Major Research Project on

Green HRM Practices in Indian IT Giants: A Study on Sustainability Initiatives in WITCH Companies

Submitted by

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Under the guidance of

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CERTIFICATE FROM THE INSTITUTION

This is to certify that Mr. KARTIKEY BHATT roll no, 2K23/UMBA/47, have completed the project titled "GREEN HRM PRACTICES IN INDIAN IT GIANTS: A STUDY ON SUSTAINABILITY INITIATIVES IN WITCH COMPANIES" under the guidance of Dr. Monika Khemani as a part of Masters' in Business Administration (MBA) curriculum of Delhi Technological University, New Delhi during the academic year 2024-25.

Dr. Monika Khemani

DTU

DECLARATION

I hereby declare that the project report entitled **"Green HRM Practices in Indian IT Giants: A Study on Sustainability Initiatives in WITCH Companies"** submitted by me to Delhi Technological University in partial fulfilment of the requirement for the award of the degree of Master of Business Administration is a record of bona fide project work carried out by me.

Anything which appears to be not my original work, has been duly and appropriately referred/cited/acknowledged. This report has not been submitted to any other university/institution for the award of any other degree, diploma and fellowship.

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ACKNOWLEDGEMENT

I, Kartikey Bhatt would like to convey my gratitude to the Head of Department (HOD). Mr. Saurabh Agrawal of Delhi School of Management, Delhi Technological University for emphasizing on the major research project and giving me the platform to conduct such research work.

I would also like to thank Dr. Monika Khemani, who, despite her busy schedule has always been continuously available for any guidance needed and indeed, her valuable contribution and guidance have been certainly indispensable for my project work.

I have been deeply grateful to all respected individuals who agreed to be a part of this research project and were instrumental in providing all the required data that was necessary to make this research project a success. I am highly indebted to their valuable contribution to my research.

I extend my warm gratitude and regards to everyone who helped me during the study.

EXECUTIVE SUMMARY

This Major Research Project on "Green HRM Practices in Indian IT Giants: A Study on Sustainability Initiatives in WITCH Companies" examines how Green Human Resource Management (Green HRM) is becoming increasingly important in the Indian IT sector which faces growing demands to make its operations environmentally sustainable. The rising global consciousness regarding climate change and ecological footprints forces organizations to embed sustainable practices into their fundamental strategies with HRM serving as a central element in this change. This study assesses Indian IT firms' implementation and performance of Green HRM practices while identifying the obstacles they face during adoption. The paper identifies Green HRM's fundamental drivers as well as its practices and outcomes from a comprehensive literature review of 15 key studies and additional primary research with qualitative data. The most frequently implemented green HRM practices are green hiring approaches, paperless onboarding procedures, sustainability training programs, green performance appraisals, and workplace initiatives that promote environmental stewardship. The research shows that organizations implementing Green HRM practices experience better sustainability outcomes while simultaneously improving employee engagement and their corporate reputation. Three main challenges continue to affect Green HRM namely inadequate awareness levels along with inconsistent application of practices and limited resources. The paper delivers eight significant recommendations for Green HRM integration which cover elements such as policy creation and leadership participation as well as training enhancement and incentive systems. Even though Green HRM is still a nascent concept in India's IT industry it demonstrates strong potential to advance both ecological preservation and organizational sustainability. Merging HR activities with environmental objectives goes beyond basic regulatory compliance to establish itself as a critical business strategy for long-term success. Studies indicate that strategic industry-government alliances and government incentives along with strong monitoring processes successfully advance Green HRM adoption. Indian IT firms can establish worldwide guidelines for sustainable Human Resource Management through inventive approaches and the development of organizational cultures that prioritize environmental awareness.

CONTENTS

CHAPTER 1 - INTRODUCTION

The rising concerns about global sustainability have driven businesses to conduct more thorough examinations of corporate practices across various industry sectors. Organizations must integrate sustainable practices into their core operations to meet regulatory requirements while fulfilling stakeholder expectations for responsible business conduct. Organizations apply Green Human Resource Management (Green HRM) as a strategic tool to synchronize their human resource functions with environmental sustainability goals. Organizations should apply human resource strategies that promote resource sustainability and boost employee engagement in environmentally friendly activities through Green HRM. Green HRM environmental strategies consist of sustainable hiring methods alongside employee environmental awareness programs that integrate into performance evaluation frameworks to promote employee participation in eco-friendly activities. Organizations reduce environmental damage and develop a corporate culture based on sustainability through these practices. Green HRM documentation originally targeted manufacturing but has become essential in service sectors such as Information Technology (IT) industries. The Indian IT sector operates on a large scale and adopts resource practices that position it as both a national economic leader and a global technology influencer while demonstrating distinct possibilities for sustainable practices. Wipro alongside Infosys, Tata Consultancy Services (TCS), Cognizant, and HCL lead the technology industry while being collectively recognized as the WITCH companies because of their technological leadership and business innovation.

IT industry leaders have embedded sustainability into their mission statements while many organizations set environmental objectives within their CSR and ESG operational structures. Research on the implementation of Green HRM practices and their effects on organizational performance and employee engagement has not yet been thoroughly explored. This study explores WITCH companies' implementation of Green HRM practices and the outcomes they produce to both enhance scholarly discussions on sustainable HRM and supply practical approaches for service organizations that aim to improve their environmental performance. The study assesses critical Green HR

programs by exploring their implementation drivers and barriers to determine their organizational sustainability contributions.

1.1 Background of the Study

A worldwide emphasis on environmental sustainability has compelled organizations across different sectors to reassess their operational procedures. Organizations implement Green Human Resource Management (Green HRM) as a strategic practice that merges environmental management techniques with HR functions to promote sustainability. The Indian IT sector which stands at the forefront of national economic growth and international outsourcing services is now required to adopt sustainable environmental practices. HR departments have become key players in developing environmental awareness as stakeholder demands expand together with legislative changes and corporate social responsibility obligations.

1.2 Problem Statement

Green HRM awareness grows as its potential gets clearer but its implementation in India's IT sector remains inconsistent and inadequately studied. HR departments face numerous obstacles including unclear organizational policies and ineffective leadership support together with insufficient employee understanding and untracked environmental targets. Organizations miss opportunities for sustainability enhancement and ecological footprint reduction because they do not consistently implement practices that meet international best standards. An urgent systematic study of Green HRM practices needs to determine existing implementation obstacles and assess their effects within organizations.

1.3 Objectives of the Study

The primary objectives of this study are:

- The study investigates how Indian IT organizations implement Green HRM practices.
- The study aims to examine both main factors and obstacles in the implementation of Green HRM practices.

- The study examines how Green HRM affects both organizational sustainability efforts and employee behavior patterns.
- The objective is to develop practical suggestions that will strengthen the integration and effectiveness of Green HRM practices.

1.4 Scope of the Study

The research investigates Green HRM practices within various-sized Indian IT companies. The research integrates findings from an extensive literature review with primary data obtained through qualitative and/or quantitative research methods. The study examines how HR functions like recruitment and training can be integrated with sustainability goals through performance management and employee engagement strategies. The research focuses on India but provides valuable insights that developing economies can use to integrate sustainability into their HR systems.

CHAPTER 2 - LITERATURE REVIEW

1. According to the author Green Human Resource Management (Green HRM) represents the fusion of environmental principles with essential HRM functions. A synthesis of 80 academic studies enables them to develop a framework that links HR functions including recruitment and training as well as performance appraisal methods and compensation systems to sustainability objectives. The paper demonstrates that green recruitment brings in candidates who care about the environment and green training establishes eco-compatible abilities (Renwick and Redman, 2013). Environmental performance systems should be structured to incentivize sustainable actions. The Ability–Motivation–Opportunity (AMO) theory plays a central role in their discussion by illustrating how HR practices enable employee participation in environmental initiatives through empowerment and opportunity provision. The framework demonstrates particular importance to India's IT sector because companies such as Wipro, Infosys, and TCS have adopted structured human resource management systems that focus on sustainability. The research stresses the importance of employee participation to advance green innovation and calls for further studies especially in non-Western contexts. The article establishes a base for studying Green HRM in both WITCH companies and additional sectors.

2. The study examines how Green Human Resource Management (Green HRM) practices influence environmental sustainability within the Indian context. Their findings reveal that strategic HR practices including green recruitment along with training and employee engagement help to advance sustainable business practices. The study reveals empirical findings from Indian organizations within the IT industry which show HR departments can significantly influence the development of environmentally responsible workplace cultures (Rani and Mishra, 2014). The authors point out that major Indian IT companies like Infosys and TCS possess worldwide reach and corporate social responsibility focus which positions them to pioneer Green HRM practices. Indian businesses are demonstrating rising interest in Green HRM yet still show restricted understanding and application of these practices. This study addresses a vital deficiency

by identifying both opportunities and challenges when integrating sustainability into HR strategies. The study presents essential guidance for major Indian IT companies to harmonize their operations with environmental laws and worldwide sustainability criteria by focusing on HR-led programs.

