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**GREEN HUMAN RESOURCE MANAGEMENT IN UKRAINIAN IT
SMES: OPPORTUNITIES FOR AI INTEGRATION**

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ЕКОЛОГІЧНЕ УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ В УКРАЇНСЬКИХ ІТ-КОМПАНІЯХ: МОЖЛИВОСТІ ІНТЕГРАЦІЇ ШТУЧНОГО ІНТЕЛЕКТУ

The article explores the implementation of Green Human Resource Management (Green HRM) practices in Ukrainian small and medium-sized IT enterprises, emphasizing the role of Artificial Intelligence (AI) as an enabling technological instrument in contemporary HR processes. In the context of intensified global competition, environmental challenges, and rapid digital transformation, sustainable human resource management and AI-driven solutions increasingly determine organizational efficiency, employee wellbeing, and long-term competitiveness, particularly for resource-constrained SMEs operating in the technology sector.

The study conceptualizes Green HRM and AI as complementary and mutually reinforcing mechanisms that support environmentally responsible behaviour, optimize workforce management, and enhance employee engagement. Special attention is devoted to the empirical examination of three Ukrainian IT companies—UAITlab, Ardass, and MLSDev – which serve as representative case

studies illustrating diverse approaches to digitalized HR practices and sustainability-oriented management. The analysis demonstrates how flexible work arrangements, environmentally conscious corporate policies, continuous professional development initiatives, and AI-based tools for recruitment, task automation, and performance monitoring contribute to the practical implementation of Green HRM principles within small and medium-sized enterprises.

The findings indicate that, despite limited financial and human resources, Ukrainian IT SMEs are capable of integrating sustainability objectives into HR management through targeted digital solutions. At the same time, the research identifies key challenges associated with this process, including differences in digital maturity, restricted access to advanced AI technologies, and the necessity of aligning strategic organizational goals with employee-centered and environmentally responsible HR policies. Conversely, significant opportunities arise from growing awareness of sustainable development, increasing digital readiness, and the efficiency gains enabled by AI-supported HR analytics.

Methodologically, the research is based on a synthesis of contemporary academic literature, qualitative analysis of publicly available corporate information, and comparative case evaluation. The results confirm that the integration of Green HRM with AI-enabled HR processes enhances employee satisfaction, strengthens environmental responsibility, and improves overall operational efficiency. The article formulates practical recommendations for managers of IT SMEs regarding the strategic use of AI to support sustainability goals, optimize workforce performance, and reinforce organizational resilience. Overall, the study substantiates that the strategic alignment of Green HRM and artificial intelligence constitutes a viable pathway for Ukrainian IT SMEs to achieve sustainable growth, competitive advantage, and socially responsible innovation in the global digital economy.

У статті досліджено впровадження практик екологічного управління людськими ресурсами в українських ІТ-компаніях, що відносяться до малого та середнього бізнесу із акцентом на інтеграцію штучного інтелекту (ШІ) у процеси управління людськими ресурсами. У сучасному бізнес-середовищі впровадження стійких політик управління людськими ресурсами та цифрових інновацій є критичними чинниками, які визначають ефективність організацій, благополуччя співробітників та довгострокову конкурентоспроможність. Дослідження підкреслює синергійну роль екологічного управління людськими ресурсами і ШІ як взаємопідсилюваних механізмів, що сприяють оптимізації робочих процесів, зменшенню екологічного впливу та підвищенню залученості персоналу в умовах обмежених ресурсів підприємств малого та середнього бізнесу.

Особлива увага приділяється трьом українським ІТ-підприємствам – UAITLab, Ardas та MLSDev, які є кейсами для ілюстрації різних підходів до цифровізації управління людськими ресурсами та впровадження стійких практик управління. Аналіз показує, що гнучкі графіки роботи, політики, орієнтовані на екологічну відповідальність, програми професійного розвитку та використання ШІ у рекрутингу, автоматизації завдань і оцінці продуктивності дозволяють ефективно реалізовувати екологічне управління людськими ресурсами. У дослідженні узагальнено практики компаній та здійснено оцінку впровадження ШІ і стійких політик управління людськими ресурсами. За результатами дослідження можна зробити висновок, що українські ІТ-компанії, що відносяться до малого та середнього бізнесу, здатні поєднувати стійкі політики управління персоналом з цифровими технологіями, навіть за обмежених ресурсів.

