Journal of Management Studies and Development
Vol. 4, No. 02, pp. 157-166
journal.iistr.org/index.php/JMSD
DOI: 10.56741/jmsd.v4i02.993

Green Human Resource Management Practices and Employee Engagement in Information Technology-Enabled Services Companies

[1]Josephine Zafra, [1]Jayvie Guballo*
Corresponding Author: joguballo@rtu.edu.ph
[1] Rizal Technological University of the Philippines

ARTICLE INFO

Article history
Received 2 May 2025
Revised 10 June 2025
Accepted 12 June 2025

ABSTRACT

This research explored how employees in Business Process Outsourcing (BPO) companies in Makati City adopted Green Human Resource Management (GHRM) practices to support environmental sustainability and strengthen employee engagement. Despite Makati's unique dynamics, few studies have examined the link between GHRM initiatives and engagement in the Information Technology-Enabled Services (ITES) sector. This study addressed that gap, offering insights for organizations aiming to enhance sustainability programs while keeping their workforce engaged. As more BPO firms prioritize green initiatives, understanding how GHRM influences employee behavior and motivation becomes essential. The research focused on green recruitment, environmental training, and sustainability-based performance evaluations, finding a positive relationship between GHRM strategies and employee engagement. When companies adopt environmentally responsible policies, employees respond with increased loyalty and participation. The study also highlighted the role of renewable energy sources—solar panels, wind turbines, and geothermal systems—as alternatives to traditional electricity. Promoting these technologies helps reduce carbon emissions and reliance on the power grid. Overall, the findings deepen the understanding of how green HR practices can drive both organizational and environmental benefits. BPO firms, especially in the ITES sector, are encouraged to implement GHRM strategies not only for ecological reasons but also to foster a more engaged and purpose-driven workforce.

Keywords
Engagement
Human Resource
Services
Sustainability Initiatives
Technology-Enabled

This is an open-access article under the CC–BY-SA license.

Introduction

Globally, the increasing concern for environmental sustainability has driven companies to adopt GHRM practices. Studies worldwide [1]-[4] emphasize the need for businesses to integrate eco-friendly HRM strategies, not only to enhance organizational performance but also to address environmental issues like climate change and resource depletion.

Nationally, various countries have recognized GHRM's importance in mitigating environmental degradation while promoting economic growth, leading to national policies and regulations encouraging sustainable HRM practices. However, implementation varies across industries and regions. Locally, cities like Makati City, a hub for ITES companies, have seen a growing emphasis on GHRM practices, making it an ideal research location to examine GHRM adoption and effectiveness within a specific industry context.

Despite this growing recognition, a significant gap remains in understanding GHRM's specific impact on employee engagement within Makati City's ITES companies. While studies like those by Rani & Mishra [5] and Cheema et al. [6] highlight broader GHRM benefits, limited research focuses on the relationship between these practices and employee engagement, especially within this specific context.

This research gap presented an opportunity to explore the unique challenges and opportunities ITES companies face in implementing GHRM and its effects on employee engagement. By addressing this gap, the study aimed to provide valuable insights into how GHRM practices can be tailored to enhance employee engagement within Makati City's ITES sector. This study delved into the relationship between GHRM practices and employee engagement within Makati City's ITES companies. Specifically, it explored how GHRM initiatives influenced employee engagement aspects, including job satisfaction, organizational commitment, and environmental consciousness.

Focusing on this context allowed for examination of the unique challenges and opportunities ITES companies face when integrating environmentally sustainable practices into their HRM strategies. Furthermore, this study intended to contribute to existing knowledge by addressing the research gap regarding GHRM's impact on employee engagement within the ITES sector, particularly in Makati City.

By filling this gap, the research aimed to provide valuable insights for both academic discourse and practical decision-making, offering actionable recommendations for ITES companies seeking to enhance employee engagement while advancing environmental sustainability goals.

Literature Review

The integration of strategic and functional elements in GHRM has gained significant attention as organizations seek to align environmental sustainability with core HRM practices. Research consistently indicates that the success of GHRM initiatives relies heavily on HR professionals' strategic positioning and ability to act as change champions. Tanveer et al. [7] emphasized that HR roles embedded within organizational strategy positively influence the adoption of green practices, setting the foundation for broader functional integration across HR activities.