3. The author shows how Green Human Resource Management (Green HRM) enables organizations to attain sustainability through the incorporation of environmental principles in all HR activities. The research highlights how HR professionals can promote eco-friendly practices through green hiring methods and sustainability education while aligning staff evaluations with environmental goals. Organizations can maintain environmental responsibility through holistic approaches which also motivate employees to achieve their personal and professional goals that align with the organization's sustainability missions. Infosys and Wipro maintain active CSR and sustainability practices that adhere to Mandip's framework. According to Mandip's 2012 research Green HRM serves dual purposes as both a necessary regulation and a strategic advantage which strengthens brand reputation and reduces operational costs while boosting overall business performance. By implementing these practices organizations can build a strong sustainability culture while fulfilling their environmental duties. The study demonstrates that Green HRM practices must become part of sustainability initiatives within the Indian IT sector.

4. The research explores the adoption of Green HRM practices by Indian IT firms to integrate environmental sustainability into their HR operations. The researchers explore green hiring methods together with sustainable staff development programs and environmentally aware performance assessments that include employee participation in environmental projects (Mishra and Sharma, 2017). Indian IT companies have made strides in sustainability but encounter substantial challenges when trying to establish Green HRM throughout their corporate culture according to the findings of the authors. Successful outcomes depend heavily on both leadership support and active employee participation according to research findings. The research delivers essential information about WITCH companies such as Wipro, TCS, and Infosys through its examination of HR strategy alignment with sustainability goals and identification of progress areas and

remaining gaps. According to Mishra and Sharma organizations must integrate Green HRM into their core culture to attain beneficial environmental and performance outcomes. This research delivers crucial findings about the operational barriers and strategic coherence needed for Green HRM implementation.

5. This study investigates Green HRM as an essential component for organizations to achieve their sustainability targets. The authors describe HR's duty to advance environmental sustainability efforts by implementing workplace practices that promote eco-friendly behavior. The research pinpoints key Green HRM approaches which integrate environmentally aware recruitment methods along with sustainable performance reviews and eco-focused employee development objectives. The research shows HR functions as a key player in corporate sustainability by participating in employee-led sustainability initiatives and endorsing environmental policies. Yong and Mohd-Yusoff (2016) state that HR professionals must drive environmental initiatives across all departments to enable organizations to achieve both their economic objectives and environmental targets. This study presents essential research findings which demonstrate that Green HRM practices foster environmental sustainability while enhancing organizational effectiveness. The Indian IT leaders Infosys and Wipro can incorporate Green HRM strategies into their human resource systems and organizational principles. Organizations will achieve better environmental outcomes by incorporating HR strategies that maintain their long-term sustainability objectives.

6. The study demonstrates the adoption of Green HRM practices by Indian IT firms and the integration of sustainability into their HR activities through research evidence. The research analyzes methods through which HR departments advance environmental consciousness using green recruitment practices together with sustainability training initiatives and green performance management systems. Indian IT organizations show increased adoption of green HR practices but demonstrate inconsistent implementation levels with these practices not fully integrated into their central HR operations. Organizations that exhibit strong corporate sustainability cultures along with top management commitment tend to adopt Green HRM practices more effectively (Sharma and Taneja, 2018). Employee participation in environmental initiatives plays a vital role

in improving environmental performance. Sharma and Taneja assert that Indian IT enterprises can strengthen their green human resource strategies by synchronizing their HR activities with their business sustainability objectives while embedding these practices into the organizational culture and operations beyond superficial symbols.
I rely on this paper for my research because it delivers essential knowledge about how major IT firms in India apply Green HRM practices. This research can assist WITCH companies such as Wipro, TCS, and Infosys to more effectively merge green HR initiatives within their business strategies. The research underscores how essential leadership support along with employee involvement in sustainability efforts remain crucial for implementing Green HRM practices successfully.

7. The authors investigate how Sustainable HRM intersects with environmental initiatives in Indian IT companies through the examination of strategic practices promoting environmental sustainability. The research identifies central Green HRM practices including eco-friendly recruitment processes, green training initiatives, and sustainability goal integration within performance management systems. Green HRM practices achieve the greatest success when they match corporate environmental objectives and gain implementation throughout every organizational level.
The research underscores HR professionals' responsibility to develop sustainability-focused policies and foster green innovation while motivating employees to engage in eco-friendly initiatives. According to Verma and Choudhary organizational dedication to sustainable practices serves as a fundamental driver for both positive environmental impacts and enhanced company sustainability performance (Verma and Choudhary, 2019). This research paper serves as a fundamental reference for my study because it outlines Green HRM frameworks which Indian IT firms including Wipro, Infosys, and TCS can adopt. The research indicates that combining green practices with HR processes leads to the development of a sustainable organizational culture. This study's findings will guide these companies in strengthening their Green HRM approaches to boost employee engagement and sustainability results.

8. This research examines how Human Resource Management (HRM) functions in backing Corporate Social Responsibility (CSR) through initiatives focused on environmental sustainability. The investigation reveals essential connections between HR strategies and CSR objectives which contribute to sustainability and corporate responsibility. HR professionals establish CSR in organizational culture by developing green policies and training employees who participate in environmental initiatives (Shen and Benson, 2016). Green HRM practices reach their full potential when organizations both involve employees in sustainable activities and align HR operations with environmental business targets. HR departments serve a vital role in instituting green practices through CSR initiatives as they develop organizational cultures that endorse sustainability. Shen and Benson's 2016 research provides essential guidance for implementing Green HRM strategies through CSR metrics in the HR departments of Wipro, TCS and Infosys. HR departments provide essential backing for CSR initiatives and drive employee involvement in sustainability programs that enable Wipro, TCS, and Infosys to reach their environmental goals.

9. Organizations which implement sustainable human resource management through Green HRM practices experience enhanced performance results. The research examines key Green HRM components which include green recruitment strategies eco-friendly training programs sustainable performance evaluation systems and employee participation in environmental programs. Green HRM practices help organizations achieve better performance results while reducing their environmental impact through workplace cultures that focus on employee needs to enhance satisfaction and motivation levels. Organizations that adopt Green HRM practices experience higher employee retention and innovation outcomes that lead to improved corporate reputation. The authors demonstrate that strong leadership from top management together with active employee participation is essential for the successful implementation of these practices (Yusliza and Mohamad, 2020). This study reveals how Green HRM practices enhance organizational performance within Indian IT giants such as Wipro, Infosys and TCS. Companies WITCH need to integrate their green recruitment and training capabilities with employee engagement approaches to reach enhanced organizational performance along with environmental sustainability. Green HRM practices enable organizations to

connect human resource operations with sustainability goals to achieve sustainable success.

10. The study demonstrates through conceptual models and empirical data the way Green HRM practices establish paths to sustainable development while promoting organizational expansion and environmental sustainability. Embedding sustainable practices in core HR functions such as recruitment and performance management enables organizations to achieve sustainability at every level. According to Zoogah Green HRM functions as a vital tool to coordinate HR strategies with sustainability goals which enables businesses to manage their environmental footprint and enhance organizational performance (Zoogah, 2011). The implementation of Green HRM practices enhances employee satisfaction and organizational culture which improves corporate reputation and leads to better organizational sustainability performance. Organizations should implement Green HRM strategically and empower HR professionals to lead sustainability change initiatives following Zoogah's guide. The study reveals that significant results from Green HRM depend on strong support from top management. Through this review I gained key insights into theoretical foundations and observed results about HR functions supporting sustainability in Indian IT firms which benefit my research. Wipro, TCS and Infosys among WITCH companies can use research findings to incorporate green practices into their HR operations. These companies achieve significant environmental sustainability benefits and organizational growth through sustainable HRM practices.

11. Kumar and Nair's 2020 study investigates the application of Green HRM practices by Indian IT firms to meet their environmental sustainability targets. In their study researchers evaluated recruitment methods that promote sustainability and integrated green training programs with performance assessments that target ecological benchmarks. Infosys, Wipro, and TCS achieved environmental awareness among employees and sustainability-focused recruitment through effective operational implementation. The study recognizes multiple obstacles to Green HRM implementation such as staff resistance, unclear regulations and necessary leadership support. Top management participation alongside strategic planning is essential to overcome these

barriers. HR professionals act as crucial intermediaries who facilitate the alignment between employee personal sustainability goals and organizational sustainability targets (Kumar and Nair, 2020). This study provides valuable guidance for Indian IT companies that aim to develop stronger Green HRM tactics. Businesses that implement Green HRM practices achieve strategic success over time through better organizational performance and brand reputation as they support worldwide sustainability objectives.

12. Jackson et al. (2011) examine how Green HRM practices combine with green management strategies to accomplish environmental goals while preserving core HR functions. In their research the team presents the HRM-Environment-Sustainability framework to show how HR policies and employee activities support sustainability efforts. Organizations can boost their environmental performance by utilizing green recruitment approaches as well as implementing eco-friendly training programs and sustainable compensation plans. When HR operations and environmental objectives align strategically it leads to improved results and increases employee involvement in sustainability initiatives. The researchers identify major challenges which consist of ambiguous sustainability metrics and regulatory unpredictability along with the financial costs linked to implementing green practices. Leadership skills together with active employee participation act as necessary components to overcome these challenges. The framework provides actionable methods which allow organizations such as Wipro, Infosys, and TCS to embed sustainability principles into their HR systems. Indian IT firms require this study to meet international sustainability standards and maintain business performance by implementing strategic Green HRM practices.

