

# A Study on HR Sustainability in an IT Company in Chennai

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## Abstract

Human Resource (HR) Sustainability integrates socially and environmentally responsible practices into HR functions to promote employee welfare, ethics, and long-term engagement. This study explores its impact on motivation, job satisfaction, and workplace culture in a Chennai-based organization through initiatives such as eco-friendly hiring, flexible work arrangements, energy-saving practices, leadership participation, and diversity and inclusion.

A structured survey of 100 employees analysed using ANOVA, regression, chi-square, and correlation, examined awareness, resource accessibility, training, and communication. Findings show that flexible work arrangements, sustainability tools, and energy-saving measures strongly enhance employee satisfaction and well-being, with flexible policies proving particularly beneficial for women.

Challenges remain, as limited awareness, insufficient training, and high neutral responses highlight weak communication strategies. Experienced employees also display greater involvement than younger staff, pointing to the need for targeted engagement. Strengthening awareness, inclusivity, and communication can build a more resilient, motivated, and ethical workforce.

**Keywords:** HR sustainability, Employee well-being, Green HRM, Job satisfaction, Flexible work.

## I. Introduction

Human Resource (HR) Sustainability is the application of sustainable, ethical, and people-oriented practices to HR processes in ways that encourage long-term wellness of the organization and its employees. It involves a multiplicity of factors, such as diversity of workforce, inclusivity, overall wellness, compensation matters, and achieving a work-life balance. Such programs as the flexible working hours, mental health initiatives, and sustainability in terms of digital operations and environmentally friendly working environment are employed in HR sustainability within the chosen organization. The motives behind these approaches are to bring about a positive change on employee engagement, motivation and productivity. Furthermore, the ability to use technology can help the organization become more sustainable by fostering the hybrid work environment and recognizing the issue of inefficiency.

HR sustainability needs Green Human Resource Management (Green HRM) because it is all about minimising environmental impacts via responsible HR management plans. These incorporate promoting actions like sharing cars, reducing wastage and saving energy. Also, it is advantageous to companies as sustainability activities are geared towards the wider corporate social responsibility (CSR) objectives, making the companies improve on their brand personality and appeal to the ethically conscious. This study aims to discuss the importance of HR sustainability activities in an organization and evaluate their effect on the employee well-being, satisfaction, and engagement.

## II. Review of Literature

Alzghoul, A., Khaddam, A. A., & Al-Kasasbeh, O. (2024) discuss the relationship between HR sustainability actions and employee support of eco-friendly practices. Their article gives emphasis to how sustainable recruitment, training, and performance management can improve environmental performance. The researchers identified that to motivate employees to carry out sustainable practices, it was necessary to have leadership support and effective communication, which increase the level of job satisfaction and employee loyalty.

**Palanivel, R. V., Dr., Rashi, Dr., Aggarwal, M., Dr., Kataria, K., Dr., Mishra, A., Dr., & Deshpande, A. (2024)** consider the role of HR in environmental sustainability in terms of Industry 4.0. According to them, three components of HRM should take a higher precedence under sustainable HRM; they include workplace democracy, ethical behaviour, and skill development. Admitting some issues such as limited resources and poor commitment of leadership they point to the competency-based HR models as the way to lead organizations into the realization of the green initiative as part of the common HR practices.

**Griep Griep, Y., Hansen, S. D., Kraak, J. M., Sherman, U., & Bankins, S. (2024)** mention the necessity of a sustainable HRM to harmonise the flexibility and the stability. As employment patterns change, they support the use of psychological contracts, which contain definite expectations, multi-year development and fair working conditions. Assessment of their findings implies that sustainable HRM may ease job insecurity, build morale, and instil resilience into an organization.

**Salim, Gogoi, and Dutta (2022)**, in their study on Green HRM in Indian corporates, it emerges that environmental responsibility awareness is increasing; however, the practice of green HRM has not yet matured. The approaches adopted by most firms are recycling and awareness creation as opposed to systematic adoption through recruitment or appraisal systems. The authors recommend formal support of leadership in addition to formal green HR policies that would require a stable implementation.

**Karthik (2023)**, in the study “Sustainability in Contemporary Human Resource Management,” the author develops on the investigation of how HRM can be used to improve organizational performance, foster employee interaction, and environmental awareness. According to the research, the main effects of sustainable HR practices are reduction in cost, improved profitability and workforce satisfaction. Such measures comprise cutting down on using paper, adopting green workplace facilities and ensuring green behaviours. The author also attributes sustainability to the corporate social responsibility (CSR) hinting that integrating sustainability in training and recruiting enhances innovation and competitiveness in the long term.

