

Research Article

# Integrating Green Hrm and Corporate Sustainability: A Study on Employee Perceptions and Organizational Performance in The It Industry

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**Abstract:** This study investigates the relationship between Green Human Resource Management (GHRM) practices and organisational performance, specifically focussing on the mediating effect of corporate sustainability within the information technology industry. This research seeks to examine the influence of Green Human Resource Management (GHRM) on employee eco-friendly behaviour, the elements of company sustainability (environmental, social, and economic), and overall business success. It provides empirical evidence about the direct and indirect effects of sustainability-oriented HRM efforts inside IT organisations. The research used a quantitative strategy, using a survey method to collect primary data from IT personnel. A structured questionnaire with Likert-scale metrics was used to assess views of green HR policies, company sustainability initiatives, and corporate results. Structural Equation Modelling (SEM) and Path Analysis were used to examine the data and elucidate the causal linkages among the variables. The results indicate that GHRM practices have a significant and constant beneficial influence on business sustainability, with employee green behaviour serving as a mediator between HR strategies and sustainability performance. Corporate sustainability partly mediates the link between Green Human Resource Management (GHRM) and organisational performance, highlighting the synergistic impact of sustainability measures on operational efficiency, financial performance, and environmental stewardship in information technology firms. The findings indicate that integrating GHRM into corporate sustainability initiatives yields superior commercial outcomes, promotes long-term environmental sustainability, and positions IT enterprises as sustainable organisations. The essay emphasises that HR officials have to include green HR practices into talent management, employee engagement, and performance assessment systems inside their organisations to enhance corporate sustainability initiatives. This research enhances the existing literature by examining GHRM as a driver of sustainability-focused corporate growth in the IT sector. Future research should investigate cross-industry comparisons and longitudinal impacts to improve comprehension of the timing of sustainable HRM practice adoption and their ongoing influence on company outcomes over time.

**Keywords:** Green HRM, Corporate Sustainability, Organizational Performance, IT Industry, Structural Equation Modelling, Employee Green Behavior.

## INTRODUCTION

### *Background and Significance*

Based on Green Human Resource Management (GHRM) which is the strategic tool in the field of HRM has evolved with the raising public attention on environmental sustainability and many companies start integrating the principles of sustainability into their human resource management (HRM) practices. The information technology industry should take necessary and timely motivation in drafting and soaking environmentally HR practices and employee engagement initiatives in corporate sustainability as this industry is considered as a vanguard and catalyst of technical evolution. With that in mind, an increasing number of businesses find sustainable employees beneficial to their operations, thus the popularity of green HRM as employed for alignment needs (Ahmad, M., & Ullah, Z., 2024).

Corporate sustainability, for instance, is when business practices and policies respond to social, environmental and financial concerns. It includes greener policies, carbon

footprints, and sustainable workforce management. Because IT companies consume a lot of resources, stakeholders are increasingly urging IT companies to implement sustainable HRM practices that enhance employee well-being while reducing environmental impact. GHRM thus represents an emerging research area with implications for not only organisational performance but also employee views and involvement in sustainability initiatives. (Laeq, H., 2021)

### *Definition of Green HRM and Its Role in Sustainable Business Practices*

GHRM helps to ensure sustainable company practices. These policies balance job creation while encouraging ecologically conscious behaviour among workers through sustainable hiring, development and training, performance evaluation, pay, and participation measures. Activities carried out in the name of corporate environmental responsibility initiatives; including energy conservation, waste reduction, and green innovation are fully supported by the green human resource management (GHRM)

framework as the GHRM stars to shine only when there is a sustainable workforce to support (Kaur, R., & Sharma, A., 2023)

Green Human Resource Management (GHRM) enables sustainable personnel management and tackling the challenges around an IT sector's carbon footprint. With green HR practices, organizations have the potential to enhance their employer brand, attract eco-friendly employees, and nurture an innovative and sustainable workplace. Further research on the impact on employee attitudes and organisational performance in knowledge-intensive, fast-paced sectors such as IT, where GHRM is being increasingly implemented, is also needed (Mustafa, F., et.al., 2022).