13. This research analyzed how employee involvement in environmental programs affects organizational green performance. Green HRM practices which promote employee involvement in sustainability initiatives lead to better environmental outcomes through resource preservation and waste reduction as well as improved energy efficiency (Daily, Bishop, and Govindarajulu, 2009). Green training serves as a critical component because it provides employees with essential knowledge and skills to effectively support sustainability programs. The investigation demonstrates how employee engagement functions as a mechanism for overcoming opposition to change and addressing

knowledge gaps in environmental awareness. This investigation supports my analysis of Green HRM practices within India's IT industry as observed at Wipro and TCS. Through green training implementation and incentive provisions companies can achieve higher rates of employee engagement in sustainability projects. Active participation from employees in environmental practices proves essential for boosting organizational performance while reducing its ecological footprint.

14. This study investigated sustainable practices in India's IT industry and analyzed how Green HRM strategies contribute to environmental sustainability integration. The study shows HR departments have essential responsibilities in shaping organizational culture through employee behavior management and policy creation. Indian IT firms such as TCS, Infosys, and Wipro use Green HRM strategies that include green recruitment and workplace sustainability practices with eco-friendly training programs to improve environmental responsibility. HR departments promote sustainable practices through the implementation of eco-friendly programs and the elimination of paper use according to Sen and Bhattacharya (2021). The study examines multiple barriers to Green HRM execution such as stakeholder awareness gaps, resource limitations, and regulatory challenges. HR departments need to develop employee education programs and secure leadership support when working with corporate sustainability teams to overcome these challenges. Green HRM strategies enable Indian IT companies to accomplish their environmental goals as well as improve employee participation and organizational success.

15. Green employee programs and paperless operations among HR strategies successfully engage staff in workplace energy-saving policies for sustainability efforts. HR functions establish key relationships between worker actions and the fulfillment of corporate sustainability goals according to Rawashdeh's 2018 findings. Indian IT organizations face multiple challenges when adopting Green HRM such as inadequate awareness paired with resource constraints and regulatory barriers. HR departments must establish a focus on employee learning and leadership support while collaborating with sustainability teams to overcome these obstacles. The study demonstrates how Infosys and TCS HR managers have executed green HR strategies to promote employee

participation in leadership roles within sustainability initiatives. Green HRM strategies prove effective in Indian IT companies through their attainment of environmental objectives while increasing both staff engagement and corporate effectiveness.

2.1 Literature Review Gaps

1. Limited Focus on Indian IT Sector:

Researchers have conducted global studies on Green HRM but have not yet performed detailed investigations focused on the Indian IT sector. While research spans various industries it overlooks detailed analysis of the distinct challenges and characteristics of Indian IT enterprises. Detailed research gaps obstruct the complete understanding of how major Indian IT companies like TCS, Infosys and Wipro incorporate sustainability into their HR practices.

2. Lack of Longitudinal Studies:

Green HRM research primarily consists of cross-sectional studies which document practices at distinct moments in time. Research lacks longitudinal studies that examine how Green HRM practices develop over time and their lasting impact on organizational sustainability and performance. Observing these changes permits us to understand how green HRM practices affect strategic outcomes throughout their progression.

3. Inconsistent Measurement of Green HRM Impact:

The lack of standardized metrics complicates research efforts to evaluate Green HRM initiatives' effectiveness. Green HRM practices are difficult to measure since they require subjective assessments and rely on self-reported information. The application of standardized quantitative metrics facilitates exact assessments of Green HRM's influence on both employee productivity and environmental impact along with organizational performance.

4. Barriers to Green HRM Implementation:

Studies identify barriers like cost and expertise gaps in Green HRM implementation but fail to provide extensive research about particular hurdles Indian IT firms face when

adopting these methods. Research has not been developed to help small and medium enterprises understand solutions to their widespread challenges.

5. Employee Engagement in Green HRM:

The academic field has yet to fully examine the impact of employee motivation and engagement on Green HRM practices. Studies focus heavily on organizational commitment without considering how individual employee attitudes and behaviors determine Green HRM program effectiveness. Studies about employee involvement and motivation offer valuable perspectives to enhance Green HRM program results.

6. Leadership's Role in Green HRM:

Current studies acknowledge the importance of leadership support but fail to explore how various leadership styles impact the results of Green HRM practices. Research on how Indian IT companies employ transformational and transactional leadership styles for Green HRM programs reveals valuable information for leadership development and organizational transformation efforts.

7. Integration of Green HRM into Organizational Strategy:

Research often examines Green HRM as an independent function instead of recognizing its role as part of the overarching business strategy. There is insufficient knowledge about how Green HRM connects with corporate strategies to achieve sustainable development and competitive advantage. The strategic incorporation of Green HRM in Indian IT companies remains an under-researched area that demands scholarly exploration.

8. Impact of Technological Integration on Green HRM:

Research on how technology supports Green HRM practices remains limited especially concerning the role of digital tools and IT infrastructure in advancing environmental initiatives. The combination of HR technologies such as HRIS systems with digital communication platforms and sustainability tracking software alongside Green HRM principles could create new opportunities for sustainable HR practices in India's IT industry.

CHAPTER 3 - RESEARCH METHODOLOGY

The study examines how five major Indian IT firms (Wipro, Infosys, TCS, Cognizant, and HCL Technologies) implement Green Human Resource Management practices. Green HRM represents the incorporation of eco-friendly practices into human resource management tasks including recruitment, training programs, performance management systems, and methods of employee involvement.

This study investigates the way these companies integrate sustainability into their HR procedures and examines the resulting effects on organizational culture as well as employee behavior and performance. Primary data collected from HR professionals alongside sustainability officers and employees will reveal adoption trends and best practices while highlighting challenges encountered when embedding Green HRM in large global enterprises.

The research approach aims to explore why organizations adopt Green HRM practices alongside their perceived advantages and difficulties while also examining how HR strategies align with sustainability objectives.

3.1 Sample Details

This study features a sample consisting of 75 respondents who hold various positions in IT firms throughout India from medium-sized businesses to large international corporations. The study group consists of HR professionals and operational staff along with team leaders and managers who participate in or feel the effects of HR practices. The research utilized purposive sampling to select participants who have relevant experience with organizational HR and sustainability initiatives. Using this targeted method produces data with higher relevance and greater depth.

3.2 Data Collection Tool

The main instrument for gathering data was a structured questionnaire. The survey included fixed-response options on a five-point Likert scale which spanned from "Strongly Disagree" to "Strongly Agree" to assess perceptions and practices about Green HRM. The measurement tool assessed various aspects such as green recruitment

strategies together with training methods employee engagement and appraisal processes. The online questionnaire was shared through email and professional networks to achieve broader exposure and faster replies.

3.3 Data Collection Techniques

Survey Design: The survey includes structured questions which are organized into sections addressing Green HRM implementation in recruitment, training, performance management, and employee engagement. The survey will use Likert scale questions to measure adoption levels and open-ended questions to obtain qualitative feedback.

Sample Size: The study surveyed 75 employees who worked across various roles and departments.

3.4 Quantitative Analysis

Quantitative survey data from 75 participants was processed using Microsoft Excel. Descriptive statistics such as mean values, median scores and standard deviation measurements were used to summarize the dataset. The study used correlation analysis to explore variable relationships while cross-tabulation helped assess demographic patterns. Bar charts and pie diagrams enhanced data interpretation and understanding by providing better clarity. Through its analysis the study revealed thorough insights into the extent and effectiveness of Green HRM practices utilization among surveyed organizations.

The questionnaire questions are further divided under five specific headers which include Green Recruitment, Green Training, Green Performance Appraisal, Green Compensation and Green Work Culture.

CHAPTER 4 – DATA ANALYSIS, RESULTS & DISCUSSIONS

The chapter reviews conclusions derived from feedback surveys collected from 75 Indian IT industry professionals. Descriptive analysis and visual representations through bar and pie charts combine in the study to enhance clarity and interpretation. The survey results show current perceptions and implementations of Green HRM practices and subsequent analysis connects these findings with established research and industry trends.

4.1 Primary Research

4.1.1 Overview of Respondents

Data was collected from 75 professionals who work at different IT companies throughout India. The sample included employees from multiple demographic backgrounds and job positions which provided broad perspectives on Green HRM practices.

The survey results showed that 60% of participants were male and 40% were female which demonstrated gender balance among respondents. A substantial portion of the sample (approximately 55%) consisted of professionals with 1–5 years of work experience indicating that early- to mid-career professionals were the most common group within the sample. The study involved participants from multiple functional areas such as human resources, operations, software development, and administration while most respondents occupied non-managerial or mid-level positions. The varied composition of the respondent pool delivers comprehensive insights into how employees perceive organizational practices towards environmental sustainability and HRM within the Indian IT sector.

4.1.2 Data Collection (Sources & Approach)

Researchers collected data for this study using a structured online questionnaire sent to professionals from multiple Indian IT organizations. The data collection approach used Google Forms for primary data acquisition and convenience sampling to secure responses from people with relevant HR and sustainability practice experience.

