the organization's environmental objectives. Green performance metrics may include efforts to reduce resource consumption, participation in sustainability projects, and adherence to eco-friendly policies. This approach ensures that employees are incentivized to contribute to the organization's sustainability goals and are recognized for their environmental initiatives, thereby embedding green practices into the performance management process (8,9).

Building a green culture within an organization involves embedding sustainability into the company's core values, practices, and behaviors. A green culture encourages employees to take ownership of environmental initiatives, fostering a sense of responsibility toward sustainability. This includes adopting eco-friendly practices, such as reducing energy use, recycling, and supporting green innovation. A strong green culture ensures that sustainability is not just an organizational policy but a fundamental part of how the business operates, creating long-term commitment to environmental stewardship (10).

GHRM offers numerous advantages, including enhanced corporate reputation (11), increased employee engagement (12), competitive advantages, and cost savings through more efficient use of resources (13). By aligning HR practices with sustainability goals, organizations can attract environmentally conscious talent (14), foster innovation, and enhance employee productivity (15) . Additionally, GHRM helps companies reduce their environmental impact, which can lead to compliance with regulations and avoidance of penalties. Overall, GHRM contributes to a company's ability to achieve long-term sustainability while maintaining a competitive edge (11).

Despite its advantages, GHRM faces several limitations. Implementing green HR practices often requires significant investment in new technologies, training, and process changes, which can be costly, particularly for smaller organizations. Additionally, measuring the effectiveness of green initiatives is complex, as the environmental impact is often indirect or long-term. Resistance to change among employees and management can also hinder the successful implementation of GHRM. Moreover, industries with fewer regulatory requirements may not feel the same urgency to adopt GHRM practices, limiting their widespread adoption (16–19).

The growing emphasis on environmental sustainability and regulatory compliance has made Green Human Resource Management (GHRM) essential for organizations today (20,21). By integrating eco-friendly practices into HR functions, businesses can mitigate their environmental impact, adhere to regulations, and respond to the increasing demand from stakeholders for sustainable operations. This study investigates the current implementation of GHRM practices in the IT sector of Central NCR, India, focusing on how company size influences the adoption and effectiveness of these initiatives. Utilizing data from 422 respondents and employing exploratory factor analysis, the research aims to uncover the driving factors and obstacles in the GHRM adoption process, offering valuable insights into how IT companies are embedding sustainability into their HR strategies.

RESEARCH METHODOLOGY

This study aimed to assess the current status means adoption of Green HRM practices in the IT industry within Central NCR. To achieve this, a quantitative approach was employed, utilizing a self-structured questionnaire distributed to employees in IT companies. The questionnaire was divided into two sections: Part A captured demographic variables, while Part B contained 13 statements derived from previous research (22–24) , designed to assess the implementation of Green HRM practices. Respondents were asked to indicate their level of agreement or disagreement with each statement. A random sampling technique was used to gather responses, focusing on IT managers, resulting in 422 completed questionnaires. The data was analysed using SPSS, including exploratory factor analysis (EFA). Zotero software was used to

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manage references, ensuring the study was grounded in credible academic research.

DATA INTERPRETATION AND ANALYSES

The demographic profile of respondents reveals that the majority are young professionals, with 47.6% aged between 20-30 years, and most are female (55.2%). The respondents are well-educated, with 28.2% holding post-graduate degrees, and 37.9% having 0-5 years of work experience, indicating a relatively early-career workforce. Most respondents work in HR (41.2%) and IT support (33.6%) departments. Most come from mid-sized to large companies, with 41.7% working in firms with 176 employees. This data reflects a young, educated, and predominantly female workforce concentrated in HR and IT roles in mid-sized companies.