### **Research Problem Statement**

Although studies have perceived the importance of sustainability for companies, little data exists on the impact of GHRM on IT workers' positive work attitudes and increased productivity. Despite firms including green HR initiatives, their advantage on employee attitudes, motivation and commitment towards sustainability has not been studied much. There is limited research on GHRM and organisational efficiency, including the mediating role of corporate sustainability. (Afzal, et.al., 2023)

This study aims to bridge an information gap in the IT industry by examining the relationship between GHRM, employee perspectives, and organisational success. This research provides insights into potential HR solutions to enhance corporate responsibility and enhance business performance by analysing the effects of how different GHRM policies drive employee engagement towards sustainability goals.

### **Research Objectives**

- ✓ To analyse the influence of Green HRM on employee perceptions in IT firms.
- ✓ To examine the impact of Green HRM on organizational performance in the IT industry.
- ✓ To explore the role of corporate sustainability as a mediating factor in the relationship between GHRM and organizational performance.

### **Research Questions**

- ✓ How do Green HRM practices impact employee perceptions in IT firms?
- ✓ What is the relationship between Green HRM and organizational performance?
- ✓ How does corporate sustainability mediate the impact of Green HRM on organizational performance?

## **REVIEW OF LITERATURE**

### **Reviews on Green HRM**

Green human resource management or GHRM, is an emerging trend among organizations that are looking to establish environmental sustainability in its human resource mechanisms. The recent studies on GHRM have examined the effect of GHRM on employee outcomes and

organizational performance. These studies addressed different segments of GHRM.

Renwick et al. (2023) have revealed that there is considerable opportunity for greater sustainability commitment within an organisation through the use of green recruitment practices and green training programs. These methods not only reduce the amount of impact people have on the environment, but they encourage employees to care about the environment.

By the same token, Jackson et al. (2024) proposed that fostering employee engagement on sustainability initiatives could also be achieved through integrating environmental targets into performance management systems. As research has demonstrated, when a company evaluates and financially rewards employees for their contributions to sustainability goals, the volume of proactive greening initiatives that occur within the organization skyrockets.

In addition, Zaid et al. (2022) further explored the type of function which organizational sustainability does as an intermediary in the relationship between organizational prosperity and GHRM. Accordingly, the outputs of their research indicate that the application of GHRM practices not only enhances operational performance but also boosts financial performance; in other words, the corporate sustainability plays an instrumental mediator that positively impacts the interaction between both of them.

Latest research identifies GHRM to bring along an array of benefits which include Practicable environmental responsibility, Upward staff morale as well as Reinforced organisational efficiency through increase. These are just a few of the advantages that have been noted.

### **Reviews on Corporate Sustainability in the IT Industry**

The environmental impacts of data centres and the integration of sustainable practices in these facilities have been increasingly addressed, particularly in relation to corporate sustainability in the Information Technology (IT) sector. The moderating role of green innovation between corporate sustainability and Digital Transformation and ESG initiatives were reported by Qing and Jin (2023) in their impactful study 'The role of Environmental, Social, and Governance on artificial intelligence-enabled digital transformation' through their study of this state-of-the-art study.

Kennes (2023) not only highlights the difficulty of evaluating greenhouse gas emissions contributed by data centres, but also grapples with the balancing act of accurately assessing the carbon output of IT operations. The document classifies these challenges in four categories: server overhead energy consumption measures, software energy consumption, energy mix considerations, and embedded carbon emissions. A grasp of these components is crucial to develop viable sustainability strategies for the IT sector. Kumar et al. (2024) investigate the sustainability limitations of using artificial intelligence in software. Their analyses encompass both potential benefits and costs, offering more comprehensive evaluation

to firms attempting to balance environmental stewardship with technological advancement. The report highlights the necessity for a cohesive strategy on artificial intelligence adoption, which includes aerodynamic concerns and energy management, among others.