4.1.3 Visual Analysis

-Green Recruitment

How familiar are you with Green HRM practices in your organization?
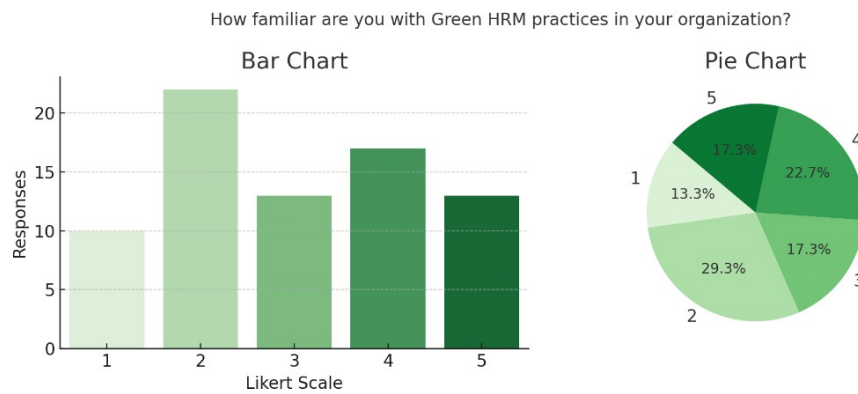
As shown in Figure 1, only 17.33% of respondents rated their familiarity at the highest level (5), while the largest segment (29.33%) selected option 2. This suggests a limited awareness of Green HRM practices among employees.

To what extent do you think Green HRM practices are effectively implemented in your organization?
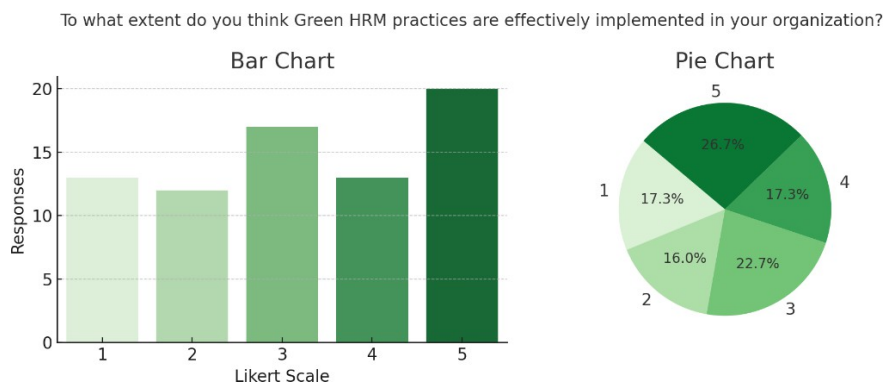
Figure 2 reveals a divided perspective: 26.67% of respondents agreed strongly (5), but 33.33% selected 1 or 2, indicating that many employees perceive implementation to be weak or inconsistent.

Does your organization actively promote environmental sustainability?
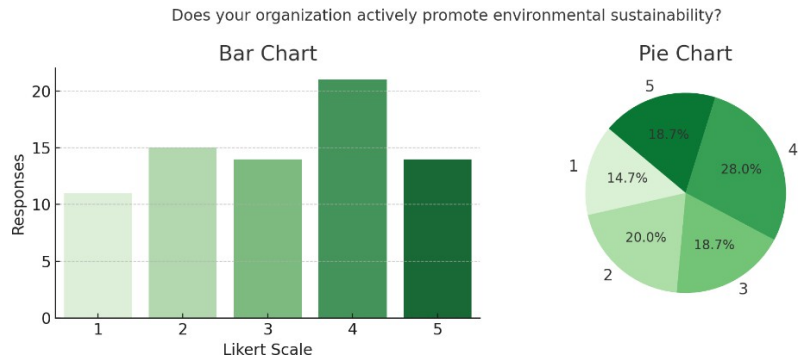
As shown in Figure 3, responses were mixed, with only 18.67% selecting the highest score, while a notable 34.67% selected 1 or 2. This reflects uncertainty or a lack of visible sustainability promotion.

Has your organization integrated sustainability into HR policies?
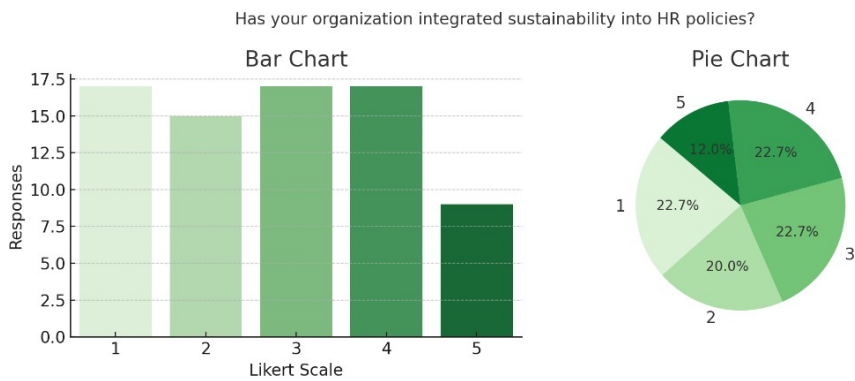
According to Figure 4, responses were evenly spread across all options, with about 22.67% choosing 3 or 4, but only 12% selecting the highest agreement. This may suggest that sustainability in HR policies is still at a formative stage.

-Green Training

To what extent do you think Green HRM impacts employee motivation?
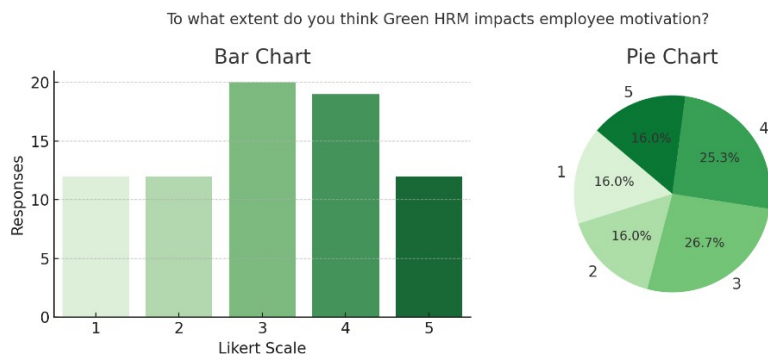
As seen in Figure 5, the majority of responses clustered around the midpoint (26.67% for option 3 and 25.33% for option 4), suggesting moderate perceived impact on motivation.

How frequently are environmental sustainability initiatives communicated to employees in your organization?
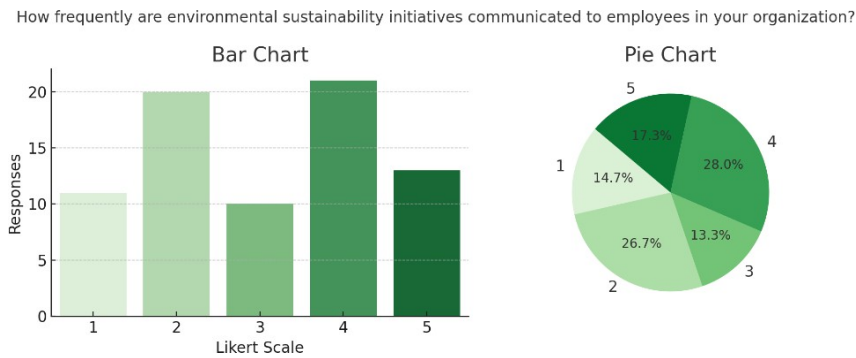
Figure 6 shows mixed communication effectiveness: only 17.33% selected the highest frequency (5), while 41.34% selected 1 or 2, indicating communication gaps.

Do you think Green HRM practices improve employee engagement?
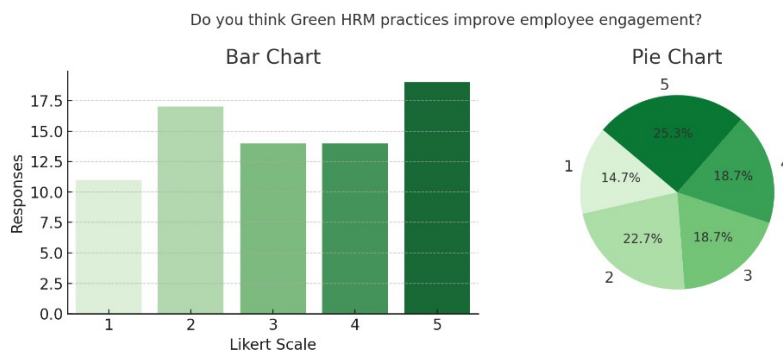
Figure 7 shows that a combined 44% of respondents selected 4 or 5, implying a generally positive view of Green HRM's influence on engagement, though 37.34% remained neutral or disagreed.