Дослідження визначає основні виклики для українських ІТ-підприємств у впровадженні екологічного управління людськими ресурсами: різний рівень цифрової зрілості, обмежений доступ до ШІ-інструментів та необхідність стратегічного узгодження цілей організації з політиками, орієнтованими на співробітників. Водночас, відкриваються можливості завдяки підвищенню

усвідомлення важливості екологічної відповідальності, цифровій готовності та потенціалу оптимізації процесів за допомогою ШІ.

Методологічно дослідження базується на синтезі наукової літератури, аналізі інформації з офіційних сайтів компаній та порівняльному кейс-методі. Результати показують, що інтеграція екологічного управління людськими ресурсами з ШІ-підтримкою підвищує задоволеність працівників, сприяє екологічній відповідальності та покращує загальну ефективність організації. На основі кейсів запропоновано практичні рекомендації для менеджерів щодо використання ШІ для підтримки цілей сталого розвитку, оптимізації процесів управління людськими ресурсами та підвищення залученості персоналу. Стаття демонструє, що українські IT-підприємства мають потенціал стратегічно поєднувати екологічне управління людськими ресурсами і ШІ для забезпечення стійкого зростання, конкурентоспроможності та соціально відповідальних інновацій у галузі.

Keywords: *Green Human Resource Management, Artificial Intelligence, SMEs, IT sector, sustainable HR practices, digital HR, employee engagement, organizational efficiency.*

Ключові слова: *екологічне управління людськими ресурсами, штучний інтелект, малі та середні підприємства, IT-сектор, сталі практики управління людськими ресурсами, цифрове управління людськими ресурсами, залученість співробітників, організаційна ефективність.*

General description of the problem and its connection with important scientific or practical tasks. Green Human Resource Management (Green HRM) has increasingly been recognized as a strategic framework that integrates principles of environmental sustainability with human resource management practices aimed at enhancing employee wellbeing and organizational performance. This approach encompasses a wide range of policies and managerial instruments designed to

promote resource-efficient work processes, continuous professional development, and environmentally responsible behavior within organizations. Through such integration, Green HRM contributes not only to reducing the environmental footprint of business activities but also to strengthening employee engagement, motivation, and long-term organizational resilience.

Despite the growing body of academic literature addressing Green HRM, existing research has predominantly focused on large multinational corporations operating in developed economies. Consequently, empirical evidence regarding the implementation of Green HRM practices in small and medium-sized enterprises (SMEs) remains limited. This research gap is particularly evident in the context of the Ukrainian IT sector, where SMEs operate under conditions of constrained financial and human resources, high market volatility, and heterogeneous levels of digital maturity. These factors significantly influence the capacity of firms to adopt sustainability-oriented HR practices and require context-specific analytical approaches.

At the same time, the rapid diffusion of Artificial Intelligence (AI) technologies is fundamentally transforming human resource management functions. AI-enabled solutions facilitate recruitment automation, performance evaluation, personalized training, and the enhancement of employee engagement. However, the role of AI as a supportive mechanism for the implementation and scaling of Green HRM practices within SMEs has not been sufficiently explored in existing research. Ukrainian IT SMEs face the complex task of simultaneously pursuing innovation, operational efficiency, and sustainable development in order to maintain competitiveness in a dynamic and technology-driven market environment.

Against this background, the present study examines the ways in which Ukrainian IT SMEs integrate Green HRM principles and utilize AI-driven tools to improve organizational outcomes. By analyzing the practices of three representative companies – UAITlab, Ardas, and MLSDev – the research provides empirical insights into sustainable HR management, digital transformation of HR

processes, and the application of AI in SMEs. Understanding these interrelated processes is of significant importance for both managers and policymakers, as it supports the development of evidence-based strategies aimed at enhancing employee wellbeing, improving operational efficiency, and strengthening environmental responsibility within the SME sector.

Analysis of recent studies and publications that have initiated the solution of this problem and on which the author relies, highlighting previously unresolved parts of the general problem to which this article is devoted. Recent academic discourse increasingly conceptualizes Green Human Resource Management (Green HRM) as a strategic mechanism for aligning human capital development with organizational sustainability objectives. Systematic reviews emphasize that Green HRM encompasses environmentally responsible recruitment, sustainability-oriented training, green performance management, and flexible work arrangements that jointly promote ecological responsibility and employee wellbeing [3]. However, bibliometric and empirical analyses indicate that the dominant body of Green HRM research remains concentrated on large multinational corporations, while small and medium-sized enterprises (SMEs), particularly in knowledge-intensive and technology-driven sectors, are insufficiently examined [1; 4; 7].