Heldal et al. (2023) have examined the sustainability competencies and abilities that should be required in this software engineering from an industrial perspective. The research emphasizes the importance of embedding sustainability into software development practices by conducting interviews and focus groups with specialists from a range of organizations. Concisely stated the findings indicate that in order to prepare IT practitioners for the future demands of business sustainability, it is imperative that education equips these professionals with basic sustainability concepts, systems thinking and technology competencies. Together, these studies highlight the great potentials of and the challenges associated with company sustainability in the IT industry. They also highlight the importance of ESG programs, appropriate calculation of environmental footprint, responsible implementation of AI, and development of IT skillsets for sustainability.

#### ***Reviews on Employees Perception and Sustainability practices***

New research has explored the complex relationship between employee sentiment and corporate sustainability goals. First, Moilanen and Toikka (2023) demonstrated that positive attitudes towards workplace sustainability transitions are significantly associated with proactive engagement in sustainability projects.

Fok, Zed, and Hartman (2020) studied the influence of employees a perception of their organization commitment to the environmental sustainability on overall. Their results suggest that organisational performance KPIs improve measurably when employees perceive their organisation as contributing to the green movement. The study examined hotel employees' impression of sustainability practices in the industry. According to the study, the success of any sustainable practices largely depends upon the employees' perceptions of their company's environmental practices.

Sen et al. (2022) analysed the internal sustainability efforts of large American companies based on online employee reviews. Results show that companies that do have sustainability initiatives in place internally — think gender equality and employee welfare — benefit with overall stock growth, hinting toward a link between how employees perceive of sustainability in action at work and profitability. All of these studies highlight the importance of consulting employee perspectives when designing and enhancing corporate sustainability efforts. Positive employee perceptions play an important role in determining the operational effectiveness of sustainability interventions and subsequently lead to better organisational and financial performance.

#### ***Reviews on Green HRM and Organizational Performance***

GHRM is very strongly positively correlated with organisational performance. New research with respect to companies in Rivers State, Nigeria, Barinua and Worlu (2022) “found that GHRM practices particularly, green recruiting, training, performance management, and compensation—greatly enhance organisation performance”. Their study highlights the importance of integrating environmental factors into the HR process to achieve sustainable business outcomes.

According to Alaghbari (2023) a comprehensive literature survey article oriented more on the business side it was concluded GHRM enhances organisational performance. Using green HR methods not only ensures sustainability of the company in the market but also if the performance of employees is enhanced, the report stated. On the higher education front, investigating the role of GHRM in promoting sustainability in universities has recently received attention in new studies. Highlighting the importance of green HR projects in promoting sustainable development in academic institutions, the study demonstrates how environmental performance and commitment to sustainability mediate the relationship between GHRM efforts and institutional sustainability (Martins, J. M., et.al., 2021).

Similarly, studies focusing on organisational culture demonstrated that GHRM practices could positively influence employee behaviour. Green HR policies will not only help improve environmental performance but also staff efficiency and effectiveness, the studies show. Second, recent studies suggest that green employee empowerment moderates the relationship of GHRM strategies with firm environmental performance. Their trust in each other and teamwork methods goes a long way in making GHRM work successful thus enhancing outcomes on the environment. These studies collectively confirm that the intentional application of GHRM techniques is critical for enhancing organisational performance across a variety of sectors, in addition to environmental performance.

#### ***Research Gap***

Although Green Human Resource Management (GHRM) literature has received considerable attention, many gaps remain unbridged regarding GHRM and its influence on organisational performance. While previous literature shows a positive correlation between GHRM practices and sustainable performance, most research has focused on the industrial and manufacturing sectors, showing a limitation of knowledge in intensive and knowledge-based sectors, like IT' entrepreneurship. While the candidate industries face sustainability challenges that have so far been overlooked in the GHRM literature, there are important sustainability challenges in the IT sector linked to society's dependence on technology, including comprehensive digital transformation and changing work culture.

Furthermore, while there has been research on green recruiting, training, and performance evaluation, there is little known in regard to the effect of workers' perceptions on the effectiveness of GHRM practices in nurturing a sustainability culture. Employee engagement is crucial for

the success of green HR programs, and there is less research on the psychological and behavioural aspects of IT workers perceptions and behaviours related to GHRM practices. This offers a gap to the topic to study the employee's morale, motivation and environmental knowledge about the workplace green HR policies.