How important do you think Green HRM is for improving organizational performance?
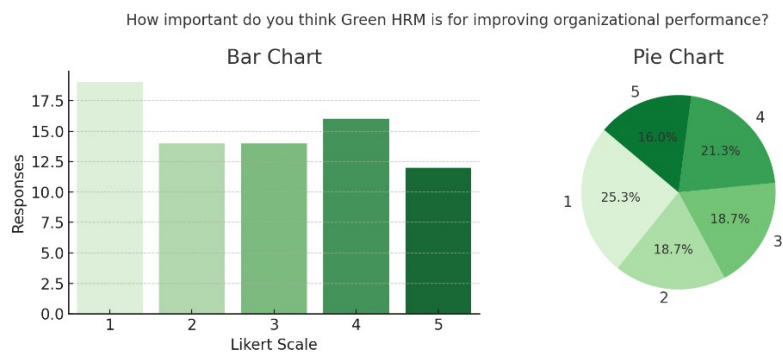
In Figure 8, the responses were fairly balanced. Interestingly, 25.33% chose 1 (not important), which may reflect skepticism about the link between Green HRM and performance outcomes.

-Green Performance Appraisal

Has your organization introduced training programs related to environmental sustainability?
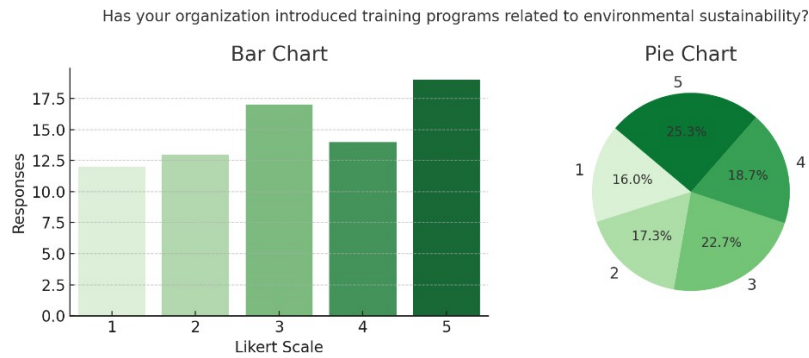
Figure 9 shows a mostly positive trend: 25.33% selected 5 (strong agreement) while the rest were scattered, indicating room for standardization.

How often do you participate in sustainability-related training or programs?

According to Figure 10, responses were evenly spread, with 21.33% selecting both 1 and 5. This suggests that participation is highly inconsistent across the organization.

Does your organization include sustainability goals in performance evaluations?

In Figure 11, only 14.67% strongly agreed, while 44% selected 1 or 2, indicating that sustainability is not yet a formalized criterion in appraisals for many employees.

Do you feel encouraged to adopt sustainable practices in your personal work environment?

As shown in Figure 12, 44% of respondents selected 4 or 5, reflecting moderately strong encouragement, but 30.67% selected 1 or 2, suggesting variance in perceived support.

-Green Compensation

To what extent does your organization provide incentives for green behavior?

In Figure 13, only 16% selected 5 (strong agreement), while most responses hovered around the middle, showing that green incentives are either underdeveloped or poorly communicated.

How much support does the leadership team provide for sustainability initiatives?
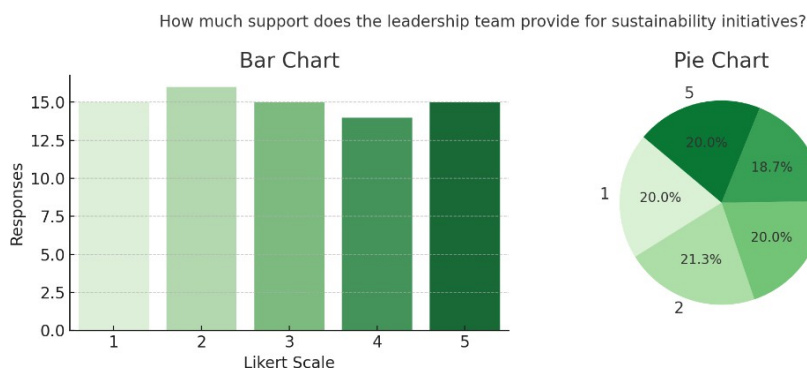
Figure 14 displays near-equal distribution across the scale, with no strong consensus.

Only 20% selected 5, suggesting leadership involvement could be more visible or strategic.

Is there a designated department or team responsible for sustainability efforts in your organization?
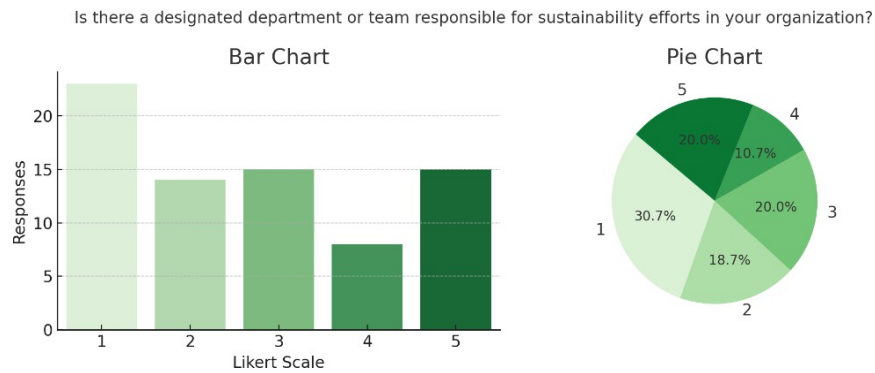
As per Figure 15, a surprising 30.67% responded with 1, indicating that over a third of employees are unaware of such a team or believe one doesn't exist. This reveals a major structural gap.

Does your organization have a policy on reducing paper and promoting digital communication?
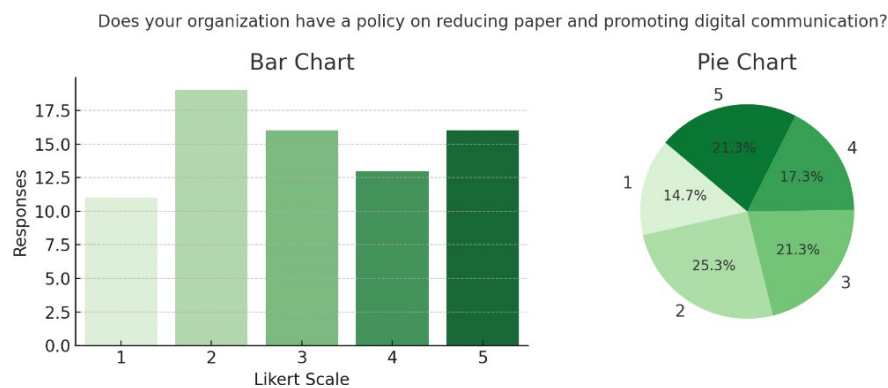
Figure 16 shows that 42.66% of respondents selected 4 or 5, suggesting fairly strong adoption of digital practices, though 40% still selected 1–3, indicating uneven policy awareness or implementation.

-Green Work Culture

Do you believe Green HRM practices help improve employee satisfaction?
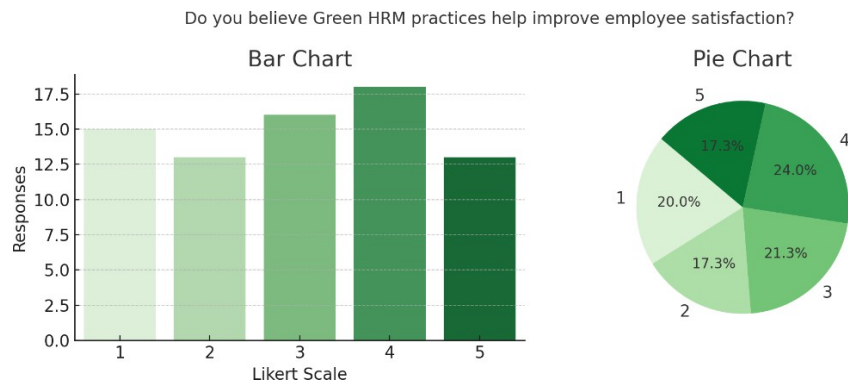
Figure 17 suggests a generally favorable view, with 41.33% selecting 4 or 5, but with over a third of responses still in the lower range, indicating room for further engagement.

Do you think the organization's sustainability efforts influence your decision to stay with the company?
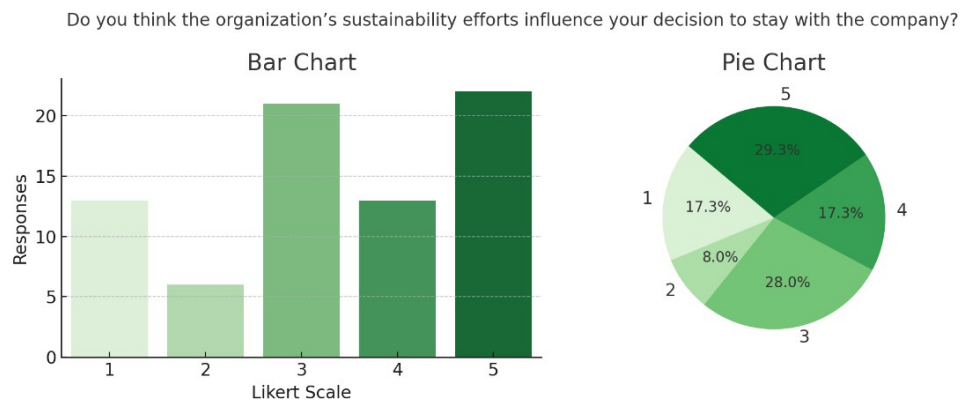
Figure 18 reveals contrasting views: 29.33% selected 5 (high influence), but 25.33% chose 3, indicating that while some are influenced by sustainability efforts, many remain neutral.

