

ROLE OF HRM PRACTICES IN ENHANCING ORGANIZATIONAL PERFORMANCE IN PSUS IN CHHATTISGARH

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Abstract

This paper examines the role of Human Resource Management (HRM) practices in enhancing the organizational performance of Public Sector Undertakings (PSUs) in Chhattisgarh. HRM practices are crucial in improving employee productivity, fostering engagement, and aligning individual goals with organizational objectives, which ultimately lead to improved operational efficiency and financial outcomes. This study explores key HRM practices, including recruitment, training, performance management, and employee engagement, and their relationship with organizational performance in PSUs. Additionally, the research investigates the impact of HRM practices on employee retention, motivation, and organizational commitment. Challenges faced by PSUs in implementing effective HRM practices, such as bureaucratic hurdles, resistance to change, and limited resources, are also discussed. The paper concludes with policy recommendations for enhancing HRM practices in PSUs to foster better organizational outcomes and align with the state's development goals.

Keywords: Human Resource Management (HRM), Organizational Performance, Public Sector Undertakings (PSUs), Employee Engagement.

1. Introduction

Human Resource Management (HRM) practices are vital to the success of Public Sector Undertakings (PSUs). These practices include recruitment, training, performance management, and employee engagement. In PSUs, HRM practices are influenced by organizational goals and public policy. In Chhattisgarh, PSUs are involved in sectors like power generation, mining, and manufacturing, requiring efficient HRM to balance performance with social responsibility.

Definition and Importance of HRM Practices in Organizational Success

HRM refers to managing an organization's workforce to improve productivity and meet strategic goals. Key HRM practices, such as recruitment, training, and performance appraisal, ensure the organization has a skilled, motivated workforce. In PSUs, effective HRM is crucial as they operate with public funds, and HRM practices help improve employee performance, retention, and organizational commitment.

Overview of PSUs in Chhattisgarh

PSUs in Chhattisgarh, such as CSPGCL, Bhilai Steel Plant, and NMDC, play an essential role in the state's economy by contributing to energy, industrial development, and job creation. However, these organizations face challenges such as bureaucratic inefficiency and a workforce that may not be as agile as private sector employees. Implementing robust HRM practices is essential to overcoming these challenges and maintaining operational effectiveness.

Objectives and Research Questions for the Study

This study aims to explore the role of HRM practices in enhancing organizational performance within PSUs in Chhattisgarh. The research questions include:

1. What HRM practices are commonly employed by PSUs in Chhattisgarh, and how are they implemented?
2. How do HRM practices impact employee performance and organizational outcomes?
3. What is the relationship between employee satisfaction, motivation, and HRM practices?
4. What challenges do PSUs face in implementing HRM practices, and how can these be addressed?
5. How do HRM practices contribute to financial performance and operational efficiency?

This study will provide insights into HRM strategies that can improve organizational performance in PSUs.

2. Theoretical Framework

This section outlines the key HRM practices and models relevant to Public Sector Undertakings (PSUs), particularly those in Chhattisgarh, and explains how they contribute to organizational performance. HRM practices play a crucial role in ensuring that PSUs operate efficiently and effectively, aligning workforce capabilities with the goals of the

organization.

2.1 Overview of HRM Practices

Human Resource Management (HRM) practices are integral to improving the performance of an organization. These practices ensure that employees are well-equipped, motivated, and aligned with the organizational goals. Key HRM practices in PSUs include recruitment, training and development, performance management, employee engagement, and compensation systems.

Recruitment and selection practices ensure that the right individuals are hired for the right roles, aligning their skills with the organization's needs. Training and development programs are crucial in continuously upgrading employee skills to meet evolving demands. Performance management systems establish clear goals and metrics to evaluate employee contributions, while employee engagement practices help maintain a motivated and committed workforce. Lastly, compensation and reward systems ensure that employees are fairly rewarded for their efforts, contributing to retention and job satisfaction.

2.2 The Relationship Between HRM Practices and Organizational Performance

HRM practices have a direct impact on organizational performance by enhancing productivity, improving employee retention, and fostering engagement. When HRM practices are effectively implemented, they ensure that employees perform at their highest potential.

For example, well-executed training programs enhance employee skills, leading to better job performance and operational efficiency. Effective recruitment ensures that the right talent is placed in roles where they can excel, thereby contributing to overall organizational success. Employee engagement practices foster a committed and motivated workforce, which leads to higher productivity and reduced turnover rates. These factors collectively improve organizational performance, making HRM practices a crucial aspect of PSU operations.