Building on this strategic emphasis, Vasudevan et al. [8] advocated embedding green principles throughout all HR functions — from recruitment and job design to performance management and reward systems. This comprehensive functional approach is crucial, suggesting that while strategic HR capabilities initiate green transitions, a wide-reaching functional application sustains and deepens organizational commitment to sustainability.

Moreover, advancing measurement standards in GHRM practices has been critical. Ren et al. [9] addressed the gap in quantifying GHRM outcomes, enabling organizations to systematically link green initiatives to organizational performance. Their work strengthens earlier findings on employee engagement by demonstrating that measurable, structured GHRM frameworks foster a high-performance and sustainability-oriented culture.

Cross-national investigations into GHRM, such as those by Haddock-Millar et al. [10], reveal that while corporate commitment to environmental initiatives is widespread, variations in implementation reflect regional and cultural differences. These findings challenge the notion of universal GHRM strategies, instead advocating for adaptive models sensitive to local contexts.

An important dimension of GHRM lies in cultivating a supportive environmental culture. Shafaei et al. [11] demonstrated that a strong green organizational culture not only drives superior environmental performance but also enhances employees' job satisfaction and sense of meaningfulness. Similarly, Yong et al. [12] reinforced that GHRM practices influence both individual and organizational outcomes, encouraging future research to examine regional diversity in implementation.

The growing body of literature also underscores GHRM's role in fostering environmentally friendly behaviors even in sectors where formal green programs remain

underdeveloped. Studies like Chaudhary [13] and Mishra [14] within the Indian context reveal that even limited GHRM practices can significantly predict positive environmental behaviors among employees, highlighting the latent potential of strategic HR interventions.

Beyond organizational boundaries, Ali et al. [15] and Yusliza et al. [16] explored the intersection of GHRM with broader ecological management frameworks, advocating for stakeholder-centric HR strategies to drive sustainable business ecosystems. The reinforcement of employee empowerment as a driver of green practices further emphasizes HR's evolving role as a strategic partner in sustainability efforts.

Employee engagement emerges as a central theme in GHRM research, particularly within knowledge-intensive industries. Pavitra et al. [17] and Alnuaimi [18] highlighted that factors such as work environment and social relationships critically affect engagement levels, providing insight into how environmental stewardship can enhance workplace satisfaction and retention.

Research specific to Makati's dynamic IT-enabled services sector further demonstrates GHRM's strategic value. Afum et al. [19] and Vázquez-Brust et al. [20] found that green practices — such as eco-friendly leadership, green job design, and green employee empowerment — significantly enhance employee engagement, reflecting the city's broader emphasis on sustainable business models.

Leadership and communication also play vital roles. Mien et al. [21] identified green leadership and transparent communication as essential for sustaining high employee engagement levels. Complementary to this, Cherian and Jacob [22] showed that green training programs not only equip employees with sustainability competencies but also cultivate a stronger emotional and professional commitment to organizational goals.

In summary, the literature demonstrates that achieving sustainability through GHRM requires both strategic leadership capabilities and comprehensive functional integration across HR processes. These elements, reinforced by a strong green culture and adaptive implementation strategies, collectively drive enhanced organizational performance, employee engagement, and environmental outcomes. This review establishes the theoretical foundation for further exploring how GHRM can be leveraged to simultaneously achieve business excellence and ecological stewardship.

Materials and Methods

This study employed a descriptive research design, using a survey questionnaire as the primary data collection instrument. The research aimed to detail the GHRM practices and their impact on employee engagement among Information Technology-Enabled Service (ITES) companies in Makati City.

The target population consisted of BPO employees working in IT-enabled service companies within Makati City. A non-probability convenience sampling technique was employed for practicality and accessibility. Although convenience sampling introduces potential biases, it allowed the researchers to gather responses quickly and efficiently. The target sample size is 385–400 respondents. The actual respondents are 271 BPO employees. A structured survey questionnaire was designed, consisting of two parts:

- Part I: Collected demographic data (age, gender, civil status, education level)
- Part II: Assessed GHRM practices and employee engagement experiences.