How well do you think your organization is communicating its Green HRM practices to employees?
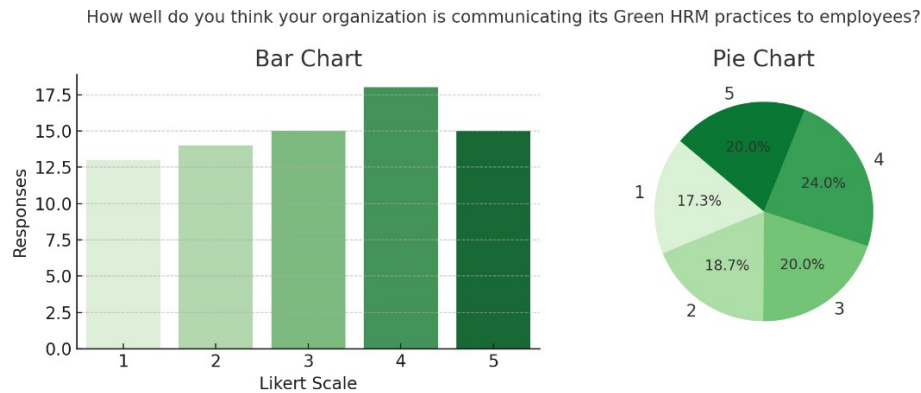
Figure 19 shows moderate satisfaction: 44% selected 4 or 5, while the remaining 56% were either neutral or disagreed, indicating improvement opportunities in internal communication.

Would you recommend the implementation of Green HRM practices to other organizations?
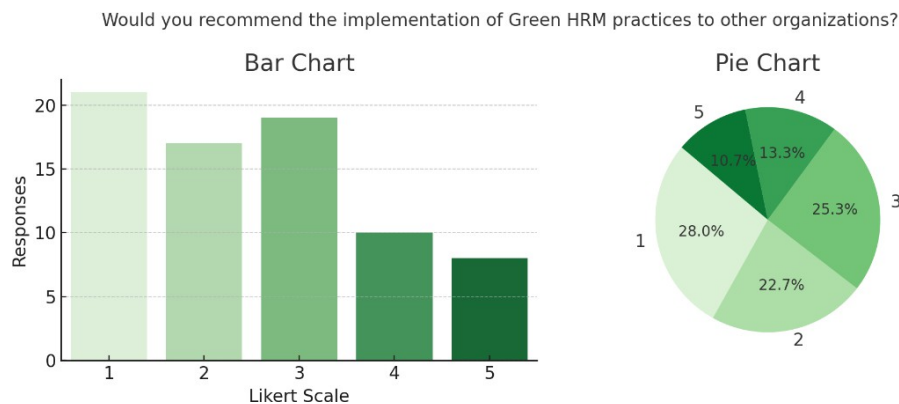
Finally, as shown in Figure 20, most respondents are supportive: 50.67% selected 4 or 5, indicating a strong endorsement of Green HRM adoption more broadly.

4.1.4 Descriptive Analysis

This section presents the descriptive statistics of the 20 survey questions grouped under five core dimensions of Green Human Resource Management (Green HRM): The five fundamental dimensions of Green Human Resource Management (Green HRM) include Green Recruitment, Green Training, Green Performance Evaluation, Green Pay Structures, and Green Work Environment. Answers were gathered through a 5-point Likert scale that extended from 1 for Strongly Disagree to 5 for Strongly Agree. Each item is analyzed through descriptive statistics which cover mean values and standard deviation along with minimum and maximum scores and variance figures. The results provide a preliminary insight into employee perceptions regarding Green HRM practices

in their organizations.

	Count	Mean	Std	Min	25%	50%	75%	Max	Range	Variance
					Descriptive Analysis					
Q1	75	3.01	1.33	1	2	3	4	5	4	1.77
Q2	75	3.20	1.44	1	2	3	5	5	4	2.08
Q3	75	3.16	1.35	1	2	3	4	5	4	1.81
Q4	75	2.81	1.34	1	2	3	4	5	4	1.80
Q5	75	3.09	1.31	1	2	3	4	5	4	1.71
Q6	75	3.07	1.36	1	2	3	4	5	4	1.85
Q7	75	3.17	1.42	1	2	3	4.5	5	4	2.01
Q8	75	2.84	1.43	1	1.5	3	4	5	4	2.06
Q9	75	3.20	1.41	1	2	3	4.5	5	4	2.00
Q10	75	3.00	1.48	1	2	3	4	5	4	2.19
Q11	75	2.81	1.41	1	1.5	3	4	5	4	1.99
Q12	75	3.17	1.35	1	2	3	4	5	4	1.82
Q13	75	2.93	1.40	1	2	3	4	5	4	1.95
Q14	75	2.97	1.42	1	2	3	4	5	4	2.03
Q15	75	2.71	1.50	1	1	3	4	5	4	2.26
Q16	75	3.05	1.37	1	2	3	4	5	4	1.89
Q17	75	3.01	1.39	1	2	3	4	5	4	1.93
Q18	75	3.33	1.43	1	2.5	3	5	5	4	2.04
Q19	75	3.11	1.39	1	2	3	4	5	4	1.93
Q20	75	2.56	1.32	1	1	2	3	5	4	1.74

4.1.5 Interpretation

1. Green Recruitment (Q1–Q4)

Insights: Survey results indicate that employees possess moderate knowledge of Green HRM practices while thinking their implementation is reasonable according to Q2 and Q3 averages exceeding 3.0. The mean score of 2.81 for policy integration (Q4) shows there might be a gap between strategic HR intentions and their formal implementation in HR systems. Sustainability practices exist in operational activities but core HR policies have yet to formally adopt these practices.

2. Green Training (Q5–Q8)

Insights: The majority of employees believe Green HRM initiatives improve both motivation and engagement as reflected by Q5 and Q7 scores above 3. The reduced score for Q8 reveals that employees either do not recognize or do not believe in the general strategic value of Green HRM for enhancing organizational performance. The data suggests that employees understand Green HRM benefits personally but fail to recognize its strategic importance to business performance.

3. Green Performance Appraisal (Q9–Q12)

Insights: Employees perceive training programs for environmental sustainability as available (Q9) yet actual participation rates (Q10) remain moderate. The reduced score for Q11 demonstrates sustainability metrics lack strong integration into performance appraisal systems. Despite formal evaluation systems not incorporating sustainability elements the elevated mean for Q12 demonstrates personal employee encouragement towards sustainable actions which shows an organizational culture that supports sustainability through informal means instead of formal procedures.

4. Green Compensation (Q13–Q16)

Insights: Evaluation results reveal widespread deficiencies in structured support systems dedicated to sustainability-related compensation. The assessment of incentives (Q13) combined with leadership support (Q14) reveals scores slightly below the neutral threshold which points to irregular recognition and backing. Many organizations lack dedicated sustainability teams which is reflected by the lowest score Q15 at 2.71 and presents barriers for effective green strategy implementation. The data shows that respondents agreed more with Q16 because organizations have implemented digital transformation practices such as paper reduction more frequently.

5. Green Work Culture (Q17–Q20)

Insights: This category reveals a mixed perception. Sustainability initiatives demonstrate positive effects on retaining employees (Q18 scores the highest mean at 3.33) but receive low endorsement ratings for Green HRM practices among other organizations (Q20). Employees who benefit from or appreciate these practices consider the current implementation inadequate for broader advocacy because it appears insufficient or inconsistent. The moderate agreement in both communication (Q19) and satisfaction (Q17) responses demonstrates that organizations need to strengthen their alignment and improve the visibility of their sustainability efforts.

4.1.6 Key Insights

- Awareness Exists, But Policy Integration Is Weak
  Employees show moderate understanding of Green HRM and sustainability initiatives which remain underrepresented within formal HR policies and performance systems.

- Green Training and Engagement Are Perceived Positively
  Respondents generally perceive that Green HRM practices boost both employee motivation and engagement levels. The overall effectiveness suffers because of inconsistent communication alongside strategic alignment limitations.

- Incentivization and Leadership Support Are Lacking: Employee reports show leadership support deficiencies which coincide with compensation systems that ignore sustainable behavior. Employees who implement sustainable practices rely more on informal cultural elements than organizational reward systems as their primary motivation.

- Organizations experience better employee retention from sustainable practices regardless of the low levels of employee advocacy. Organizations need to improve sustainable practice implementation and prove tangible results because these practices benefit employee retention yet lack active employee support.

4.1.7 Recommendations

1. Integrate Sustainability into HR Policies and Procedures:

Organizations need to incorporate environmental sustainability practices in both recruitment and onboarding procedures as well as performance management systems. Job descriptions and performance evaluation documents should contain specific targets related to sustainability.