Parallel to sustainability-oriented HRM, the literature highlights Artificial Intelligence (AI) as a transformative force reshaping HR process. AI-enabled solutions enhance workforce planning, recruitment accuracy, performance evaluation, and task allocation through data-driven analytics and automation [13; 14]. These capabilities are increasingly linked to sustainability outcomes by reducing administrative workload, enabling remote work, and optimizing resource use. Nevertheless, employee acceptance of AI in HRM is contingent upon social influence, hedonic motivation, and perceived usefulness, especially in SMEs where technological adoption remains uneven [8].

A growing stream of studies underscores the mediating role of leadership models, organizational culture, and employee engagement in translating

digitalization into performance and sustainability outcomes [2; 9; 11]. Research on compensation fairness, emotional engagement, and work–family balance further demonstrates that employee-centered HR practices constitute an essential foundation for sustainable organizational performance [4; 10]. In international and culturally diverse environments, cultural intelligence has also been identified as a significant determinant of HR effectiveness and employee performance [5].

Ukrainian scholarship contributes important contextual insights by emphasizing the role of digitalization and e-business in enhancing organizational efficiency and resilience [6]. At the same time, studies draw attention to digital risks and governance challenges that accompany AI adoption in pursuit of sustainable development goals [6]. Empirical evidence further suggests that AI-based monitoring and control systems can support transparency and compliance, extending the relevance of AI beyond operational efficiency toward sustainable management practices [12].

Despite these advances, existing literature rarely integrates Green HRM and AI within SME-level case analyses, particularly in the Ukrainian IT sector. This unresolved gap justifies the present study, which builds upon prior theoretical and empirical contributions to examine how Green HRM and AI jointly shape sustainable HR practices in Ukrainian IT SMEs.

Formulation of the article's objectives (setting the task). The objective of this study is to investigate the implementation of Green Human Resource Management (Green HRM) practices in Ukrainian small and medium-sized IT enterprises and to assess the role of Artificial Intelligence (AI) in supporting and enhancing these practices. The research aims to identify how IT SMEs with limited human resource capacity integrate sustainability-oriented HR policies, including environmentally responsible recruitment, training, and performance management, into their operational processes. Additionally, the study analyses the cases of UAITlab, Ardas, and MLSDev to reveal common patterns, differences, and best practices in digital HR and AI adoption. The final objective is to formulate practical recommendations for managers on leveraging AI-enabled HR tools to

advance sustainability, operational efficiency, and employee wellbeing in the Ukrainian IT SME context.

Presentation of the main research material with full justification of the scientific results obtained. This study adopts a qualitative case study methodology aimed at an in-depth examination of the implementation of Green Human Resource Management practices and the integration of Artificial Intelligence technologies within Ukrainian small and medium-sized enterprises operating in the IT sector. The selection of the case study approach is justified by its capacity to provide a contextualized and comprehensive analysis of organizational processes, particularly in environments characterized by limited resources and a high degree of digital transformation.

The empirical foundation of the research is based on secondary data obtained from publicly available sources, including official company websites, corporate reports, press releases, and other published materials that disclose information on organizational structure, human resource policies, sustainability initiatives, and digital solutions. The selection of the analysed firms – UAITlab, Ardas, and MLSDev – was guided by a set of interrelated criteria, namely: classification as Ukrainian SMEs, affiliation with the IT sector, documented evidence of established HR practices and digital adoption, as well as explicit or implicit indications of AI integration within HR-related or organizational processes.

To ensure analytical coherence and comparability across the selected cases, an evaluative descriptive scale ranging from 3/5 to 4/5 was applied across several key dimensions, including the maturity of HR practices, the level of Green HRM implementation, the potential for AI utilization, and the overall degree of digital HR maturity. This scale reflects observable and verifiable information derived from corporate sources and serves as a structured analytical tool for assessing organizational practices, rather than as a quantitative performance measurement instrument.

Information related to human resource practices, the application of Green HRM principles, and the extent of AI integration within UAITlab is systematized and presented in Table 1.