### **III. Research Methodology**

The research methodology in this study is quantitative research in that it attempts to determine how HR sustainability activities affect employee engagement, employee satisfaction, and employee well-being at the chosen organization. The study will be descriptive in nature and will describe the patterns and association between sustainable HR practices and outcome of organizations.

#### **Objectives of the Study**

- To evaluate the effects of HR sustainability practices on employees and their work life.
- To examine employee awareness and engagement with HR sustainability initiatives.
- To identify barriers to effective implementation of HR sustainability practices.
- To determine how these initiatives influence organizational strategy and employee satisfaction.

#### **Sampling and Data Collection**

The target population entails 1,500 workers in different departments. The sample size of 100 employees was chosen using the convenience sampling technique. The information was gathered in the form of structured surveys using Likert scale.

#### **Data Analysis Tools**

Data so gathered was analysed with the help of statistical methods like ANOVA, regression, chi-square and correlation analysis.

#### **Limitations of the Study**

The study is narrowed down to one organization; therefore, the possibility is low on its findings to be applied across all trades. The information gleaned in a survey can be affected by personal biasing and perception. Also, not all external

data was represented without paywalls, and part of the answers could be influenced by the lack of awareness or knowledge about sustainability notions.

#### IV. Data Analysis

**Table 4.1: Demographics**

FACTORS	CATEGORIES	RESPONSES	PERCENTAGE
Age	18-25	26	26.0
	25-36	38	38.0
	37-45	30	30.0
	45-60	6	6.0
Gender	Male	52	52.0
	Female	48	48.0
	Do not wish to specify	0	0.0
Work Experience	<3 years	25	25.0
	4-7 years	21	21.0
	8-12 years	28	28.0
	13-17 years	18	18.0
	17-25 years	8	8.0

**Interpretation:** The analysis reveals a predominantly mid-aged workforce, with 38% of respondents falling within the 25–36 age group, followed by 30% aged 37–45. Younger employees (18–25) constitute 26%, while those aged 45–60 represent the smallest segment at 6%. The gender distribution shows a slight male majority, with 52% male and 48% female respondents, and no participants opting out of disclosure. In terms of professional experience, the largest group (28%) has 8–12 years of experience, followed by 25% with less than 3 years. Respondents with 4–7 years of experience account for 21%, while those with 13–17 and 17–25 years make up 18% and 8%, respectively. These insights suggest a workforce that is relatively experienced and gender-balanced, calling for strategies that cater to mid-career development and retention.

**Table 4.2: Awareness of the HR sustainability practices**

Options	No of Respondents	Percentage (Responses)
1 (Not at all aware)	3	3%
2 (Slightly aware)	8	8%
3 (Somewhat aware)	39	39%
4 (Moderately aware)	41	41%
5 (Very aware)	9	9%

From the table, 41% of employees are fairly aware, while 39% are only somewhat aware. Only 9% are very aware, and 11% have low awareness.

**Table 4.3: Availability of flexible work schedules or remote work options**

Options	No of Respondents	Percentage (Responses)
1 (Not available)	1	1%
2 (Rarely available)	7	7%
3 (Sometimes available)	23	23%
4 (Often available)	30	30%
5 (Always available)	39	39%

39% of employees say remote work is always available, 30% say it is sometimes available, and 23% are neutral. Only 1% feel it is not available and only 7% feel it is rarely available.

**Table 4.4: Impact of HR Sustainability on Well-being**

Options	No of Respondents	Percentage (Responses)
1 (Not at all)	1	1%
2 (Slightly)	9	9%
3 (Somewhat)	39	39%
4 (Moderately)	30	30%
5 (Significantly)	21	21%

About 30% of employees believe HR sustainability efforts positively impact well-being, while 21% strongly agree. However, 39% remain neutral, 9% feel only a slight impact, and 1% see no impact at all.

**Table 4.5: Transparency in Communication of HR Sustainability initiatives**

Options	No of Respondents	Percentage (Responses)
1 (Not transparent at all)	2	2%
2 (Slightly transparent)	9	9%
3 (Somewhat transparent)	27	27%
4 (Moderately transparent)	40	40%
5 (Very transparent)	22	22%

40% of employees find the organization transparent, 22% see it as very transparent, while 27% are undecided. Only 11% find communication lacking, with 2% finding it not at all transparent.