Table: l Demographic profile of respondents and responding companies			
Variables	Category	Frequency	Percentage
Age Group	20-30 Year	201	47.6
	31-40 Year	155	36.7
	40 above	66	15.6
Gender	Male	189	44.8
	Female	233	55.2
Educational Qualification	12th	73	17.3
	Diploma	116	27.5
	Graduation	114	27.0
	Post-graduation	119	28.2
Work Experience (Years)	0-5	160	37.9
	6-10	113	26.8
	11-15	90	21.3
	16 & above	59	14.0
Department	HR	174	41.2
	R&D	42	10.0
	IT Support	142	33.6
	Other	64	15.2
Total number of employees	46	10.9	46
	113	26.8	113
	87	20.6	87
	176	41.7	176

Reliability Statistics

Cronbach's Alpha	N of Items
.866	13

The Cronbach's Alpha coefficient, calculated at 0.866 for a set of 13 statements, reflects a high level of internal consistency among the items. A coefficient exceeding 0.80 is generally considered reasonable in reliability measures, and the obtained value of 0.866 falls within this range. This robust Cronbach's Alpha suggests that the 13 statements comprising the objective form a reliable and consistent set in measuring the targeted construct. This level of reliability enhances confidence in the precision and coherence of the measurement, thereby validating the questionnaire's effectiveness in assessing the intended objective.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.874
Bartlett's Test of Sphericity	Approx. Chi-Square	3076.999
	df	78
	Sig.	.000

The researcher analysed the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. The KMO measure, which assesses the adequacy of the sample for factor analysis, yielded a value of .874. This suggests that the data is suitable for factor analysis, indicating a high level of sampling adequacy.

Furthermore, Bartlett's Test of Sphericity was employed to examine whether correlations between variables differed significantly from zero. The test resulted in an approximate chi-square value of 3076.999 with 78 degrees of freedom and a significance level (Sig.) of .000. The small p-value (Sig. < 0.05) indicates that the correlations between variables are sufficiently different from zero, supporting the suitability of the data for factor analysis. In summary, based on the KMO measure and Bartlett's Test results, the data in this study exhibits high sampling adequacy and significant correlations between variables, affirming the appropriateness of conducting factor analysis for a more in-depth exploration of the underlying constructs.

Communalities

Statements	Initial	Extraction
I am aware of ISO 14000 series issued on environmental management system, which includes a broad range of environmental disciplines.	1.000	.836
My organisation has incorporated green aware criteria in HR staffing policy.	1.000	.768
My organisation has paperless recruitment and selection policy.	1.000	.692
My organisation restricts the use of disposable plastic.	1.000	.616
My organisation reduces paper wastage by providing training material online.	1.000	.605
My organisation provides adequate training to employees in preserving environment into the organization.	1.000	.692
My organisation uses green criteria to evaluate performance.	1.000	.675
My organisation keeps record of unattained objectives regarding green HRM.	1.000	.752
My organisation provides incentives to encourage eco-friendly practices such as recycling and waste management.	1.000	.667
My organization takes feedback from employees regarding green HRM practices.	1.000	.761
Electronic sources are being used for communication into the organisation.	1.000	.710
Environment friendly culture is encouraged into the organisation.	1.000	.753
My organisation emphasises on repairing the product rather than buying a new one.	1.000	.711

Extraction Method: Principal Component Analysis.

The table displays the results of a Principal Component Analysis (PCA) on statements related to environmental management practices in organizations. Communalities represent the shared variance between the original variables and the common factors. The "Extraction" values show the retained variance after extraction, with higher values indicating more substantial contributions to the common factors. For instance, the statement about awareness of the ISO 14000 series exhibits a high extraction value (.836), suggesting a significant association with the common factors. On the other hand, the statement concerning restricting

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disposable plastic usage has a lower extraction value (.416), indicating a comparatively lesser impact. Overall, the table offers insights into the relative strengths of each statement in contributing to the common factors derived through PCA in the context of environmental management within organizations.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.694	43.796	43.796	5.694	43.796	43.796	3.438	26.445	26.445
2	2.292	17.632	61.428	2.292	17.632	61.428	3.285	25.270	51.714
3	1.053	8.097	69.525	1.053	8.097	69.525	2.315	17.810	69.525
4	.729	5.608	75.133						
5	.554	4.259	79.392						
6	.489	3.763	83.155						
7	.444	3.412	86.567						
8	.387	2.975	89.542						
9	.352	2.705	92.248						
10	.301	2.316	94.564						
11	.280	2.157	96.721						
12	.247	1.904	98.624						
13	.179	1.376	100.000						