2.3 Models of HRM and Their Relevance to PSUs in Chhattisgarh

Several HRM models provide frameworks for understanding how HRM practices can contribute to organizational performance. These models help guide HRM strategies in PSUs to enhance employee and organizational outcomes.

- **The Harvard Model:** This model focuses on aligning HRM practices with organizational strategy. It emphasizes stakeholder interests, such as employees, management, and the government, and aims to foster employee commitment. For PSUs in Chhattisgarh, this model helps ensure that HRM practices align with both public service objectives and organizational goals.
- **The Matching Model:** This model emphasizes the need to match the skills and aspirations of employees with the strategic needs of the organization. In PSUs, this model is highly relevant as it ensures that the workforce is not only skilled but also motivated to meet the specific goals of the PSU, especially in resource-driven sectors like energy and mining.
- **The High-Performance Work System (HPWS):** HPWS focuses on creating a high-performance environment by implementing practices such as performance-based rewards, employee involvement, and continuous development. This model is particularly applicable to PSUs in Chhattisgarh, where increasing productivity and operational efficiency are key objectives.

2.4 Application of HRM Theories in PSUs

HRM models and practices in PSUs must align with the organizational strategy as well as the socio-economic goals set by the government. The application of these HRM models ensures that PSUs in Chhattisgarh can foster a highly skilled and motivated workforce, overcome challenges related to workforce efficiency, and meet both public sector objectives and operational demands. By using these frameworks, PSUs can enhance employee performance, improve productivity, and ensure organizational success in achieving their broader goals.

3. HRM Practices in PSUs

Human Resource Management (HRM) practices in Public Sector Undertakings (PSUs) in Chhattisgarh are integral to improving organizational performance. Given the strategic importance of PSUs in the state's economic growth, effective HRM practices are essential for fostering a skilled, motivated, and productive workforce. These practices cover a wide range of activities, from recruitment and training to employee engagement and performance management. This section outlines the common HRM practices employed by PSUs in Chhattisgarh, provides case studies of successful HRM initiatives, and examines the role of leadership and technology in HRM practices.

3.1 Overview of Common HRM Practices in PSUs in Chhattisgarh

PSUs in Chhattisgarh adopt various HRM practices to enhance organizational performance and meet the growing demands of their sectors. These practices align with the goals of improving productivity, fostering employee satisfaction, and promoting sustainable growth. Some of the key HRM practices in PSUs include:

- **Recruitment and Selection:** PSUs in Chhattisgarh typically follow a structured recruitment process to ensure the hiring of qualified personnel. This includes open recruitment drives, written exams, and interviews to ensure that candidates possess the necessary skills and competencies for the job. The recruitment process is often aligned with government policies to promote transparency and fairness.
- **Training and Development:** PSUs focus on employee development to keep their workforce updated with the latest skills and knowledge. Training programs are designed to improve both technical and soft skills, ensuring employees are well-prepared to handle new challenges and technologies. Development programs often include leadership training, technical workshops, and soft skills enhancement.
- **Performance Management:** PSUs in Chhattisgarh use performance management systems to assess and improve employee performance. These systems typically include setting clear objectives, monitoring progress, conducting periodic reviews, and providing feedback. Performance appraisals are essential for identifying high performers and areas where further development is needed.
- **Employee Engagement and Motivation:** Employee engagement is a key focus for PSUs, as a motivated workforce can significantly improve organizational outcomes. Regular communication, feedback sessions, and team-building activities are conducted to foster a sense of belonging and ensure that employees are committed to their work. Additionally, rewards and recognition programs are used to motivate employees to exceed expectations.
- **Compensation and Benefits:** PSUs offer competitive compensation packages, which may include base salary, allowances, benefits (such as healthcare and pension schemes), and incentives. PSUs also provide job security and retirement benefits, which are important for attracting and retaining top talent in the public sector.

3.2 Case Studies of Successful HRM Initiatives in PSUs

Several PSUs in Chhattisgarh have implemented successful HRM initiatives that have had a positive impact on employee performance and organizational outcomes. These case studies highlight best practices and the outcomes of well-executed HRM strategies:

- **Chhattisgarh State Power Generation Company Limited (CSPGCL):** CSPGCL has adopted comprehensive training and development programs to enhance the technical skills of its employees, especially in the renewable energy sector. The company has also implemented an employee engagement program that encourages feedback and fosters open communication between management and employees. These initiatives have resulted in improved operational efficiency, reduced turnover rates, and a highly skilled workforce ready to adapt to changing industry needs.
- **Bhilai Steel Plant (BSP):** BSP, a subsidiary of Steel Authority of India Limited (SAIL), has implemented a robust performance management system that includes clear performance metrics, regular feedback, and a transparent reward system. BSP also prioritizes leadership development, offering specialized training programs for future leaders. As a result, BSP has experienced increased productivity, employee motivation, and overall organizational performance.
- **National Mineral Development Corporation (NMDC):** NMDC has successfully integrated technology into its HRM practices, including the use of HR software for recruitment, performance management, and employee engagement. The company also emphasizes skill development programs to meet the demands of modern mining technologies. This has led to improved employee satisfaction, greater operational efficiency, and a reduction in skill gaps.

3.3 The Role of Leadership in HRM Practice Implementation

Leadership plays a critical role in the successful implementation of HRM practices in PSUs. Effective leadership ensures that HRM strategies are aligned with organizational goals and that employees are motivated to perform at their best. Leaders in PSUs are responsible for creating a work culture that values employee development, transparency, and fairness.

- **Top Management Support:** The commitment of top management is essential for the success of HRM initiatives. When leadership actively supports HRM practices, including recruitment, training, and performance management, employees are more likely to embrace these practices and contribute to their success.

- **Employee Relations:** Good leadership fosters strong employee relations by ensuring fair treatment, resolving conflicts, and maintaining open lines of communication. Leaders in PSUs need to create a transparent and inclusive work environment where employees feel heard and valued.
- **Vision and Strategy:** Leaders are also responsible for setting a clear vision for the organization and aligning HRM practices with the long-term goals of the PSU. Effective leadership in HRM practices ensures that human capital is leveraged to achieve the PSU's strategic objectives.

3.4 Technology and HRM: The Role of Digital Tools in HR Management

The integration of technology into HRM practices is becoming increasingly important in PSUs. Digital tools and platforms are transforming how HR functions are managed, making them more efficient and data-driven. Key technological advancements in HRM in PSUs include:

- **HR Software Systems:** Many PSUs have implemented HR software to streamline recruitment, performance management, and employee engagement processes. These systems allow HR departments to manage employee data more efficiently, track performance, and ensure compliance with regulatory requirements.
- **E-Learning Platforms:** Training and development programs are increasingly being delivered through online platforms, providing employees with access to continuous learning opportunities. These platforms enable PSUs to offer a wide range of training programs, from technical skills to leadership development, making learning more accessible.
- **Employee Feedback Systems:** Technology also plays a role in gathering real-time feedback from employees through surveys and digital platforms. This helps HR departments address employee concerns and improve engagement levels.
- **Data Analytics in HR:** Data analytics tools help PSUs analyze workforce trends, predict staffing needs, and improve decision-making related to HRM practices. This data-driven approach allows for more effective HR planning and resource allocation.

In Summary, HRM practices in PSUs in Chhattisgarh are fundamental to improving organizational performance. Recruitment, training, performance management, employee engagement, and the integration of technology are all crucial elements that contribute to a motivated, skilled workforce. Case studies of successful HRM initiatives demonstrate the positive impact of well-implemented practices on employee satisfaction, productivity, and organizational efficiency. Leadership and technology also play vital roles in ensuring that HRM practices align with the PSU's goals and contribute to long-term success.

4. Impact of HRM Practices on Organizational Performance

The role of Human Resource Management (HRM) practices in enhancing organizational performance is crucial in Public Sector Undertakings (PSUs), particularly in Chhattisgarh. The adoption of effective HRM strategies has the potential to significantly improve various aspects of organizational performance, including employee retention, engagement, productivity, and financial outcomes. This section delves into how HRM practices impact the performance of PSUs by focusing on employee retention, motivation, training, performance management, and their broader effects on organizational outcomes.

1. Employee Retention, Engagement, and Productivity

HRM practices directly influence employee retention and engagement, which in turn affect organizational performance. PSUs that focus on creating a positive work environment, offering career development opportunities, and providing job security can retain skilled employees for longer periods. This reduces turnover costs and ensures that valuable knowledge and expertise remain within the organization. Engagement initiatives, such as regular communication, employee recognition programs, and involvement in decision-making, contribute to a more motivated and productive workforce. When employees feel valued and engaged, they are more likely to put in discretionary effort, improving overall productivity.

In Chhattisgarh's PSUs, where competition for skilled labor can be fierce, effective HRM practices that foster a sense of belonging and commitment are vital. By prioritizing employee satisfaction and aligning employee goals with organizational objectives, PSUs can ensure a high level of workforce stability, leading to sustained productivity and improved operational efficiency.