The reliability of the questionnaire was assessed using Cronbach's Alpha, which demonstrated a high level of internal consistency across all constructs. The Energy Conservation Practices and Eco-Friendly Policies and Commuting sections both yielded a Cronbach's Alpha value of 0.79, indicating acceptable reliability. The Facilities Management section achieved a value of 0.95, reflecting excellent internal consistency. Similarly, the Cultural Alignment section showed excellent reliability with a Cronbach's Alpha of 0.96. Lastly, the Work Ethic section attained a value of 0.89, signifying good reliability. These results confirm that the questionnaire items consistently measure their intended constructs.

Table 1. Response Scale Used

Range	Scale	Interpretation
4.21–5.00	5	Strongly Agree
3.41–4.20	4	Agree
2.61–3.40	3	Moderately Agree
1.81–2.60	2	Slightly Agree
1.00–1.80	1	Disagree

The theoretical framework connects Green Human Resource Management (GHRM) practices with employee engagement by demonstrating how sustainable approaches in People Mobility, Company Practices, and People Selection can cultivate a culture that values environmental responsibility. See Fig. 1.

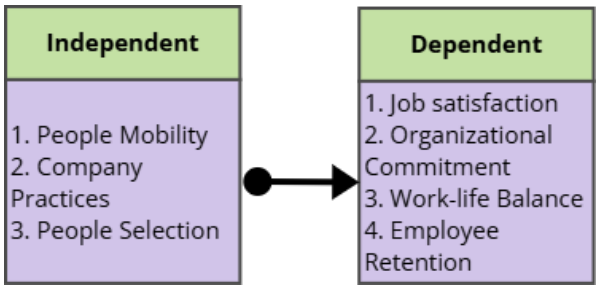


Fig. 1. Research Paradigm

This framework provides a structured understanding of how these independent variables are hypothesized to influence the dependent variables within the organizational context.

Results

A. Demographic Profile of Respondents

The demographic profile reveals a predominantly young, female, and single workforce. As shown in Table 2, the majority of respondents (53.1%) were aged 21 to 25, while females represented 62.4% of the sample. Most respondents were single (76.4%), suggesting that younger individuals, possibly with fewer family responsibilities, are more attracted to the BPO industry.

Educationally, 88.6% of the respondents attained college-level education, aligning with previous studies emphasizing the importance of educational attainment for adaptability in fast-paced, IT-enabled environments. Regarding tenure, most employees (33.6%) had been employed for two to five years, indicating moderate retention—a critical stage for engagement according to Montalbo and Agong (2017).

Table 2. Demographic Profile of Respondents (n=271)

Variable	Category	Count	Percentage
Age	21–25	144	53.1%
	26–30	88	32.5%
	31–35	30	11.1%
	36–40	7	2.6%
	41 and up	2	0.7%
Gender	Female	169	62.4%
	Male	102	37.6%
Civil Status	Single	207	76.4%
	Married	58	21.4%
	Separated	5	1.8%
	Widowed	1	0.4%
Educational Attainment	College Level	240	88.6%
	High School Level	31	11.4%
Years in Company	Less than 1 year	74	27.3%
	1–2 years	78	28.8%
	2–5 years	91	33.6%
	5–10 years	22	8.1%
	More than 10 years	6	2.2%

This demographic snapshot provides context for interpreting the subsequent analysis of GHRM practices and employee engagement.

B. Relationship Between GHRM Practices and Employee Engagement (Cultural Alignment)

Table 3 shows a strong positive correlation between GHRM practices and employee engagement in terms of cultural alignment. Rho-values ranged from 0.458 to 0.545, with p-values at .000, indicating statistically significant results. Higher evaluations of GHRM practices are associated with stronger cultural alignment among employees. This supports findings by Kumar and Mubeen [23], who concluded that GHRM practices in IT sectors enhance environmental awareness and foster employee commitment.