2. Strengthen Leadership Commitment and Communication:

Senior execs demonstrate their Green HRM dedication through regular internal communication and visible participation in environmental programs while ensuring organizational policies support sustainability objectives.

3. Link Green Behavior to Rewards and Recognition:

Create reward systems that combine monetary rewards with career advancement opportunities to motivate employees toward sustainable behaviors.

4. Expand and Institutionalize Green Training Programs:

Create ongoing environmental education initiatives together with awareness campaigns so that sustainability becomes part of employee development.

5. Develop a work culture that supports sustainability and maintains transparency:

through employee-driven initiatives and open progress communication. Develop channels for feedback collection while supporting employee-led green initiatives through regular progress reporting. Bottom-up methods enhance the performance of pre-existing top-down management plans.

6. Set Up Dedicated Sustainability Units:

Establish cross-functional groups or designate Green HRM coordinators to handle sustainability projects and track their development to ensure departmental responsibility and consistent performance.

4.1.8 Limitations of the Study

While this study provides important information about how Green HRM practices are adopted and perceived it must be noted that it has several acknowledged limitations.

1. Limited Sample Size:

The research utilized a limited pool of respondents. The scope of these findings may not extend to all employees working within Indian organizations due to limitations in generalizability.

2. Geographical Concentration:

The majority of respondents came from particular industries and regions such as IT or service-based firms which limits representation of India's full industrial and geographical diversity.

3. Self-Reported Data:

The self-reported nature of all responses creates a potential for social desirability bias to affect the results. The study participants could have exaggerated or minimized their understanding of Green HRM practices.

4. Lack of Longitudinal Perspective:

The study implemented a cross-sectional research design to measure perceptions during one specific period. The study lacks measurement of progressive changes in Green HRM practices throughout time.

5. Limited Demographic Variables:

Demographic data such as age and job level would help better segment the study findings although this aspect remained underexplored due to limited data availability.

6. Restricted Use of Inferential Statistics:

The study executed descriptive statistics and reliability analysis but did not use advanced statistical methods like regression, ANOVA, or SEM which would have revealed stronger causal connections.

7. Thematic Categorization Was Researcher-Driven:

The categorization of survey questions into various themes relied on the interpretation made by the researchers. The logical themes chosen by researchers may not accurately represent how respondents understand Green HRM.

4.2 Secondary Research

The analysis synthesizes information from 15 authoritative sources to evaluate the effects of Green Human Resource Management (Green HRM) on sustainability within service-based industries with a focus on Indian IT companies. Employee engagement and green training together with leadership involvement and policy integration lead to better performance outcomes.

4.2.1 Thematic Analysis and Interpretation

1. Strategic Integration of Green HRM

Renwick et al. (2013) and Jackson et al. Jackson et al. Jackson et al. (2011) found that combining HRM strategies with environmental goals produces competitive advantages. TCS, Infosys, and Wipro among the top Indian IT companies have actively implemented green HRM principles according to studies by Sen & Bhattacharya (2021) and Sharma & Taneja (2018).

Interpretation:

Green HRM necessitates strategic alignment with organizational goals to enhance sustainability while boosting performance outcomes.

2. Employee Involvement and Behavior

Daily et al. Research from Daily et al. The studies conducted by Daily et al. (2009) together with Mandip (2012) show that employee participation in green initiatives produces superior environmental outcomes. The studies conducted by Rani & Mishra (2014) and Kumar & Nair (2020) show that achieving sustainability impact requires both awareness and behavioral change.

Interpretation:

For successful implementation to occur behavioral change must happen and this change emerges from green training and HR department-led motivation efforts.

3. Green HR Practices Adopted

The primary sustainable practices include implementing paperless office systems and energy-saving initiatives as well as remote work capabilities and green human resource practices for hiring and employee onboarding (Verma & Choudhary, 2019; Yusliza et al., 2020). Information technology organizations lead in the implementation of environmentally sustainable workplace practices as per the findings of Mishra & Sharma (2017).

Interpretation:

The service sector organizations achieve measurable success by integrating sustainability into their HR operations.

4. Challenges Identified

Research by Rawashdeh (2018) and Zoogah (2011) identifies organizational barriers to change including resistance to change alongside limited leadership support and regulatory hurdles. Shen & Benson (2016) identify CSR misalignment and undefined green KPIs as further challenges.

Interpretation:

The potential benefits of Green HRM are undermined by institutional and cultural inertia which prevent its widespread adoption.

5. Performance and Impact

Yusliza et al. According to Yong & Yusoff (2016) and Yusliza et al. (2020) Green HRM has a direct impact on organizational performance, brand reputation and employee retention. Implementing green practices results in higher job satisfaction and boosts organizational citizenship behavior (OCB).

Interpretation:

Green HRM delivers environmental benefits while boosting both productivity and employee retention to create a win-win situation.

4.2.3 Recommendations

The company needs to integrate sustainable practices into its mission and HR policies through the creation of a Green HRM policy framework.

1. Launch Green Training Programs

Educate staff about environmental issues and engage them in sustainable tasks ranging from energy conservation to eco-friendly innovation creation.

2. Create Incentives and KPIs

Use appraisals, rewards, and promotions as motivators for green behavior to establish accountability and drive motivation.

3. Use Tech for Eco-Efficiency

Implement paperless systems alongside cloud-based onboarding and remote work policies to lower carbon emissions.

4. Collaborate Across Teams

Establish a cross-functional Green Team composed of HR, Operations and CSR members to maintain coordinated sustainability activities and reporting.

4.2.4 Limitations of the study

• Contextual Gaps:

Most studies focus on large IT firms. Service firms of small to medium size including WITCH experience unique challenges due to their specific resource limitations and distinct organizational cultures.

• Temporal Lag:

The sources conducted before 2020 fail to reflect changes in sustainability practices and remote work trends since the pandemic.

• Geographic Bias:

The study's India-centric focus could result in non-transferable findings if WITCH extends its operations globally.

• Lack of Quantitative Rigor:

Numerous studies focus on qualitative and conceptual analysis which restricts detailed financial returns and impact measurements for practical application.

CHAPTER 5 – CONCLUSION

The research examined the initiation and progression of Green Human Resource Management (Green HRM) practices within India's IT sector which has achieved rapid technological progress and global reach yet faces mounting environmental effects. The study evaluated the role of HRM as a strategic tool to support company green initiatives amid growing environmental challenges and sustainability demands. Results from a literature review and participant survey of 75 individuals show how organizations apply green HR practices including paperless onboarding and sustainability training and highlight both progress and inconsistent execution. Analysis through data visualization showed that Green HRM practices generate environmental gains and simultaneously boost employee engagement and organizational branding which leads to sustainable profitability.

Organizations failed to reach their potential because of inadequate knowledge about green HR practices combined with resource shortages and ineffective policy implementation. Current shortcomings demand prompt implementation of a Green HRM strategy that receives leadership support while also integrating employee awareness programs with established performance metrics. The document describes actionable strategies for IT firms to incorporate sustainability into their HR systems by implementing green policies and incentives while developing workforce skills and integrating technology. India's IT sector demonstrates progressive growth through its Green HRM approach and reveals positive potential for transformative impact. When organizations adopt Green HRM they integrate employee management with environmental responsibility which leads HR to become an essential driver for sustainable business practices and ethical leadership.

Businesses must integrate Green HRM into their operations to meet today's corporate demand for environmental responsibility and achieve success. Investing in Green HRM practices enables businesses to achieve competitive advantages while meeting international sustainability goals amidst rising stakeholder expectations and strict regulatory standards.

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ANNEXURE

Annexure 1: Questionnaire

Survey on the Adoption and Impact of Green HRM Practices in Service Industry

This survey aims to explore the adoption and impact of Green HRM practices within the service industry. Your responses will provide valuable insights into how sustainable HR practices influence employee behavior and organizational culture. The survey is anonymous, and your participation is greatly appreciated.

This survey is part of my Major Project for partial fulfillment of my MBA program at Delhi Technological University. All the respondents will be kept anonymous. No personal data will be taken/shared for the research. Thank you for participating!