2. Training and Development Programs and Their Impact on Employee Skills

Training and development programs are a critical HRM practice that can significantly impact employee skills,

performance, and organizational performance. In PSUs, especially in resource-intensive sectors such as energy, mining, and manufacturing, continuous skill development is essential to meet evolving technological and operational demands. By investing in training programs, PSUs equip their employees with the necessary skills to perform their jobs more effectively, leading to better job performance, fewer mistakes, and greater operational efficiency. In Chhattisgarh, where PSUs play a pivotal role in economic development, training programs are also vital for keeping the workforce competitive. For example, leadership development programs can help cultivate future leaders within the organization, ensuring long-term sustainability and success. Furthermore, cross-functional training fosters a more versatile workforce, which can adapt quickly to changes in the business environment, increasing the overall agility and responsiveness of PSUs.

3. The Effect of Performance Appraisals and Rewards on Motivation

Performance appraisals are one of the most direct HRM practices influencing employee motivation. In PSUs, where clear and fair performance metrics are crucial, performance appraisals help align individual efforts with organizational goals. When employees are aware of how their performance is evaluated, they can focus on achieving specific targets, which in turn improves overall organizational performance.

Reward systems, such as bonuses, promotions, or recognition programs, act as motivators for employees to perform at their best. PSUs that implement transparent and merit-based reward systems enhance employee motivation by ensuring that high performers are recognized and appropriately rewarded. This fosters a culture of excellence, where employees are driven to achieve both personal and organizational goals. In PSUs in Chhattisgarh, where employee motivation is critical to overcoming bureaucratic challenges and driving performance, such HRM practices help cultivate a motivated workforce that is aligned with the PSU's objectives.

4. Employee Satisfaction and Organizational Commitment

HRM practices play a significant role in influencing employee satisfaction, which is closely linked to organizational commitment. PSUs that offer competitive compensation, career development opportunities, and a positive work environment tend to have higher levels of employee satisfaction. Satisfied employees are more likely to be committed to the organization, contributing to long-term retention and a stable workforce.

In Chhattisgarh, where PSUs are often large organizations with diverse workforces, ensuring employee satisfaction is key to improving organizational commitment. PSUs that actively address employee concerns, foster open communication, and implement fair policies are better positioned to build strong emotional and professional commitment from their employees. This commitment translates into better organizational performance, as employees are more likely to go above and beyond in their roles, ultimately improving efficiency and productivity.

5. Financial Performance and Operational Efficiency

The impact of HRM practices on the financial performance and operational efficiency of PSUs is significant. Effective HRM practices contribute to cost savings, enhanced productivity, and better resource utilization. For example, by improving employee performance and reducing turnover, PSUs can lower recruitment and training costs, leading to long-term financial savings. Additionally, a skilled and motivated workforce is more likely to find innovative solutions to operational challenges, resulting in increased efficiency and reduced operational costs.

PSUs in Chhattisgarh, operating in industries like energy, mining, and steel production, can benefit from HRM practices that promote operational efficiency. Well-structured performance management systems ensure that employees are working toward specific, measurable goals that align with organizational priorities. As employees meet or exceed these goals, PSUs experience improved financial performance, as well as increased market competitiveness and sustainability.

6. Long-Term Organizational Performance

While the immediate benefits of HRM practices—such as improved employee productivity, retention, and engagement—are evident, the long-term effects on organizational performance are even more substantial. HRM practices that foster a skilled, motivated, and engaged workforce build a solid foundation for sustained organizational success. Over time, PSUs that consistently implement effective HRM practices are more likely to have a resilient workforce capable of adapting to changes in the market, technological advancements, and policy shifts.

In Chhattisgarh, where PSUs are expected to contribute significantly to the region's economic development, adopting HRM practices that focus on long-term growth and sustainability is critical. These practices ensure that PSUs are not only able to meet current operational demands but are also well-prepared for future challenges. By investing in employee development, creating a supportive work environment, and aligning HRM practices with the PSU's strategic goals, PSUs can enhance their long-term performance and contribute to the state's development.

The impact of HRM practices on organizational performance in PSUs is multifaceted, influencing various aspects

such as employee retention, engagement, productivity, and financial outcomes. Effective HRM practices lead to a more motivated and skilled workforce, which directly contributes to improved operational efficiency and organizational success. In Chhattisgarh, where PSUs are key to economic growth, implementing strategic HRM practices is essential for achieving long-term sustainability and competitiveness. By focusing on recruitment, training, performance management, employee engagement, and compensation, PSUs can significantly enhance their overall performance and continue to meet both their operational and societal objectives.