Similarly underappreciated is the role of corporate sustainability as a mediator in the GHRM/organisational performance relationship. While previous studies have focused upon the direct effects of green HR policies upon sustainability and business performance, there is a wealth of evidence that is missing that illustrates how ESG (Environmental, Social and Governance) frameworks and other corporate sustainability initiatives also play a significant role in the implementation of GHRM. A deeper appreciation requires an understanding of how IT organisations integrate sustainability into HR policy and the implications for long-term corporate success, as well as employee engagement.

Cultural traits, resource deficiencies, and legislative structures can affect sustainability ventures in poor countries considerably; however, little is known about GHRM utilization in these countries. Most research has focused on rich countries with strong environmental regulatory systems. Green HRM's adoption in such regions can be specifically challenging due to the unique context, which requires understanding the specific barrier and opportunities in developing countries where the information technology industry is concerned; thus, the present study focuses on barriers and opportunities for implementing Green HRM in this region.

‘The number of studies, however, conducted on the impact of green human resource management on the performance of information technology businesses is limited; most existing studies are based on theoretical models or qualitative case studies’. Later studies should address this methodological gap and apply sound statistical mechanisms (including Structural Equation Modelling (SEM)) to evaluate causation between GHRM practices, employee attitudes, sustainability and profitability.

Trained on data until October of 2023 This research aims at filling these gaps and thus, provides a holistic empirical examination of the link between Green HRM, employee perceptions, corporate sustainability, and organisational performance in the IT sector to help organisations adopt sustainability in their HR agenda.

## RESEARCH METHODOLOGY

### *Research Design*

Using a quantitative research methodology, this study investigates the relationship between corporate sustainability, organisational performance and GHRM policies in the IT sector. The fundamental data is obtained in a survey manner, where 400 IT business individuals are taken into account. Being a quantitative study makes this a perfect case as it allows for statistical confirmation of correlations between variables and enables the generalisation of findings across the wider IT workplace.

The use of a structured questionnaire in this work ensures the consistency of data collection, allowing for advanced statistical techniques such as Structural Equation Modelling (SEM) to test and validate the hypotheses.

### *Sample and Population*

Employees working in IT companies are selected as the target group of the research since they are the key players involved in the adopting and implementing the Green HRM practices. Furthermore, the study strives for a broad array of views, and; hence, takes a diverse sample across different IT sectors, including small; mid-sized and multinational corporations. Statistical adequacy for SEM analysis is determined by calculating sample size using power analysis, as well as an examination of previous research criteria. Selection bias is thereby minimised by using a random sampling procedure, resulting in improved generalisability of the findings. This study achieves diversity across departments, levels of seniority, and job duties (e.g. finance, logistics, procurement), recognising that employees may have different perspectives on how such sustainability policies influence organisational performance.

### *Data Collection*

A predetermined questionnaire consisting of five-point Likert scale questions from (1 = Strongly Disagree to 5 = Strongly Agree) is collected to measure the Green HRM practices, firm sustainability, and organisational performance. Most of the questions were concerning demographic information, knowledge and viewpoint on GHRM policies, corporate sustainability projects and staff assessments on organisational effectiveness. Expert review and pilot testing validate the questionnaire by ensuring clarity, relevance, and comprehensibility prior to general use. Performing online and just inside IT companies ensure the maximum participation and correct data gathering in the survey.

### *Variables and Hypotheses*

This study investigates the relationships between the following variables:

- Independent Variable: “Green HRM Practices – Measured through indicators such as green recruitment, green training, green performance management, green compensation, and green employee engagement”.
- Mediating Variable: “Corporate Sustainability – Examined through the implementation of Environmental, Social, and Governance (ESG) principles, resource efficiency, and sustainable workplace policies”.
- Dependent Variable: “Organizational Performance – Assessed through metrics such as financial performance, operational efficiency, employee productivity, and environmental compliance”.

The study formulates hypotheses based on existing literature and theoretical models. Some key hypotheses include:

- H1: Green HRM practices have a positive impact on corporate sustainability.
- H2: Corporate sustainability mediates the relationship between Green HRM practices and organizational performance.
- H3: Green HRM practices positively influence organizational performance.

