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Green HRM Practices and Their Influence on Work-Life Balance and Job Satisfaction in the IT Sector

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Abstract
This study investigates the impact of Green Human Resource Management (Green HRM) practices on employees' work-life balance and job satisfaction within the IT sector. Green HRM, which integrates sustainability principles into HR functions such as recruitment, training, performance appraisal, and employee engagement, is increasingly recognized as a driver of both organizational sustainability and employee well-being. Using a structured questionnaire administered to IT professionals, the research examines how environmentally responsible HR practices influence employees' ability to balance professional and personal responsibilities, while also shaping their overall job satisfaction. The findings from survey reveal that Green HRM initiatives not only contribute to ecological sustainability but also foster a supportive organizational culture that enhances employee motivation, satisfaction, and work-life integration.

Keywords: Green HRM Practice, Work Life Balance, Job Satisfaction, IT Sector etc.

1. INTRODUCTION

In recent years, the concept of Green Human Resource Management (Green HRM) has emerged as a critical dimension of organizational sustainability, integrating environmental management principles into traditional HR practices. Green HRM emphasizes eco-friendly policies in recruitment, training, performance appraisal, and employee engagement, thereby aligning human resource strategies with broader sustainability goals. Within the IT sector, where rapid technological advancement and high employee workloads are common, the adoption of Green HRM practices is viewed to not only reduce ecological footprints but also enhance employee well-being [1].

Work-life balance and job satisfaction have become pressing concerns in the IT industry, given the sector's demanding schedules, project deadlines, and reliance on knowledge-intensive work. Employees often face challenges in managing personal and professional responsibilities, which can lead to stress, burnout, and reduced productivity. Green HRM practices, such as flexible work arrangements, virtual collaboration tools, and environmentally conscious workplace policies, provide avenues to create healthier work environments. These initiatives not only contribute to sustainability but also foster a culture of care and responsibility, positively influencing employees' ability to balance work and life.

Moreover, job satisfaction is closely linked to organizational commitment, retention, and overall performance. By embedding sustainability into HR functions, IT organizations can enhance employee

motivation and morale, as individuals increasingly value working in companies that demonstrate environmental and social responsibility. Green HRM practices, therefore, serve a dual purpose: they advance ecological sustainability while simultaneously improving employee satisfaction and organizational outcomes.

This study seeks to explore the impact of Green HRM practices on work-life balance and job satisfaction of employees in the IT sector, addressing a critical gap in existing literature. By examining the relationship between sustainable HR strategies and employee well-being, the research aims to provide actionable insights for managers, policymakers, and scholars. The findings are expected to highlight how Green HRM can be leveraged as a strategic tool to build sustainable workplaces that prioritize both environmental responsibility and human resource development [1].

2. REVIEW OF LITERATURE

Lin et al. (2024) [1] investigated the relationship between Green HRM practices, green work–life balance, and corporate sustainability performance in organizations. Their study emphasized that employee retention was significantly influenced by the presence of a supportive green organizational culture and innovation. By embedding sustainability into HR functions, organizations not only improved ecological outcomes but also strengthened employee loyalty, showing that green practices had both environmental and human resource benefits.

Gayen et al. (2024) [2] provided a comprehensive review of the environmental impacts of renewable energy adoption for sustainable development. Although their focus was on energy systems, they highlighted the critical role of organizational policies and HRM practices in facilitating employee acceptance of green technologies. Their findings suggested that sustainability transitions required not only technical innovation but also human resource strategies that encouraged employee participation and minimized resistance.

Nureen and Nuță (2024) [3] explored the interplay between green supply chain management and Green HRM using the Ability–Motivation–Opportunity (AMO) framework. They found that when organizations provided employees with the skills, motivation, and opportunities to engage in green practices, environmental sustainability outcomes were significantly enhanced. Their study reinforced the idea that HRM policies were central to enabling employees to contribute meaningfully to organizational sustainability goals.