The table outlines the results of a Principal Component Analysis (PCA), a technique used for dimensionality reduction. The initial eigenvalues signify the variance captured by each component, with the first component demonstrating substantial importance, explaining 43.796% of the total variance. The cumulative percentages indicate that the first three components collectively contribute to 69.525% of the total variance, suggesting their significance in retaining data information. This means we need to divide these 13 statements into three factors.

DISCUSSION OF FACTOR ANALYSIS

The researcher examined the factors of the current status of Green HRM practices in IT organizations. The Cronbach's alpha of 13 statements was .866. The results showed that the thirteen statements converged into three factors. All items meet the recommended level of internal consistency for scale development. The reliability of all obtained factors was above .7, which showed that the scale chosen was reliable for measuring the selected factor (25). These factors are discussed below:

Rotated Component Matrix[a]

Factor Name	Statements	Factor Loading	Percent of Variance	Cumulative%
Green Training and Development (α=.887)	Environment friendly culture is encouraged into the organisation.	.828	26.445	26.445
	Electronic sources are being used for communication into the organisation.	.806		
	My organisation provides adequate training to employees in preserving environment into the organization.	.768		
	My organisation reduces paper wastage by providing training material online.	.715		
	My organisation emphasises on repairing the product rather than buying a new one.	.714		
Green Performance Appraisal (α=.857)	My organization takes feedback from employees regarding green HRM practices.	.829	25.270	51.714
	My organisation keeps record of unattained objectives regarding green HRM.	.795		
	My organisation provides incentives to encourage eco-friendly practices such as recycling and waste management.	.786		
	My organisation uses green criteria to evaluate performance.	.698		
	My organisation restricts the use of disposable plastic.	.587		
Green Recruitment and Selection (α=.846)	I am aware of ISO 14000 series issued on environmental management system, which includes a broad range of environmental disciplines.	.913	17.810	69.525
	My organisation has incorporated green awareness criteria in the HR staffing policy.	.876		

Green Training and Development (α=.887)

The "Green Training and Development" factor, with a strong reliability coefficient (α=.887), highlights the organization's commitment to sustainability, particularly through promoting an eco-friendly culture (factor loading: .828) and electronic communication (factor loading: .806), both of which enhance efficiency and reduce resource consumption. This is achieved through practices like providing online training materials, promoting electronic communication, and encouraging sustainable behaviors among employees. Employees receive comprehensive training on environmental preservation, enabling them to incorporate sustainability into their work. Additionally, the organization prioritizes product repair over replacement to minimize waste.

A key dimension of the "Green Training and Development" factor involves providing adequate employee training on environmental preservation (.768). This indicates a strategic approach to integrating sustainability principles into the professional development of staff members. The organization's commitment to minimizing paper wastage by offering training materials online (.715) further underscores its dedication to eco-friendly practices. The factor also highlights a noteworthy inclination towards sustainable consumption patterns, emphasising repairing products rather than opting for replacements (.714). This signifies a conscious effort to extend the lifecycle of resources,

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aligning with the broader ethos of environmental conservation. Statistically, the factor accounts for a substantial percentage of variance (26.445%), indicating that the included statements contribute significantly to the overarching theme of "Green Training and Development" within the organizational context. In conclusion, this factor unveils a strategic and conscientious approach by the organization to intertwine environmental sustainability with employee development. This reflects a forward-thinking organizational culture and aligns with contemporary values.

Green Performance Appraisal (α= .857)

This factor represents the various practices implemented by the organization to promote sustainability and environmental consciousness. It includes restricting disposable plastic usage, using green criteria for performance evaluation, keeping records of unattained objectives related to green HRM, providing incentives for eco-friendly practices like recycling and waste management, and seeking employee feedback regarding green HRM practices. This factor highlights the organization's commitment to sustainability and employee engagement in environmental initiatives.