* Indicates required question

Which of these companies are your current/previous companies? *

○ Wipro

○ Infosys

○ TCS

○ Cognizant

○ HCL

How familiar are you with Green HRM practices in your organization? *

	1	2	3	4	5
	○	○	○	○	○

To what extent do you think Green HRM practices are effectively implemented in your organization? *

	1	2	3	4	5
	○	○	○	○	○

Does your organization actively promote environmental sustainability? *

	1	2	3	4	5
	○	○	○	○	○

Has your organization integrated sustainability into HR policies? *

	1	2	3	4	5
	○	○	○	○	○

To what extent do you think Green HRM impacts employee motivation? *

	1	2	3	4	5
	○	○	○	○	○

How frequently are environmental sustainability initiatives communicated to employees in your organization? *

	1	2	3	4	5
	○	○	○	○	○

Do you think Green HRM practices improve employee engagement? *

	1	2	3	4	5
	○	○	○	○	○

How important do you think Green HRM is for improving organizational performance? *

	1	2	3	4	5
	○	○	○	○	○

Has your organization introduced training programs related to environmental sustainability? *

	1	2	3	4	5
	○	○	○	○	○

How often do you participate in sustainability-related training or programs? *

	1	2	3	4	5
	○	○	○	○	○

Does your organization include sustainability goals in performance evaluations? *

	1	2	3	4	5
	○	○	○	○	○

Do you feel encouraged to adopt sustainable practices in your personal work environment? *

	1	2	3	4	5
	○	○	○	○	○

To what extent does your organization provide incentives for green behavior? *

	1	2	3	4	5
	○	○	○	○	○

How much support does the leadership team provide for sustainability initiatives? *

	1	2	3	4	5
	○	○	○	○	○

Is there a designated department or team responsible for sustainability efforts in your organization? *

	1	2	3	4	5
	○	○	○	○	○

Does your organization have a policy on reducing paper and promoting digital communication? *

	1	2	3	4	5
	○	○	○	○	○

Do you believe Green HRM practices help improve employee satisfaction? *

	1	2	3	4	5
	○	○	○	○	○

Do you think the organization's sustainability efforts influence your decision to stay with the company? *

	1	2	3	4	5
	○	○	○	○	○

How well do you think your organization is communicating its Green HRM practices to employees? *

	1	2	3	4	5
	○	○	○	○	○

Would you recommend the implementation of Green HRM practices to other organizations *

	1	2	3	4	5
	○	○	○	○	○

Submit   Clear form

Annexure 2: Response Summary

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
2	3	1	1	5	2	2	3	1	5	5	4	3	5	2	1	2	3	3	4	1
3	2	2	4	1	3	4	5	3	5	2	4	5	4	3	1	3	3	4	5	3
4	4	3	5	2	4	3	1	3	3	3	1	3	3	2	5	5	3	1	2	
5	1	5	4	4	5	1	2	4	5	1	2	2	3	1	1	2	4	3	4	3
6	2	1	2	5	3	5	3	1	5	1	4	3	1	2	3	2	5	3	4	4
7	2	4	5	4	4	2	5	1	3	4	1	3	4	5	3	5	5	5	3	1
8	5	2	2	5	2	1	5	1	4	2	1	5	2	2	1	5	4	5	5	1
9	4	5	2	4	2	1	5	4	5	2	3	2	1	4	2	3	2	5	3	1
10	3	2	3	1	2	2	3	3	5	1	4	2	3	1	1	5	3	1	2	2
11	5	1	3	2	4	2	4	1	1	4	5	5	2	3	5	2	4	1	5	2
12	2	5	4	3	2	4	5	3	3	4	4	5	4	4	4	4	4	1	3	1
13	3	4	2	4	4	1	2	4	5	2	5	3	1	2	4	1	1	5	2	1
14	2	3	5	2	3	4	1	1	1	3	3	4	4	1	1	1	3	4	4	2
15	3	4	1	5	4	3	1	1	2	3	5	4	2	5	4	2	3	2	4	3
16	1	3	5	1	1	2	3	4	3	4	1	2	4	2	1	5	5	3	4	3
17	1	1	2	3	2	2	5	5	1	4	1	4	2	3	2	5	1	5	5	3
18	2	3	4	3	4	4	4	2	4	2	2	4	2	2	1	3	4	5	4	3
19	1	5	4	3	4	2	3	5	4	5	4	2	4	4	1	5	2	3	4	3
20	3	2	5	1	4	1	4	2	4	4	4	5	1	1	4	2	4	5	1	1
21	4	5	3	2	3	4	2	4	5	5	5	3	1	5	5	3	2	2	1	4
22	3	5	2	3	4	4	2	1	5	4	1	3	4	5	3	3	3	1	1	1
23	5	3	3	1	5	5	1	3	1	2	2	4	3	5	3	2	2	1	5	5
24	5	3	4	4	5	1	5	1	2	5	5	4	5	3	1	1	3	4	2	3
25	2	5	4	1	3	2	3	4	4	3	2	1	4	1	2	3	2	2	4	1

Fig 1.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
26	1	5	5	3	5	5	1	2	4	5	1	1	1	5	2	5	1	5	2	2
27	3	3	4	2	3	4	3	1	2	1	5	5	1	5	2	2	3	3	5	2
28	3	5	1	1	1	5	3	4	4	4	1	5	5	4	1	4	3	2	5	1
29	4	2	4	3	3	3	4	1	5	1	4	1	2	2	2	1	2	4	2	1
30	5	1	3	2	1	1	1	1	3	1	2	2	1	3	5	2	3	3	5	4
31	5	3	1	2	1	4	2	5	5	1	3	3	3	4	2	1	5	5	2	3
32	2	1	5	2	5	3	4	2	2	4	1	4	5	1	3	2	4	4	1	4
33	1	3	4	3	4	2	4	2	5	4	4	1	2	2	5	3	4	4	1	5
34	2	4	4	1	2	2	4	1	2	4	3	5	5	5	2	4	5	5	3	3
35	4	4	1	4	5	2	5	5	3	5	2	1	4	3	5	2	1	3	4	5
36	4	5	5	5	2	2	2	3	5	2	2	1	1	4	3	5	3	2	4	3
37	1	2	3	1	3	4	2	4	2	2	2	3	2	3	5	3	4	3	3	1
38	5	4	2	1	4	2	3	3	4	2	4	3	2	2	3	4	5	3	3	2
39	2	3	1	4	5	3	5	2	3	2	3	4	4	3	5	5	3	3	3	4
40	5	1	4	3	1	2	5	3	4	3	1	1	5	1	5	4	4	1	1	2
41	2	2	1	3	2	5	2	5	3	2	5	4	3	1	1	2	2	3	3	4
42	4	4	1	3	1	4	5	4	5	5	1	5	5	4	3	3	4	5	5	1
43	3	1	2	1	4	5	4	3	5	1	3	3	4	1	3	2	1	1	3	3
44	1	4	4	4	4	5	4	5	3	4	5	4	2	4	5	5	1	5	3	5
45	2	4	4	5	5	4	3	2	1	3	3	1	3	5	3	3	1	5	4	2
46	4	2	3	5	5	4	5	3	3	5	3	3	2	2	5	3	2	3	5	2
47	4	3	2	2	2	5	1	2	3	3	4	2	5	4	4	2	2	3	4	3
48	4	2	4	5	2	1	4	5	4	1	3	2	2	4	1	4	3	3	2	3
49	5	2	3	4	3	1	5	5	5	2	5	3	2	1	2	4	4	5	2	4
50	1	3	2	4	5	4	2	1	2	2	3	1	4	5	5	3	2	5	1	1

Fig 2.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
51	2	5	1	3	1	3	3	1	5	1	1	5	4	5	3	3	5	4	3	1
52	2	3	2	4	3	2	4	2	3	5	1	5	1	2	1	5	5	4	3	2
53	4	5	2	2	3	5	4	2	1	4	3	3	1	4	3	1	1	5	2	2
54	2	1	5	3	4	5	2	3	4	1	4	1	3	4	1	4	1	4	4	5
55	4	3	4	3	1	2	2	4	3	4	2	3	5	1	2	1	1	4	2	2
56	2	5	3	4	2	1	5	3	3	5	3	4	5	1	3	4	4	5	5	4
57	3	3	4	3	4	5	1	1	5	3	3	5	2	2	4	2	4	3	3	3
58	5	1	1	4	5	3	5	4	2	2	4	5	4	3	5	5	3	1	1	2
59	4	3	4	2	3	5	2	3	2	3	2	4	3	5	5	1	5	4	1	1
60	2	5	3	4	3	2	2	4	4	5	2	3	4	3	4	4	4	1	4	1
61	3	4	2	4	4	1	1	2	2	5	5	4	1	4	1	2	5	3	1	2
62	5	1	4	2	3	4	2	3	5	1	1	5	3	1	1	3	4	4	5	4
63	4	2	5	1	3	2	5	2	2	2	3	4	3	5	5	2	5	2	2	2
64	1	4	5	5	5	3	4	2	3	5	1	2	3	2	3	1	3	1	2	3
65	2	5	2	4	1	4	5	3	3	4	1	4	1	4	2	4	2	2	3	5
66	3	5	3	4	1	4	3	2	3	1	5	4	1	1	1	4	1	5	4	3
67	4	5	2	2	3	3	1	5	1	5	4	2	1	3	4	3	3	5	4	5
68	2	4	4	1	3	5	2	4	1	4	4	4	2	2	5	5	1	4	4	5
69	4	5	5	3	3	3	4	1	2	4	1	2	4	5	1	2	4	3	2	1
70	5	2	3	1	3	2	2	1	2	2	1	3	4	2	1	1	4	1	1	1
71	4	3	1	3	4	4	3	4	1	2	4	5	3	2	2	5	5	1	2	3
72	3	5	5	1	1	3	5	4	1	5	2	3	5	5	1	3	1	3	5	1
73	2	1	4	1	4	4	1	4	4	1	1	3	4	3	3	4	1	5	3	2
74	5	5	3	1	4	4	2	5	1	1	1	4	3	1	1	2	5	5	1	3
75	2	1	5	2	3	4	5	5	4	1	2	1	1	3	1	1	1	3	5	1
76	2	4	3	2	1	2	1	5	1	5	2	3	5	3	2	2	2	1	5	4

Fig 3.

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