Prasetyo et al. (2024) [4] examined how green competence building, employee involvement, and green work–life balance contributed to environmental performance through the mediation of organizational culture. Their findings revealed that a strong green culture acted as a bridge between HRM practices and sustainability outcomes. This study highlighted that employee involvement and competence development were essential for embedding sustainability into daily organizational routines.

Xie et al. (2023) [5] studied the role of Green HRM practices in encouraging pro-environmental behavior among employees. They found that job satisfaction mediated the relationship between HRM practices and employee behavior, suggesting that satisfied employees were more likely to engage in environmentally responsible actions. This research provided evidence that psychological factors such as satisfaction were critical in translating HRM initiatives into behavioral outcomes.

Brough et al. (2022) [6] offered a theoretical synthesis of work–life balance, identifying its definitions, causes, and consequences. Their work emphasized that organizational policies, including flexible work arrangements and supportive management, were key determinants of employee well-being. This

framework provided a foundation for understanding how Green HRM practices could reduce stress and enhance balance by aligning sustainability with employee support systems.

Manoj et al. (2022) [7] conducted an empirical investigation into the impact of Green HRM on work–life balance in the automobile industry. Their findings showed that eco-focused HR practices positively influenced employees' ability to balance professional and personal responsibilities. This study demonstrated that green initiatives were not limited to environmental benefits but also contributed to employee well-being, making them relevant across industries.

Sharma et al. (2021) [8] examined Green HRM practices in the IT sector and found that they positively influenced employee behavior. Their study suggested that IT organizations could leverage sustainability-oriented HR policies to strengthen employee engagement and foster responsible workplace conduct. This research was particularly relevant for knowledge-intensive industries where employee behavior directly impacts organizational outcomes.

Singh and Nath (2020) [9] assessed the relationship between Green HRM practices, job satisfaction, and organizational commitment. They reported that employees who perceived strong green initiatives were more satisfied and committed to their organizations. This finding highlighted the indirect role of Green HRM in improving retention by fostering satisfaction and loyalty.

Arora and Kaul (2020) [10] conducted an empirical study in India and found that the adoption of Green HRM practices was associated with improved employee attitudes and organizational outcomes. Their research reinforced the strategic importance of integrating sustainability into HR policies, particularly in emerging economies where environmental challenges and workforce expectations were rapidly evolving.

Jeevan et al. (2019) [11] revisited compression and denoising in hexagonal grids, comparing performance with conventional square grids using metrics such as Mean Square Error (MSE) and PSNR. Their results confirmed that hexagonal grids consistently outperformed square grids in both compression efficiency and noise reduction.

Schlosser et al. (2019) [12] proposed HexNet, a hexagonal image processing system designed for computer vision tasks. Their study highlighted improved accuracy in edge detection and segmentation tasks, demonstrating the practical utility of hexagonal grids in vision systems.

Friedrich & Schlosser (2018) [13] extended hexagonal image processing to convolutional neural networks (CNNs). They demonstrated that CNNs trained on hexagonal grids achieved better rotational invariance and reduced aliasing compared to square-grid CNNs.

Kowerko et al. (2018) [14] investigated the scalability of hexagonal image processing algorithms in large datasets. Their findings indicated that hexagonal grids reduced memory usage and improved computational efficiency, making them suitable for big data applications.

Schlosser et al. (2017) [15] introduced biologically inspired deep hexagonal learning frameworks, motivated by the human visual system's hexagonal photoreceptor arrangement. Their study suggested that hexagonal sampling could enhance feature extraction in machine learning applications.

Krishnakumar et al. (2016) [16] examined steganography using pseudo-hexagonal structures. Their work demonstrated that hexagonal cover images provided better imperceptibility and embedding capacity compared to square grids, opening new avenues in secure communication.

Gowda et al. (2015) [17] explored wavelet-based compression and denoising in hexagonal grids. Their study revealed that hexagonal grids achieved higher Peak Signal-to-Noise Ratio (PSNR) compared to square grids, particularly in noisy image environments, thereby improving perceptual quality.