The "Green Performance Appraisal" factor, marked by a robust reliability coefficient (α= .857), offers insights into an organization's commitment to environmentally conscious human resource management (HRM) practices. The high factor loadings across critical statements underscore the organization's proactive engagement with employees, seeking feedback on green HRM practices, maintaining records of unattained green objectives, and offering incentives for eco-friendly behaviors. Collectively, these elements reflect a holistic and transparent approach, emphasizing the integration of sustainability into HRM processes. The factor's emphasis on using green criteria for performance evaluation and actively restricting the use of disposable plastics demonstrates a multifaceted commitment to aligning individual and organizational goals with environmentally friendly practices. By incorporating these criteria into performance appraisals, the organization communicates its dedication to sustainability and incentivizes employees to contribute meaningfully to broader environmental objectives. Overall, the factor's statistical significance in explaining variance reinforces the centrality of green HRM practices in shaping organizational culture and aligning business objectives with ecological responsibility.

Green Recruitment and Selection (α=.846)

The "Green Recruitment and Selection" factor, marked by a reliable coefficient of .846, underscores the organization's dedication to environmentally conscious human resource practices. With a significant loading of .913, employees' awareness of the ISO 14000 series reflects a commitment to international environmental standards. Incorporating green-aware criteria in HR staffing policies (.876) and adopting a paperless

recruitment approach (.830) further emphasize the organization's strategic alignment of recruitment processes with sustainability goals. This factor, contributing to 17.810% of the variance and accumulating to 69.525%, encapsulates a pivotal aspect of the organization's commitment to green initiatives in recruitment and selection, reflecting a contemporary and eco-friendly approach. This factor represents incorporating environmentally friendly criteria in the HR staffing policy, such as the "green aware" criteria, which focuses on promoting sustainability and environmental consciousness in recruitment and selection. The paperless recruitment and selection policy also aligns with this factor as it contributes to reducing paper waste and environmental impact.

H01: There is no difference in the adoption of Green HRM practices in the IT industry among employees from IT firms of different sizes.

H01.1: There is no difference in the adoption of Green Training and Development practices in the IT industry among employees from IT firms of different sizes.

H01.2: There is no difference in the adoption of Green Performance Appraisal practices in the IT industry among employees from IT firms of different sizes.

H01.3: There is no difference in the adoption of Green Recruitment and Selection practices in the IT industry among employees from IT firms of different sizes.

Table 2

Size of the company-wise Analysis of participants about the adoption of Green HRM Practices

Factors	Total number of employees	N	Mean	SD	f-value (p-value)
Green Training and Development	0-50	46	3.9478	.59245	
	50-100	113	4.0726	.52649	13.236
	100-150	87	4.0989	.68054	(.000)
	151 & above	176	4.3682	.63418	
Green Performance Appraisal	0-50	46	3.6261	.55715	18.916
	50-100	113	3.8035	.52303	(.000)
	100-150	87	3.8759	.68624	
	151 & above	176	4.1818	.66394	
Green Recruitment and Selection	0-50	46	3.3551	.64560	12.722
	50-100	113	3.4956	.76780	(.000)
	100-150	87	3.4981	.65469	
	151 & above	176	3.8371	.71269	

Source: Survey Significant at 0.05 level

An analysis of participants' company size regarding the adoption of Green HRM practices reveals significant differences across three factors: Green Training and Development, Green Performance Appraisal, and Green Recruitment and Selection.

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For Green Training and Development, participants from companies with 151 or more employees reported the highest mean score (M = 4.3682, SD = 0.63418), followed by those from companies with 100-150 employees (M = 4.0989, SD = 0.68054), 50-100 employees (M = 4.0726, SD = 0.52649), and 0-50 employees (M = 3.9478, SD = 0.59245). The one-way ANOVA indicated a statistically significant difference in Green Training and Development scores among the different company sizes, $F(3, 418) = 13.236$, $p < .001$. This suggests that employees in larger companies perceive Green Training and Development practices more positively compared to those in smaller companies.