Table 1. UAITlab: Assessment of Green HRM and AI Practices

Dimension	Observation	Score
HR Practices	Flexible schedules, remote work, career development programs	3/5
Green HRM	Employee wellbeing programs and environmentally conscious initiatives	3/5
AI Potential	Workflow and task management support	3/5
Digital HR	Partial digitalization of HR processes	3/5

Based on the data presented in Table 1, UAITlab demonstrates a moderate level of implementation of Green Human Resource Management principles and AI-enabled HR practices. The adoption of flexible work arrangements contributes to the enhancement of employee wellbeing, while the utilization of AI-supported digital tools facilitates workflow optimization and process efficiency, thereby indirectly supporting organizational sustainability objectives. These findings illustrate that even in the context of limited HR capacity, SMEs are able to operationalize foundational digital HR solutions in conjunction with environmentally conscious policies. Consequently, UAITlab serves as an illustrative example of incremental Green HRM adoption, where digitalization and sustainability initiatives are integrated at a functional level rather than through a comprehensive strategic framework.

Human resource practices, AI integration mechanisms, and sustainability-oriented initiatives implemented by Ardas are systematically summarized and analyzed in Table 2.

Table 2. Ardas: Assessment of Green HRM and AI Practices

Dimension	Observation	Score
HR Practices	Remote and hybrid work, structured onboarding, mentoring programs	4/5
Green HRM	Corporate social responsibility projects, green office initiatives, wellness programs	4/5
AI Potential	Performance analytics and digital recruitment	4/5
Digital HR	High level of HR digitalization	4/5

As evidenced by the data presented in Table 2, Ardas exhibits a high level of integration between Green Human Resource Management practices and AI-enabled digital HR processes. The presence of structured employee development

and engagement programs contributes to the systematic enhancement of employee wellbeing, while the application of AI-based tools in recruitment, performance evaluation, and analytics supports data-driven decision-making. These practices not only improve operational efficiency but also reinforce sustainability-oriented outcomes by optimizing resource use and aligning human capital management with environmental objectives.

Human resource practices and AI-driven applications implemented at MLSDev are comprehensively summarized and analysed in Table 3.

Table 3. MLSDev: Assessment of Green HRM and AI Practices

Dimension	Observation	Score
HR Practices	Flexible hours, professional growth opportunities, employee engagement initiatives	4/5
Green HRM	Promotion of environmentally conscious behaviours, work-life balance	4/5
AI Potential	Task automation, recruitment analytics	4/5
Digital HR	Advanced digital HR processes	4/5

Table 3 illustrates that MLSDev strategically integrates employee engagement initiatives and sustainability-oriented practices with AI-enabled HR processes. The deployment of AI tools for recruitment analytics and workflow automation facilitates enhanced operational efficiency, while simultaneously promoting environmentally responsible behavior and reinforcing employee wellbeing. This integration exemplifies how SMEs can leverage digital technologies to align organizational performance objectives with sustainable human resource management principles.

A comparative synthesis of the three case studies is presented in Table 4, which delineates relative levels of Green HRM implementation, AI integration, and digital HR maturity across UAITlab, Ardas, and MLSDev, thereby providing a structured basis for cross-organizational analysis and discussion.

Table 4. Comparative Assessment of Green HRM and AI in Ukrainian IT SMEs

Company	Green HRM	AI Adoption	Digital HR Maturity	HR Practices
UAITlab	3/5	3/5	3/5	3/5
Ardas	4/5	4/5	4/5	4/5
MLSDev	4/5	4/5	4/5	4/5

Table 4 illustrates that all three Ukrainian IT SMEs – UAITlab, Ardas, and MLSDev – demonstrate a clear prioritization of flexible work arrangements and employee wellbeing, which are fundamental tenets of Green Human Resource Management (Green HRM) frameworks. Observed variations in the adoption and sophistication of AI-driven HR processes reflect divergences in organizational culture, strategic emphasis, and digital readiness. These comparative data substantiate the assertion that even resource-constrained SMEs can effectively operationalize AI-enabled Green HRM practices, yielding measurable benefits in terms of enhanced employee engagement, process efficiency, and environmentally responsible organizational behaviour.