Table 3. Pearson Correlation Between GHRM Practices and Cultural Alignment

Indicator	Rho Value	Interpretation	p-value	Remarks
Energy Conservation in Daily Work	0.458	Strong	.000	Significant
Eco-Friendly Commuting Options	0.470	Strong	.000	Significant
Facilities Management	0.545	Strong	.000	Significant

C. Relationship Between GHRM Practices and Employee Engagement (Work Ethic and Dedication)

Similarly, Table 4 highlights the correlation between GHRM practices and employee engagement in terms of work ethic and dedication. Rho-values ranged from 0.376 to 0.498, all with p-values at .000, indicating significant results.

Table 4. Pearson Correlation Between GHRM Practices and Work Ethic and Dedication

Indicator	Rho Value	Interpretation	p-value	Remarks
Energy Conservation into Daily Work	0.429	Strong	.000	Significant
Eco-Friendly Commuting Options	0.376	Moderate	.000	Significant
Facilities Management	0.498	Strong	.000	Significant

Discussion

The findings of this study confirm a significant positive relationship between GHRM practices and employee engagement, specifically in the dimensions of cultural alignment and work ethic and dedication. These results offer meaningful insights into how environmentally sustainable HR practices can influence organizational behavior and commitment.

As shown in Table 3, GHRM practices such as *energy conservation into daily work*, *eco-friendly commuting options*, and *facilities management* exhibit strong positive correlations with cultural alignment, with Rho values ranging from 0.458 to 0.545 and highly significant p-values (.000). These findings suggest that when organizations embed sustainability into operational practices, employees are more likely to internalize these values and align their behaviors with the organization's green culture.

This supports the conclusions of Kumar and Mubeen [23], who reported that GHRM initiatives in the IT sector enhance environmental awareness and create a stronger bond between employees and organizational goals. The strong correlation observed here indicates that GHRM does not merely serve as a functional HR activity but acts as a cultural enabler, fostering shared values around sustainability. This cultural integration contributes to a unified workplace identity, potentially enhancing job satisfaction and employee retention.

Similarly, the results in Table 4 demonstrate statistically significant correlations between GHRM practices and employee engagement in terms of work ethic and dedication, with Rho values ranging from 0.376 to 0.498. Notably, *facilities management* and *energy conservation initiatives* yielded the highest correlation coefficients, suggesting that visible,

tangible efforts toward sustainability are particularly effective in enhancing employee commitment and motivation.

This finding aligns with existing literature. Ren et al. [9] and Pham et al. [24] emphasized that green HR initiatives not only advance environmental objectives but also enhance employee morale, ethical commitment, and knowledge retention. Likewise, Renwick et al. [25] argued that the integration of environmental values into HR strategies promotes proactive employee behavior, reinforcing organizational citizenship and a deeper sense of responsibility.

The moderate correlation found in *eco-friendly commuting options* (Rho = 0.376) may suggest that while such practices are appreciated, their impact on dedication may be less immediate compared to practices directly integrated into workplace infrastructure and routines. It indicates that the closer the GHRM practice is to the employee's daily tasks and experiences, the stronger its influence on engagement outcomes.

These findings provide compelling evidence for the strategic integration of GHRM practices in organizational culture and operations. When sustainability becomes a shared value, it strengthens employee identification with the organization and reinforces ethical work behaviors. Moreover, these results point to the importance of implementing comprehensive GHRM strategies that go beyond compliance and incorporate green values into the organizational ethos.

For HR managers and organizational leaders, these results underscore the dual benefit of GHRM: improving environmental performance while simultaneously strengthening employee engagement. Future efforts should prioritize the visibility and consistency of green practices to maximize their impact on both cultural alignment and workforce dedication.