For Green Performance Appraisal, participants from companies with 151 or more employees again reported the highest mean score (M = 4.1818, SD = 0.66394), followed by those from companies with 100-150 employees (M = 3.8759, SD = 0.68624), 50-100 employees (M = 3.8035, SD = 0.52303), and 0-50 employees (M = 3.6261, SD = 0.55715). The one-way ANOVA for Green Performance Appraisal showed a significant difference, $F(3, 418) = 18.916$, $p < .001$, indicating that employees in larger companies find Green Performance Appraisal practices more effective compared to those in smaller companies.

For Green Recruitment and Selection, the pattern remains consistent, with participants from companies with 151 or more employees reporting the highest mean score (M = 3.8371, SD = 0.71269), followed by those from companies with 100-150 employees (M = 3.4981, SD = 0.65469), 50-100 employees (M = 3.4956, SD = 0.76780), and 0-50 employees (M = 3.3551, SD = 0.64560). The ANOVA results indicated a significant difference among the different company sizes, $F(3, 418) = 12.722$, $p < .001$, suggesting that employees in larger companies are more inclined towards Green Recruitment and Selection practices.

These results provide evidence to reject the null hypotheses, suggesting that there are indeed significant differences in the adoption of Green HRM practices, including Training and Development, Performance Appraisal, and Recruitment and Selection, among employees from IT firms of different sizes. These findings emphasize the importance of considering company size when implementing Green HRM practices, as employees in larger companies tend to be more receptive to these initiatives.

Finally, this study aimed to investigate the adoption of Green Human Resource Management (HRM) practices in the IT industry. Significant variations were found based on departments, with particular attention to the size of firms. Employees from larger IT firms demonstrated higher adoption rates of Green HRM practices compared to those from smaller firms across Green Training and Development $F(3, 418) = 13.236$, $p < .001$, Green Performance Appraisal $F(3, 418) = 18.916$, $p < .001$, and Green Recruitment and Selection $F(3, 418) = 12.722$, $p < .001$. These findings provide evidence to reject the null hypothesis, suggesting that demographic variables significantly influence the adoption of Green HRM practices in the IT industry, particularly emphasizing the role of firm size in shaping HRM practices.

CONCLUSION

The research explored the adoption of Green HRM practices within the IT industry, focusing on three factors namely Green Training and Development, Green Performance Management, and Green Recruitment and Selection based on the second objective EFA (26). Results indicated significant departmental differences in the adoption of Green HRM practices. Employees in larger companies also report higher mean scores across all categories of Green HRM practices, emphasizing the influence of company size on the adoption of sustainability initiatives (27). Larger firms may have more resources and institutional support to implement comprehensive Green HRM strategies and due to stakeholder pressure, as supported by previous research (20). Iqbal (2020) notes that current market pressures drive organizations to adopt sustainable practices. It is suggested that developing countries should foster Green HRM practices, as elements such as green recruitment, selection, and rewards positively impact a firm's sustainability (29,30). Studies indicate that ISO 14000 certification can enhance organizational performance, demonstrating that firms benefit from implementing an environmental management system (31). Green innovation is essential for sustainable development, and it requires a workforce that is trained and talented in eco-friendly practices (32).

Integrating environmental sustainability into recruitment reflects a company's commitment to green values (4). The successful implementation of green HRM is influenced by external pressures, perceived benefits, leadership dedication, and the collective knowledge of green expertise. Cultivating an organisation's green culture helps with strong leadership, authentic communication, collaborative efforts, and empowering employees to take initiative in sustainability endeavours (22). There are signs of advancements in Green Human Resource Management (GHRM) and environmentally friendly practices among employees in the workplace (1). Government bodies are encouraged to spread awareness about GHRM and sustainability through educational campaigns. However, limitations of current research include unequal gender participation, imbalanced sample sizes across demographics, and the absence of qualitative data. Future research should explore variables across different Indian states and sectors, and examine Green HRM practices globally, to broaden understanding and validate the findings across diverse contexts.

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