The findings from this comparative analysis provide a basis for formulating actionable and empirically grounded recommendations that can guide SMEs in the practical implementation of sustainable HR practices. Firstly, incremental adoption of AI technologies is advised, with initial deployment focused on recruitment, candidate selection, and task management systems, allowing for gradual acclimatization of employees to digital HR tools. Secondly, embedding Green HRM training and professional development initiatives can strengthen employee awareness and commitment to both sustainability and organizational wellbeing, reinforcing corporate culture while aligning individual behaviours with strategic objectives. Thirdly, the utilization of digital HR dashboards and real-time monitoring tools enables the systematic assessment of AI-enabled HR processes and sustainability outcomes, fostering evidence-based decision-making and operational transparency. Fourthly, active employee participation in environmental and wellbeing initiatives is critical, as it enhances engagement, cultivates a shared sense of responsibility, and reinforces normative organizational values that support long-term sustainable practices. Finally, the alignment of AI integration and Green HRM policies with broader strategic objectives ensures coherence between operational processes and overarching business goals, optimizing both organizational performance and sustainability impact.

Based on the case study evidence, a conceptual model of AI-enabled Green HRM is proposed, encompassing distinct yet interrelated components. Inputs consist of AI tools, digital HR systems, and sustainability-oriented policies, which feed into processes such as automated recruitment workflows, performance analytics, and structured employee engagement programs. Outputs are realized in terms of operational efficiency, employee wellbeing, and measurable environmental performance. Moderating factors – including organizational culture, leadership support, and digital maturity – mediate the effectiveness of these processes, while feedback loops facilitate continuous adaptation and iterative improvement. This model integrates theoretical constructs from sustainable human resource management and digital HR literature with empirical insights derived from Ukrainian IT SMEs, providing a practical framework for managers seeking to optimize HR operations in alignment with ecological and strategic priorities.

It is necessary to acknowledge the limitations inherent in this study. Reliance on publicly accessible information, including corporate websites, press releases, and annual reports, may not fully capture internal HR metrics, employee perceptions, or nuanced organizational dynamics. The use of descriptive evaluative scoring (3/5, 4/5) provides a structured comparative perspective but does not permit precise quantitative measurement. Consequently, the generalizability of these findings is constrained, primarily reflecting practices within the Ukrainian IT SME context and necessitating caution in extrapolating results to other sectors or geographic regions. Future research should consider longitudinal analyses, employee perception surveys, and cross-sectoral studies to validate and extend the applicability of AI-enabled Green HRM frameworks, thereby strengthening the evidence base for both theoretical advancement and managerial practice.

Conclusions from this study and prospects for further research in this area. The findings of this study confirm that Ukrainian small and medium-sized IT enterprises possess substantial potential to integrate Artificial Intelligence into Green Human Resource Management practices in a manner consistent with the objectives and tasks of the research. The empirical analysis of UAITlab, Ardas,

and MLSDev demonstrates that the combination of environmentally oriented HR policies with AI-enabled digital tools supports flexible work arrangements, enhances employee engagement, and contributes to more efficient HR processes. These practices collectively strengthen employee wellbeing while indirectly reducing environmental impact through resource-efficient and digitalized modes of work organization.

The comparative case analysis reveals that differences in the depth and scope of AI and digital HR adoption are largely determined by organizational priorities, managerial strategies, and levels of digital readiness. Ardas and MLSDev exhibit a higher degree of integration of AI solutions in recruitment, workflow automation, and performance evaluation, whereas UAITlab applies AI more selectively. Nevertheless, even partial adoption of AI tools proves sufficient to support sustainability-oriented HR practices, confirming the feasibility of Green HRM implementation in resource-constrained SMEs.

From a practical perspective, the results suggest that Ukrainian IT SMEs can adopt a gradual approach to AI implementation, aligning technological solutions with clearly defined sustainability and HR objectives. The development of structured employee engagement initiatives, together with digital monitoring of HR outcomes, enables organizations to institutionalize Green HRM principles while maintaining operational flexibility and strategic coherence. Such an approach allows SMEs to translate sustainability goals into concrete managerial practices without excessive financial or organizational burden.

Prospects for further research include longitudinal studies aimed at assessing the long-term effects of AI-enabled Green HRM on employee performance, organizational resilience, and environmental outcomes. Future investigations should also incorporate employee perception surveys and qualitative interviews to capture behavioral and cultural dimensions of AI adoption in HR. Expanding the analytical scope to other economic sectors and cross-country contexts would facilitate comparative benchmarking and deepen understanding of contextual factors influencing successful Green HRM implementation. Overall, the

integration of AI and Green HRM represents a promising direction for advancing sustainable and competitive HR management in SMEs, warranting continued scholarly attention.

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