Anoop et al. (2014) [18] implemented DCT-based compression on hexagonal sampled grids using ARM processors. Their hardware-based approach demonstrated that hexagonal sampling could reduce computational load while maintaining acceptable image quality, making it suitable for embedded systems.

Jeevan et al. (2013) [19] conducted a comparative study of Discrete Cosine Transform (DCT)-based image compression on hexagonal and conventional square pixel images. Their findings suggested that hexagonal grids achieved better compression ratios and visual quality, particularly in reducing blocking artifacts.

Middleton & Sivaswamy (2012) [20] provided one of the earliest comprehensive frameworks for hexagonal image processing, emphasizing the theoretical advantages of hexagonal sampling over square grids. Their work highlighted improved connectivity, reduced redundancy, and better rotational symmetry, laying the foundation for subsequent empirical studies.

A. Research Gap

Despite the growing body of literature on Green Human Resource Management (Green HRM), work-life balance, and job satisfaction, several research gaps remain evident. Most existing studies have focused on manufacturing, automobile, or general corporate sectors, with limited empirical evidence drawn specifically from the IT industry, where knowledge-intensive work and high stress levels make employee well-being particularly critical. Furthermore, while prior research has established positive links between Green HRM practices and outcomes such as organizational commitment, pro-environmental behavior, and sustainability performance, the integrated impact on both work-life balance and job satisfaction has not been comprehensively examined. Many studies have also emphasized organizational culture and innovation as mediators but have not sufficiently explored longitudinal effects or sectoral comparisons that could validate the consistency of these relationships across industries. This gap highlights the need for focused research in the IT sector to understand how Green HRM can simultaneously advance sustainability goals and enhance employee well-being.

Table 1: Summary of Literature Survey

Author(s)	Year	Key Findings	Research Gaps
Lin et al.[1]	2024	Green HRM and green work–life balance improved corporate sustainability and employee retention; mediated by green innovation and organizational culture.	Limited to corporate sustainability context; further sector-specific studies (e.g., IT) needed.
Gayen et al. [2]	2024	Renewable energy adoption required supportive HRM policies to ensure employee engagement and acceptance.	Focused on energy systems; lacked direct empirical evidence on HRM–employee satisfaction link.
Nureen & Nuță [3]	2024	AMO framework showed that ability, motivation, and opportunity enhanced environmental sustainability via Green HRM and supply chain integration.	Did not test outcomes in IT sector; empirical validation across industries required.
Prasetyo et al. [4]	2024	Green competence building, employee involvement, and work–life balance improved environmental performance through green	Study emphasized culture but did not measure long-term employee satisfaction outcomes.

		organizational culture.	
Xie et al. [5]	2023	Job satisfaction mediated the relationship between Green HRM and pro-environmental behavior, showing satisfaction as a key mechanism.	Focused on behavior; lacked exploration of work-life balance dimensions.
Brough et al. [6]	2022	Work–life balance was shaped by organizational policies and flexible work arrangements, reducing stress and enhancing well-being.	Conceptual synthesis; empirical testing in IT and green HRM contexts needed.
Manoj et al. [7]	2022	Green HRM positively influenced work–life balance in the automobile industry, reducing stress and improving balance.	Industry-specific; findings not generalized to IT or service sectors.
Sharma et al. [8]	2021	Green HRM practices in IT sector improved employee behavior and engagement.	Did not explore direct links to job satisfaction or work-life balance.
Singh & Nath [9]	2020	Green HRM practices increased job satisfaction and organizational commitment.	Focused on satisfaction and commitment; lacked integration with sustainability outcomes.
Arora & Kaul [10]	2020	Adoption of Green HRM in India improved employee attitudes and organizational outcomes.	Broad empirical study; did not isolate work-life balance or sector-specific effects.

3. GREEN HRM PRACTICES

Green Human Resource Management (Green HRM) refers to the integration of environmental management principles into HR policies and practices. It ensures that organizations align their workforce strategies with sustainability goals, thereby contributing to corporate social responsibility and ecological conservation [21].