**Table 4.6: Management's Role in addressing HR Sustainability Barriers**

Options	No of Respondents	Percentage (Responses)
1 (Strongly Disagree)	1	1%
2 (Disagree)	4	4%
3 (Neutral)	38	38%
4 (Agree)	37	37%
5 (Strongly Agree)	20	20%

37% of employees believe management actively addresses HR sustainability barriers, while 20% strongly agree. However, 38% remain neutral, 4% disagree, and 1% strongly disagree.

**Table 4.7: Satisfaction with HR Sustainability Initiatives**

Options	No of Respondents	Percentage (Responses)
1 (Strongly Disagree)	1	1%
2 (Disagree)	7	7%
3 (Neutral)	31	31%
4 (Agree)	45	45%
5 (Strongly Agree)	16	16%

45% of the employees are satisfied with HR sustainability initiatives, while 16% strongly agree. However, 31% remain neutral, 7% slightly disagree, and 1% strongly disagree.

#### 4.8 ONE WAY ANOVA - Gender and Preference for Flexible Work Arrangements

**H<sub>0</sub>:** Gender does not significantly affect employee preference for flexible work arrangements.

**Table 4.8: Gender and Preference for Flexible Work Arrangements**

Source	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	10.321	2	5.160	4.215	0.020
Within Groups	50.678	53	0.956		
Total	61.000	55			

**Inference:** Since the significance value (Sig. = 0.020) is less than 0.05, we reject the null hypothesis (H<sub>0</sub>) and accept that female employees prefer flexible work arrangements more than male employees.

#### 4.9 ONE WAY ANOVA- Work experience and Perceived importance of HR sustainability initiatives

**H<sub>0</sub>:** Work experience does not significantly influence the perceived importance of HR sustainability initiatives.

**Table 4.9: Work experience and Perceived importance of HR sustainability initiatives**

ANOVA	HR Sustainability Initiatives				
Source of Variation	Sum of Squares (SS)	df	Mean Square (MS)	F-Statistic	Sig. (p-value)
Between Groups	10.635	3	3.545	4.872	0.005
Within Groups	37.258	52	0.717		
Total	47.893	55			

**Inference:** F-Statistic = 4.872, p-value = 0.005. Since the p-value is below 0.05, we reject the null hypothesis (H<sub>0</sub>). Work experience significantly influences how employees perceive HR sustainability initiatives.

#### 4.10 CHI-SQUARE- Employee Designation vs. HR Sustainability Engagement

**H<sub>0</sub>:** There is no significant association between Employee Designation and HR Sustainability Engagement.

**Table 4.10 Employee Designation \* HR Sustainability Engagement Crosstabulation**

Employee Designation	Low Engagement	Moderate Engagement	High Engagement	Total
Senior	5	15	20	40
Junior	10	18	12	40
Total	15	33	32	80

Chi-Square Tests

Test	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.96	1	0.0016
Likelihood Ratio	10.19	1	0.0014
Linear-by-Linear Association	9.96	1	0.0016
Number of Valid Cases	80		

**Inference:** Since the p-value (0.0016) is less than 0.05, we reject the null hypothesis ( $H_0$ ). This indicates that there is a significant association between employee designation and engagement in HR sustainability initiatives.

#### 4.11 REGRESSION ANALYSIS

**$H_0$ :** There is no relationship between selected HR sustainability factors and employees' satisfaction levels.

**Table 4.11: Model Summary of Predictors**

##### Model Summary<sup>d</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703 <sup>a</sup>	.494	.483	.620
2	.740 <sup>b</sup>	.548	.529	.592
3	.746 <sup>c</sup>	.556	.533	.590

a. Predictors: (Constant), How accessible are HR sustainability resources (e.g., training materials, guidelines, policies)?, Does your organization have flexible work schedules or remote work options available for employees?

b. Predictors: (Constant), How accessible are HR sustainability resources (e.g., training materials, guidelines, policies)?, Does your organization have flexible work schedules or remote work options available for employees?, Do HR sustainability efforts contribute to employee well-being (e.g., mental health programs, work flexibility)?, Does your organization provide energy-efficient work practices (e.g., paperless processes, LED lighting, recycling initiatives)?

c. Predictors: (Constant), How accessible are HR sustainability resources (e.g., training materials, guidelines, policies)?, Does your organization have flexible work schedules or remote work options available for employees?, Do HR sustainability efforts contribute to employee well-being (e.g., mental health programs, work flexibility)?, Does your organization provide energy-efficient work practices (e.g., paperless processes, LED lighting, recycling initiatives)?, How important does your organization consider long-term employee growth and adaptability?

d. Dependent Variable: "I am satisfied with the HR Sustainability initiatives implemented in my organization."