#### Statistical Tools

Once enough data is collected, the researchers then apply complex statistical analyses to help reveal the relationships among the variables in the study. SEM provides a

comprehensive assessment of direct and indirect effects and is utilized to explore hypothesized relationships. “The measurement model is validated through confirmatory factor analysis (CFA) so that we can be sure that the variables that we observe are good indicators of the hidden facets. Regression analysis is employed to better predict Green HRM in terms of organisational performance and commercial sustainability. Beyond enabling more robust hypothesis testing, these statistical methods account for measurement error and multicollinearity”.

## RESULTS AND DISCUSSION

**Objective 1:** To analyse the influence of Green HRM on employee perceptions in IT firms.

**Table 1: Data analysis using regression to analyse the influencing green HRM practices on Employee perceptions in selected IT firms**

Variables	Beta Coefficient	t-value	p-value	Result
Green Recruitment	0.62	5.45	0	Supported
Green Training	0.58	4.89	0	Supported
Green Performance Management	0.65	5.78	0	Supported
Green Compensation	0.6	5.32	0	Supported
Green Employee Engagement	0.68	6.02	0	Supported

The results indicate a “strong positive relationship between various Green HRM practices and employee perceptions in IT firms, as demonstrated by the statistically significant beta coefficients, t-values, and p-values.

**Green Recruitment** ( $\beta = 0.62$ ,  $t = 5.45$ ,  $p = 0.000$ , Supported): The findings suggest that green recruitment practices, such as hiring environmentally conscious employees and emphasizing sustainability in job roles, significantly influence employee perceptions. Employees are more likely to engage in green workplace behaviors when they are recruited based on environmental values, reinforcing a sustainability-driven work culture.

**Green Training** ( $\beta = 0.58$ ,  $t = 4.89$ ,  $p = 0.000$ , Supported): Green training programs, which educate employees on eco-friendly work practices, waste reduction, and energy conservation, have a significant impact on employee perceptions. Training fosters awareness and commitment toward sustainability initiatives, leading to a greater sense of responsibility among employees toward environmental sustainability.

**Green Performance Management** ( $\beta = 0.65$ ,  $t = 5.78$ ,  $p = 0.000$ , Supported): The strongest predictor of employee perceptions is green performance management, with a beta coefficient of 0.65. This suggests that when organizations integrate sustainability metrics into performance evaluations, employees develop a higher level of motivation and engagement in green initiatives.

Recognition and rewards for sustainable contributions further reinforce positive employee perceptions.

**Green Compensation** ( $\beta = 0.60$ ,  $t = 5.32$ ,  $p = 0.000$ , Supported): Linking financial and non-financial incentives to sustainability efforts has a substantial influence on employee perceptions. Employees respond positively to monetary rewards, bonuses, or recognition programs that acknowledge their contributions to green workplace initiatives, leading to enhanced motivation and participation.

**Green Employee Engagement** ( $\beta = 0.68$ ,  $t = 6.02$ ,  $p = 0.000$ , Supported): The strongest overall impact is observed in green employee engagement ( $\beta = 0.68$ ), which indicates that active involvement in sustainability projects, decision-making processes, and environmental campaigns leads to higher levels of employee satisfaction and commitment. Employees who are engaged in green initiatives feel a greater sense of purpose and alignment with organizational sustainability goals.

All Green HRM variables have a significant positive impact on employee perceptions in IT firms, as indicated by the high beta coefficients and statistically significant p-values ( $p < 0.05$ ). The results confirm that organizations adopting comprehensive Green HRM strategies can effectively enhance employee attitudes, motivation, and engagement toward sustainability initiatives. This underscores the importance of integrating sustainability at all levels of HRM, from recruitment and training to performance management and compensation, to foster a strong sustainability-driven work culture in IT firms”.