Conclusion

The study revealed that a predominantly young, female, and college-educated workforce shows strong alignment with sustainability values and GHRM practices. This demographic suggests the need for tailored HR approaches that prioritize work-life balance, career development, and environmental consciousness. A key result was the clear positive correlation between GHRM practices and enhanced employee engagement, particularly in terms of cultural alignment, work ethic, and dedication. The research addressed a significant gap in understanding how GHRM practices affect employee engagement in the IT-enabled service sector in Makati City. It contributed to the limited literature linking sustainability practices directly to organizational commitment and employee behavior in a localized urban context. One limitation of the study is its focus on a specific geographic and industry scope, which may affect the generalizability of the findings. Additionally, the use of self-reported data may have introduced response bias. Expected findings included high awareness and

acceptance of energy conservation and sustainable facilities management. However, an unexpected variation was found in responses toward eco-friendly commuting options, indicating potential barriers to full sustainability adoption in this area. Future research could explore the effectiveness of specific green HRM initiatives across different industries and geographic settings. Longitudinal studies may also help assess the long-term impact of sustainability-oriented HR strategies on employee retention and organizational performance.

Acknowledgment

The authors are immensely thankful to their statistician, Anjo M. Abaratigue, whose expertise enriched the quality of their research.

Conflict of Interest

The author declares that there is no conflict of interest regarding the publication of this study. All aspects of the research, including its design, data collection, analysis, and interpretation, were conducted independently and objectively, without any financial, personal, or professional relationships that could have influenced the outcomes.

References

[1] J. M. Jaramillo, J. H. Sossa, and M. Mendoza, "Environmental sustainability in organizations: A case study on green HRM practices," *Int. J. Environ. Res.*, vol. 12, no. 3, pp. 245–258, 2018.

[2] B. Siebenhüner and M. Arnold, "Organizational learning to manage sustainable development," *Bus. Strategy Environ.*, vol. 16, no. 5, pp. 339–353, 2007, doi: 10.1002/bse.579.

[3] J. Wolf, "Improving the sustainable development of firms: The role of employees," *Bus. Strategy Environ.*, vol. 22, no. 2, pp. 92–108, 2013, doi: 10.1002/bse.1731.

[4] C. W. Y. Wong, C. Y. Wong, and S. Boon-itt, "Green operations practices and financial performance: The role of collaborative capability," *Int. J. Prod. Econ.*, vol. 195, pp. 140–152, 2018, doi: 10.1016/j.ijpe.2017.10.020.

[5] R. Rani and P. Mishra, "Green HRM: Practices and strategies," *Int. J. Bus. Manag.*, vol. 9, no. 4, pp. 107–112, 2014, doi: 10.5539/ijbm.v9n4p107.

[6] S. Cheema, B. Afsar, and F. Javed, "Examining the impact of green HRM practices on environmental performance: The mediating role of employee eco-friendly behavior," *Sustainability*, vol. 9, no. 8, p. 1329, 2017, doi: 10.3390/su9081329.

[7] M. I. Tanveer, M. Y. Yusliza, O. Fawehinmi, and A. H. Ngah, "Examining the strategic and operation HR competencies as enablers of green human resource management practices: mediating role of perceived environmental orientation," *Int. J. Hum. Resour. Manag.*, vol. 35, no. 19, pp. 3305–3339, 2024.

[8] A. Vasudevan, P. Mathushan, J. Nirojan, H. H. D. N. P. Opatha, and N. Kengatharan, "Nexus of Green Transformational Leadership, GHRM, Green Innovation, and Environmental Performance: Insights from SMEs and Social Entrepreneurs in Sri Lanka," *J. Ecohumanism*, vol. 3, no. 8, pp. 8067–8088, 2024.

[9] S. Ren, G. Tang, and S. E. Jackson, "Green human resource management research in emergence: A review and future directions," *Asia Pac. J. Manage.*, vol. 35, no. 3, pp. 769–803, 2018, doi: 10.1007/s10490-017-9532-1.

[10] J. Haddock-Millar, C. Sanyal, and M. Müller-Camen, "Green human resource management: a comparative qualitative case study of a United States multinational corporation," *Int. J. Hum. Resour. Manag.*, vol. 27, no. 2, pp. 192–211, 2016.

[11] A. Shafaei and M. Nejati, "Green human resource management and employee innovative behaviour: does inclusive leadership play a role?," *Pers. Rev.*, vol. 53, no. 1, pp. 266–287, 2024.