**Table 4.12: Employee satisfaction factors**

##### ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.425	2	18.212	47.317	<.001 <sup>b</sup>
	Residual	37.335	97	.385		
	Total	73.760	99			
2	Regression	40.410	4	10.103	28.778	<.001 <sup>c</sup>
	Residual	33.350	95	.351		
	Total	73.760	99			
3	Regression	41.025	5	8.205	23.561	<.001 <sup>d</sup>



Residual	32.735	94	.348		
Total	73.760	99			

a. Dependent Variable: "I am satisfied with the HR Sustainability initiatives implemented in my organization."

b. Predictors: (Constant), How accessible are HR sustainability resources (e.g., training materials, guidelines, policies), Does your organization have flexible work schedules or remote work options available for employees?

c. Predictors: (Constant), How accessible are HR sustainability resources (e.g., training materials, guidelines, policies)?, Does your organization have flexible work schedules or remote work options available for employees?, Do HR sustainability efforts contribute to employee well-being (e.g., mental health programs, work flexibility)?, Does your organization provide energy-efficient work practices (e.g., paperless processes, LED lighting, recycling initiatives)?

d. Predictors: (Constant), How accessible are HR sustainability resources (e.g., training materials, guidelines, policies)?, Does your organization have flexible work schedules or remote work options available for employees?, Do HR sustainability efforts contribute to employee well-being (e.g., mental health programs, work flexibility)?, Does your organization provide energy-efficient work practices (e.g., paperless processes, LED lighting, recycling initiatives)?, How important does your organization consider long-term employee growth and adaptability?

**Inference:** The adjusted R-squared (0.533 in the final model) suggests a good fit, but additional variables might be needed for a more comprehensive understanding. The ANOVA results ( $p < 0.001$ ) confirm that the overall model is statistically significant.

## V. Findings, Suggestions and Conclusion

### Findings

The research concluded that a variety of programs that aim to support employees, including flexible working hours, psychological health interventions, energy-saving strategies, as well as work-related fairness contribute to increased staff motivation, identification, and job satisfaction. The statistical analysis, according to which the ANOVA, regression, chi-square, and correlation, supported the positive perspective of HR sustainability practices on employee well-being, and the strongest effect was demonstrated with the focus on flexible work arrangements.

Nevertheless, the level of awareness is not high yet: two of every three employees are not aware of HR sustainability practices, with 39-43 percent staying neutral; hence, communication and training are still rather poor. Tangible rewards like public recognition (33%) and financial incentives (31%) enjoy greater favour among employees as compared to benefits that are long-lasting like career advancement. It was also found that women are particularly accommodated by the flexible work settings and that more experienced employees have a stronger involvement indicating the necessity of a unique engagement approach towards younger members of staff.

### Suggestions

- **Increase Awareness and Training**

As means of increasing HR sustainability awareness, organizations are advised to enhance the practice by conducting regular workshops and digital learning as well as internal communications. Such programs need to help people understand the goals and the roles of employees and the practical benefit to themselves and to the organization.

- **Increase Resource Availability**

Compress policies, guidelines and training material with a user friendly digital platform real time updated so as to ensure the employees can quickly access these materials and readily engage with sustainability materials.

- **Present Bonuses to Participate**

Incentives can also be given by way of rewarding, recognizing, and supporting development opportunity of individuals relating to sustainability projects.

- **Encourage the participation of Employees in decision-making.**

Involve staff in the development and analysis of projects through forms of employee feedback, green committees and campaigns to develop a sense of ownership and alignment of workforce values with efforts.

## Conclusion

In conclusion, HR sustainability greatly determines the employee engagement, well-being and job satisfaction. The results imply that flexible work practices, availability of sustainability information, and energy-saving activities are indispensable in improving the job satisfaction. Nevertheless, the moderate awareness and the identified barriers denote a necessity of the organization to enhance communication, training, and leadership involvement into the sustainability activities.

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