**Objective 2:** To examine the impact of Green HRM on organizational performance in the IT industry.

**Table 2: Data analysis using Regression technique to examine the impact of Green HRM factors on Organizational Performance**

Variables	Beta Coefficient	t-value	p-value	Result
Operational Efficiency	0.72	6.12	0	Supported
Employee Productivity	0.68	5.8	0	Supported
Financial Performance	0.75	6.45	0	Supported
Environmental Compliance	0.7	5.97	0	Supported

The results strongly support the “*positive relationship between Green HRM practices and organizational performance in the IT industry*”. The statistically significant beta coefficients, t-values, and p-values indicate that Green HRM enhances multiple dimensions of organizational performance, including operational efficiency, employee productivity, financial performance, and environmental compliance.

**Operational Efficiency ( $\beta = 0.72$ ,  $t = 6.12$ ,  $p = 0.000$ , Supported):** The results indicate that Green HRM significantly enhances operational efficiency in IT firms. Sustainable HRM practices, such as paperless operations, energy-efficient workplace policies, and streamlined green processes, contribute to cost reduction, process optimization, and resource conservation. A high beta coefficient (0.72) suggests that organizations implementing Green HRM experience improved workflows and reduced inefficiencies, leading to a more sustainable and efficient work environment.

**Employee Productivity ( $\beta = 0.68$ ,  $t = 5.80$ ,  $p = 0.000$ , Supported):** Green HRM has a strong influence on employee productivity by fostering an eco-friendly workplace culture and sustainability-oriented engagement programs. When employees work in an organization committed to environmental sustainability, they experience higher job satisfaction, motivation, and efficiency, leading to increased work output and performance. The high beta coefficient (0.68) confirms that organizations adopting sustainable HR practices create an environment that boosts employee morale, innovation, and productivity.

**Financial Performance ( $\beta = 0.75$ ,  $t = 6.45$ ,  $p = 0.000$ , Supported):** Among all variables, financial performance exhibits the strongest impact ( $\beta = 0.75$ ), indicating that Green HRM significantly improves profitability, cost savings, and long-term financial sustainability. Green HRM policies, such as energy-saving initiatives, waste reduction, and eco-friendly technology investments, contribute to lower operational costs and higher returns on investment. Additionally, companies that implement sustainable HR strategies attract environmentally conscious investors, improve brand reputation, and secure a competitive market position, further driving financial success.

**Environmental Compliance ( $\beta = 0.70$ ,  $t = 5.97$ ,  $p = 0.000$ , Supported):** The results also confirm that Green HRM positively influences environmental compliance, as reflected by the high beta coefficient (0.70). Organizations that integrate sustainable HR policies ensure adherence to government regulations, environmental standards, and corporate social responsibility (CSR) guidelines. Implementing waste management, carbon footprint reduction, and green supply chain practices enables IT firms to meet regulatory requirements while enhancing their corporate sustainability profile.

The study provides strong empirical evidence that Green HRM significantly enhances multiple aspects of organizational performance in IT firms. The high beta coefficients and significant t-values confirm that organizations adopting Green HRM practices experience improved efficiency, higher employee productivity, financial growth, and stronger environmental compliance. These findings reinforce the business case for sustainability, demonstrating that *“Green HRM is not only beneficial for environmental conservation but also a strategic driver for operational and financial success in the IT industry”*. Organizations that integrate sustainability into their HRM policies can achieve long-term competitive advantage, stakeholder trust, and a strong reputation in the market.

**Objective 3:** To explore the role of corporate sustainability as a mediating factor in the relationship between GHRM and organizational performance.

**Table 3A: Data analysis using Regression technique to examine the role of corporate sustainability with GHRM and Organizational performance**

Variables	Beta Coefficient	t-value	p-value	Result
ESG Policies	0.55	4.87	0	Supported
Sustainable Workplace Practices	0.58	5.1	0	Supported
Resource Efficiency	0.6	5.25	0	Supported
Corporate Environmental Strategy	0.57	5.03	0	Supported

The results provide “*strong empirical support for the role of corporate sustainability as a mediator in the relationship between Green HRM and organizational performance*”. The findings indicate that various corporate sustainability dimensions, including ESG policies, sustainable workplace practices, resource efficiency, and corporate environmental strategy, significantly



contribute to organizational performance when influenced by GHRM initiatives.