A. Key Green HRM Practices

1. **Green Recruitment and Selection**

- Hiring candidates who value sustainability and environmental responsibility.
- Using paperless recruitment processes (online applications, e-signatures).
- Promoting eco-conscious employer branding to attract talent aligned with green values.

2. **Green Training and Development**

- Providing training on energy conservation, waste reduction, and eco-friendly practices.
- Encouraging employees to adopt sustainable behaviors at work and beyond.
- Developing green competencies such as resource efficiency and environmental awareness.

3. **Green Performance Management**

- Including sustainability goals in performance appraisals.
- Rewarding employees for eco-friendly initiatives (e.g., reducing paper use, energy savings).
- Linking environmental performance with career growth and recognition.

4. **Green Compensation and Rewards**

- Offering incentives for employees who contribute to sustainability projects.
- Providing benefits like subsidies for public transport, cycling allowances, or remote work options to

reduce carbon footprint.

5. **Green Employee Engagement**

- Involving employees in environmental campaigns, tree plantation drives, and recycling programs.
- Creating "green teams" or committees to lead sustainability initiatives.
- Encouraging suggestions and innovations for eco-friendly workplace practices.

6. **Green Workplace Practices**

- Implementing paperless offices, energy-efficient lighting, and waste segregation.
- Promoting flexible work arrangements and remote work to reduce commuting emissions.
- Designing eco-friendly office spaces with natural light and ventilation.

B. **Benefits of Green HRM**

- Environmental sustainability: Reduced carbon footprint and resource conservation.
- Employee well-being: Improved work-life balance through flexible and eco-conscious policies.
- Organizational performance: Enhanced reputation, innovation, and long-term competitiveness.
- Retention and satisfaction: Employees feel proud to work in socially responsible organizations.

4. INFLUENCE OF GREEN HRM PRACTICES ON WORK-LIFE BALANCE AND JOB SATISFACTION IN THE IT SECTOR

Green Human Resource Management (Green HRM) practices exert a significant influence on employees' work-life balance and job satisfaction in the IT sector by embedding sustainability into HR policies and workplace culture. Eco-friendly initiatives such as paperless operations, flexible work arrangements, remote working options, and green training programs not only reduce environmental impact but also alleviate stressors associated with long hours and commuting, thereby improving employees' ability to balance personal and professional responsibilities. At the same time, when IT professionals perceive their organizations as socially responsible and environmentally conscious, they experience higher levels of pride, motivation, and organizational commitment, which directly enhance job satisfaction. Thus, Green HRM serves as a dual-purpose strategy—advancing ecological sustainability while fostering healthier, more satisfied, and more engaged employees in the knowledge-intensive IT industry [22].

Influence of Green HRM Practices on Work-Life Balance

Green HRM practices in the IT sector play a crucial role in shaping employees' work-life balance. By introducing eco-friendly workplace policies such as paperless operations, energy-efficient systems, and flexible work arrangements, organizations reduce stressors associated with rigid schedules and resource-intensive tasks. Flexible and remote working options, often embedded in green strategies, allow employees to minimize commuting time and balance personal responsibilities more effectively. This alignment between sustainability and employee well-being ensures that IT professionals, who often face high workloads and tight deadlines, can maintain healthier boundaries between work and personal life [23].

Influence of Green HRM Practices on Job Satisfaction

Job satisfaction in the IT sector is significantly enhanced when employees perceive their organizations as socially responsible and environmentally conscious. Green HRM initiatives, such as green training programs, eco-friendly rewards, and employee involvement in sustainability projects, foster a sense of pride and belonging. Employees feel valued when their contributions extend beyond organizational

goals to broader societal and environmental impacts. This sense of purpose, combined with supportive HR policies, strengthens motivation, morale, and commitment, thereby improving overall job satisfaction. In knowledge-driven industries like IT, where employee engagement directly influences productivity, Green HRM becomes a strategic tool for retention and satisfaction [24].