[12] J. Y. Yong, M. Y. Yusliza, and O. O. Fawehinmi, "Green human resource management: A systematic literature review from 2007 to 2019," *Benchmarking: An Int. J.*, vol. 27, no. 7, pp. 2005–2027, 2020.
[13] R. Chaudhary, "Green human resource management in Indian automobile industry," *J. Glob. Responsib.*, vol. 10, no. 2, pp. 161–175, 2019.
[14] P. Mishra, "Green human resource management: A framework for sustainable organizational development in an emerging economy," *Int. J. Organ. Anal.*, vol. 25, no. 5, pp. 762–788, 2017.
[15] M. Ali *et al.*, "Green HRM practices and corporate sustainability performance," *Manag. Decis.*, vol. 62, no. 11, pp. 3681–3703, 2024.
[16] M. Y. Yusliza, N. Z. Othman, and C. J. C. Jabbour, "Deciphering the implementation of green human resource management in an emerging economy," *J. Manag. Dev.*, vol. 36, no. 10, pp. 1230–1246, 2017.
[17] C. Pavitra, V. Sangeetha, K. Y. Wong, and J. C. Yong, "Impact of green human resource management on sustainable performance in government city council department in peninsular Malaysia," Ph.D. dissertation, Universiti Tunku Abdul Rahman (UTAR), 2019.
[18] Y. M. A. Alnuaimi, "Impacts of workplace factors on employee engagement in the public sector," *Eur. J. Mark. Econ.*, vol. 5, no. 1, pp. 57–70, 2022.
[19] E. Afum *et al.*, "Internal environmental management and green human resource management: significant catalysts for improved corporate reputation and performance," *Benchmarking: An Int. J.*, vol. 28, no. 10, pp. 3074–3101, 2021.
[20] D. Vázquez-Brust *et al.*, "The role of green human resource management in the translation of greening pressures into environmental protection practices," *Bus. Strategy Environ.*, vol. 32, no. 6, pp. 3628–3648, 2023.
[21] O. L. Mien *et al.*, "Leadership Style's Impact on Operational Performance Towards Sustainable Growth: A Case Study of the Malaysian Banking Industry," *Int. J. Instr. Cases*, vol. 7, no. 2, pp. 107–130, 2023.
[22] J. Cherian and J. Jacob, "A study of green HR practices and its effective implementation in the organization: A review," *Int. J. Bus. Manag.*, vol. 7, no. 21, pp. 25–33, 2012.
[23] M. Kumar and M. Mubeen, "Role of green human resource management in enhancing employee engagement: Evidence from IT sector in India," *J. Environ. Manage. Sustain.*, vol. 31, no. 1, pp. 85–102, 2023.
[24] N. T. Pham, Z. Tučková, and C. J. C. Jabbour, "Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study," *Tour. Manage.*, vol. 72, pp. 386–399, 2019, doi: 10.1016/j.tourman.2018.12.008.
[25] D. W. S. Renwick, T. Redman, and S. Maguire, "Green human resource management: A review and research agenda," *Int. J. Manage. Rev.*, vol. 15, no. 1, pp. 1–14, 2013, doi: 10.1111/j.1468-2370.2011.00328.x.

Authors



Josephine Zafra is a fourth-year undergraduate student in the Bachelor of Science in Office Administration program at Rizal Technological University, Philippines. Her academic journey is marked by active engagement in research, administrative training, and coursework designed to develop competencies in office management, communication, and organizational systems. She demonstrates a strong interest in administrative processes and contributes to academic discussions and practical applications within her field. (email: 2021-106545@rtu.edu.ph).



Dr. Jayvie Ochona Guballo is a university lecturer specializing in business research, administration, and human resource management. Before entering academia, he spent nearly eight years as a corporate recruitment manager, gaining experience in industries such as hospitality, oil and gas, engineering, and finance. He holds a BS in Office Administration from Rizal Technological University and both an MBA (Human Resource Management) and DBA from the Polytechnic University of the Philippines. He also holds certifications as a Certified Human Resource Professional® (United Kingdom) and Certified Marketing Professional (Australia). (email: joguballo@rtu.edu.ph).