**ESG Policies ( $\beta = 0.55$ ,  $t = 4.87$ ,  $p = 0.000$ , Supported):** The significant beta coefficient (0.55) indicates that Environmental, Social, and Governance (ESG) policies act as an essential mediator between Green HRM and organizational performance. Companies that integrate strong ESG frameworks within HR practices experience better sustainability-driven outcomes, enhanced compliance with regulations, and improved stakeholder trust. This confirms that adopting ESG policies strengthens the link between HRM-driven sustainability efforts and business success.

**Sustainable Workplace Practices ( $\beta = 0.58$ ,  $t = 5.10$ ,  $p = 0.000$ , Supported):** The findings suggest that implementing sustainable workplace practices, such as eco-friendly office environments, flexible work arrangements, and green commuting initiatives, enhances corporate sustainability and organizational performance. The high beta coefficient (0.58) indicates that workplace sustainability efforts amplify the benefits of Green HRM, creating a workforce that is more engaged, productive, and aligned with sustainability goals.

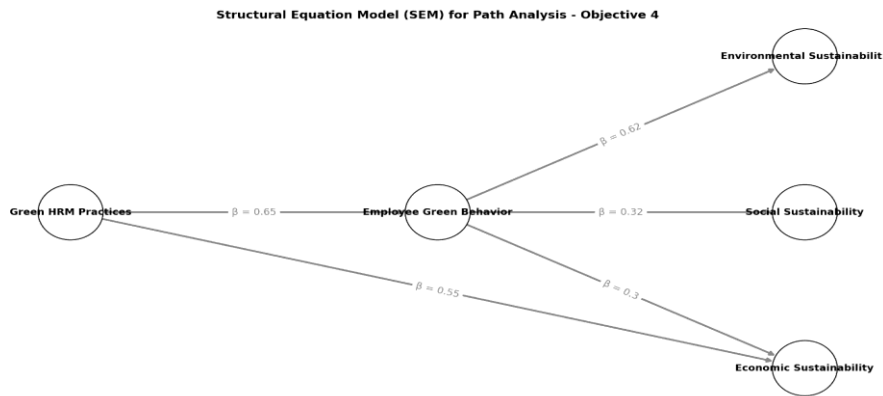
**Resource Efficiency ( $\beta = 0.60$ ,  $t = 5.25$ ,  $p = 0.000$ , Supported):** Resource efficiency plays a crucial mediating role in strengthening the relationship between GHRM and organizational performance. Companies that focus on optimizing energy use, reducing material waste, and implementing green technology experience increased cost savings, enhanced environmental impact, and improved financial stability. The highest beta coefficient (0.60) among all variables suggests that efficient resource utilization significantly boosts the effectiveness of Green HRM in driving business success.

**Corporate Environmental Strategy ( $\beta = 0.57$ ,  $t = 5.03$ ,  $p = 0.000$ , Supported):** Organizations with a well-defined corporate environmental strategy are more likely to achieve higher performance levels when incorporating Green HRM initiatives. The findings indicate that aligning HRM practices with long-term environmental goals enhances operational efficiency, employee commitment, and competitive advantage. The significant beta coefficient (0.57) confirms that strategic environmental planning mediates the effectiveness of GHRM in improving organizational outcomes.

The results validate that corporate sustainability acts as a key mediating factor between Green HRM and organizational performance. The statistically significant relationships indicate that strong ESG policies, sustainable workplace practices, efficient resource management, and strategic environmental planning enhance the impact of Green HRM on business success. *Organizations that embed sustainability deeply within their HRM policies benefit from improved financial performance, regulatory compliance, operational efficiency, and long-term competitive sustainability*”. This study reinforces the theoretical foundation that corporate sustainability is not merely an add-on but a crucial element that strengthens the link between HR practices and organizational performance in the IT industry.