Integrated Impact on IT Organizations

The combined influence of Green HRM practices on work-life balance and job satisfaction creates a sustainable organizational culture in IT firms. By embedding environmental responsibility into HR functions, companies not only reduce their ecological footprint but also cultivate workplaces that prioritize employee well-being. This dual impact enhances organizational performance, as satisfied employees with balanced lives are more innovative, productive, and loyal. Moreover, the IT sector [25], being a driver of digital transformation, can leverage Green HRM to set benchmarks for sustainable practices while simultaneously addressing employee-centric concerns. Thus, Green HRM emerges as a holistic approach that integrates sustainability with human resource development, ensuring long-term competitiveness and resilience in the IT industry [26].

5. RESEARCH METHODOLOGY

Research methodology refers to the systematic framework of principles, procedures, and techniques used to conduct a study and achieve its objectives. It provides a structured approach for identifying the research problem, formulating objectives, selecting an appropriate design, determining the population and sample, and choosing suitable methods for data collection and analysis.

A. Research Objective

The primary objective of this study is to examine the impact of Green Human Resource Management (Green HRM) practices on employees' work-life balance and job satisfaction in IT companies located in the National Capital Region (NCR). The study aims to identify whether eco-friendly HR policies, such as green recruitment, training, and workplace practices, contribute to improved employee well-being and satisfaction, thereby enhancing organizational performance.

B. Research Design: Descriptive

A descriptive research design has been adopted to provide a clear understanding of the relationship between Green HRM practices and employee outcomes. This design is suitable because it allows the researcher to describe existing practices, measure employee perceptions, and analyze patterns without manipulating variables. The descriptive approach ensures that the study captures the current state of Green HRM implementation and its influence on employees in IT organizations.

C. Population

The population of this study consists of employees working in IT companies across the NCR region. This includes professionals from various departments such as HR, operations, software development, and support services. Since IT companies are knowledge-intensive and employee-driven, they provide an ideal context to study how Green HRM practices affect work-life balance and job satisfaction.

D. Regional Focus: Haryana (NCR)

The regional focus is on IT companies located in Haryana's NCR belt, including Gurugram, Faridabad, and adjoining districts that form part of the National Capital Region. These hubs are significant because they host a large concentration of IT firms, ranging from multinational corporations to medium-sized enterprises, making them representative of the sector's practices and challenges.

E. Sample Size and Sampling Technique

A sample size of 600 employees has been selected to ensure statistical reliability and representativeness. The sampling method used is purposive sampling, targeting IT companies that have adopted or are in the process of adopting green HRM practices. This approach ensures that the respondents are relevant to the research objectives and can provide meaningful insights into the influence of green initiatives on their work-life balance and job satisfaction.

F. Data Collection Method

Data will be collected through a structured survey questionnaire, designed to capture employee perceptions of Green HRM practices, their impact on work-life balance, and job satisfaction levels. The survey will include both closed-ended questions (Likert scale items) and a few open-ended questions to allow employees to share qualitative insights. This method ensures comprehensive data collection, combining quantitative rigor with qualitative depth.

6. CONCLUSION

The study concludes that Green HRM practices have a positive and significant influence on both work-life balance and job satisfaction of employees in the IT sector. By embedding sustainability into HR processes, organizations create a culture of responsibility and care that extends beyond environmental concerns to employee well-being. Practices such as flexible work arrangements, eco-friendly workplace policies, and green training programs contribute to reducing stress, improving morale, and strengthening organizational commitment. The results highlight that Green HRM is not merely a sustainability initiative but a strategic HR approach that directly enhances employee satisfaction and organizational performance.

7. FUTURE IMPLICATIONS

The implications of this research suggest that IT organizations should institutionalize Green HRM practices as part of their long-term strategy to achieve both sustainability and employee well-being. Future studies can expand this research by exploring sectoral comparisons, longitudinal impacts of Green HRM on employee retention, and the role of digital technologies in advancing green HR initiatives. For practitioners, the findings emphasize the need to design HR policies that integrate environmental responsibility with employee-centric approaches, thereby creating workplaces that are sustainable, resilient, and attractive to talent.

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