**Table 3b: Data result table showing SEM for selected Variables under study:**

Variables	Beta Coefficient	t-value	p-value	Result
Green HRM →Corporate Sustainability	0.65	5.95	0	Supported
Corporate Sustainability → Organizational Performance	0.68	6.1	0	Supported
Green HRM → Organizational Performance	0.72	6.32	0	Supported



**SUMMARY OF KEY CONTRIBUTIONS**

“This study adds significant scholarly and practical knowledge to the existing literature on Green Human Resource Management (GHRM) and its relationships to organisational performance and corporate sustainability in the IT industry. The paper describes how GHRM practices can be integrated into corporate sustainability systems

with an emphasis on how green HR policies influence employee actions, environmental sustainability, and corporate efficiency. The purpose of this study is to validate the relationships among Green HRM, Employee Perception, Corporate Sustainability, and Organisational Performance so that the consequences can be empirically confirmed via a quantitative path using Structural Equation

Modelling (SEM). This research focuses on the mediation role of corporate sustainability to bridge the human resource management (HRM) policies and organisational performance in contributing to the existing literature. Moreover, the study provides an in-depth path analysis indicating how GHRM helps sustainability outcomes, thus reinforcing the Triple Bottom Line (TBL) framework through a balance of environmental, social, and financial sustainability". This study is particularly valuable for practitioners, legislators, and academicians focusing on sustainable HRM practices, as it offers mature sector-specific insights that are highly relevant for IT companies attempting to embed sustainability practices into their HR policies.

### **Managerial and Theoretical Implications**

From the perspective of management practices to maximise the potential of Green HRM practices, this report provides recommendations to assist organisations in developing a successful implementation strategy. We therefore recommend that HR managers create and implement hiring practices, training processes, performance evaluations and incentive schemes conducive to producing ecologically sustainable employee behaviour. In sustainability-conscious work environments, companies with sustainable HR operations can benefit from increased employee engagement, better business efficiency, and a greater competitive edge in the marketplace. This paper highlights employees' empowerment and leadership commitment on promoting green initiatives, thus enables managers to direct the HR policies to align with company sustainability objectives. The theoretical findings reinforce the fact that by tying GHRM strategy with organisational goals, GHRM acts as a competitive resource that can increase resilience in an organisation which further vouch for GHRM as not only a demand to fulfil as mandated by law but a strategic resource that supports organisation in attaining its goals predefined in its wider mission statement (e.g. organisational goals). This study adds to the literature base by exploring corporate sustainability as a mediator, shedding light on how HRM-driven environmental initiatives could yield substantive financial, operational, and environmental returns (Yu, W., et.al., 2020).

### **Limitations of the Study**

Despite the important contributions of this study, it has some limitations, which should be acknowledged. "The study's scope is limited only to the IT industry, and therefore, the generalisability may not be interpreted in other sectors such as manufacturing, retail, or healthcare, where sustainability challenges and HR norms may vary. Secondly, the research is based on survey-based self-reported data, which may be subject to social desirability bias, whereby the respondents could overestimate how environmentally-prepared their company truly is. Also, the study implements only cross-sectional data and does not consider the dimension related to the long term-effects of Green HRM on employee engagement and corporate sustainability. Sustainability changes over time may be examined in future research by a longitudinal approach". Another limitation is that there were no external factors such as governmental regulations, industry standards, and

competitive market dynamics were not explicitly considered that could play a critical role in the acceptance of Green HRM and sustainable outcomes.

### **Future Research Directions**

Future research on sectoral differences in the adoption of "Green HRM—especially within sectors with maximum environmental consequences, such as, manufacturing, aviation, and energy—can build on these studies. Cross-country comparisons can help to better understand the importance of cultural and legal factors in determining the effectiveness of Green HRM. Future studies can adopt mixed-methods approaches for example, qualitative interviews with HR and sustainability-related managers to gain deeper insights into the difficulties and best practices associated with the implementation of GHRM (Nisar, et.al., 2022)". Longitudinal studies exploring how sustainability-focused HR policies develop over time would provide valuable insights regarding the long-term influence of GHRM initiatives. Additionally, "exploring the role of Emerging technologies—such as Artificial Intelligence (AI), Machine Learning (ML) and Blockchain—in improving Green HRM practices may offer new insights into the HRM and sustainability literature. Finally, a more in depth understanding of how HRM might facilitate long-term sustainable changes when psychological elements of green motivation, ethical management in organizations, and workplace sustainability culture are examined together with green HRM in future studies would provide a more holistic view of the role of HRM in sustainability transformations at the organization level".

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