5. Challenges in HRM Practices Implementation

Despite the clear benefits of implementing effective Human Resource Management (HRM) practices in Public Sector Undertakings (PSUs), several challenges and barriers prevent PSUs in Chhattisgarh from fully optimizing their HRM strategies. These challenges stem from a variety of factors, including bureaucratic obstacles, resistance to change, budgetary constraints, and the complex regulatory environment. Addressing these challenges is essential for ensuring that HRM practices effectively contribute to the overall success of PSUs. This section explores the key challenges faced by PSUs in implementing HRM practices and offers insight into how these challenges can be mitigated.

5.1 Bureaucratic Hurdles in PSUs

One of the most significant challenges in implementing HRM practices in PSUs is the presence of bureaucratic structures. PSUs, being government-owned organizations, are often subject to rigid, slow-moving bureaucratic processes that hinder decision-making and the implementation of new HRM initiatives. For example, recruitment processes in PSUs often involve lengthy approval cycles and strict adherence to established procedures, which can delay hiring and reduce the organization's ability to respond quickly to changing needs. Similarly, performance management systems may be hindered by bureaucratic layers, making it difficult to implement timely feedback and reward systems.

These bureaucratic hurdles often result in inefficiencies, as HRM practices designed to improve performance or efficiency become bogged down in layers of approval or outdated procedures. Overcoming these hurdles requires leadership that advocates for streamlined processes, greater autonomy in HR decision-making, and a commitment to reducing unnecessary administrative burdens.

5.2 Resistance to Change and Lack of Motivation Among Employees

Resistance to change is a common issue faced by PSUs when attempting to implement new HRM practices. Employees who are accustomed to traditional methods may resist new systems, particularly in areas such as performance management, recruitment practices, and training. This resistance is often fueled by fear of the unknown, a lack of understanding of the benefits of change, or concerns over the implications of new policies on job security and workload.

Additionally, in many PSUs, employee motivation can be low, particularly if HRM practices do not effectively address concerns related to career development, compensation, or work-life balance. In some cases, employees may view their work as more of a public service than a competitive professional environment, leading to complacency and disengagement. Overcoming resistance to change requires a well-planned change management strategy, clear communication of the benefits of HRM practices, and active involvement of employees in the transition process.

5.3 Budget Constraints and Resource Allocation

PSUs, like most government entities, often operate under budgetary constraints that make it difficult to allocate sufficient resources for HRM practices. Effective HRM requires investment in training programs, technology, compensation structures, and other employee development initiatives, which may be deemed less urgent than other operational needs. With limited budgets, PSUs may find it challenging to implement comprehensive training and development programs or invest in modern HR technologies.

Moreover, budget constraints can lead to insufficient compensation packages or rewards systems, which may result in low employee morale and higher turnover rates. To address this challenge, PSUs must prioritize HRM practices as strategic investments that contribute directly to improved performance, ensuring that sufficient funding is allocated to HR functions. Developing cost-effective solutions, such as digital training platforms or performance-based rewards, can also help optimize HRM initiatives within budget limitations.

5.4 HRM Practices Alignment with Organizational Goals

Aligning HRM practices with the broader organizational goals of PSUs is another challenge that affects the successful implementation of these practices. In some PSUs, there may be a disconnect between HR objectives and the overall strategic goals of the organization. For example, HRM practices may focus on basic administrative functions, such as compliance and staffing, rather than strategic goals like improving efficiency, driving innovation, or enhancing employee engagement.

A lack of alignment between HRM practices and organizational goals can lead to inefficiencies, missed opportunities for growth, and a failure to develop the necessary skills and competencies within the workforce. To address this, HR departments in PSUs must develop a clear understanding of the organization's long-term objectives and ensure that

HR strategies are aligned with those objectives. HR leaders should work closely with top management to identify the skills and capabilities required to meet strategic goals and develop HRM practices that focus on long-term success.

5.5 Legal and Policy Barriers in Public Sector Management

PSUs in Chhattisgarh are often constrained by government regulations and policies that may limit their flexibility in implementing HRM practices. For example, recruitment processes may be dictated by stringent government rules, preventing PSUs from adopting more efficient, modern hiring practices. Similarly, salary structures and benefits packages are often predefined by public sector pay scales, limiting the ability of PSUs to offer competitive compensation packages to retain top talent.

Additionally, labor laws and government policies may require PSUs to follow specific procedures for employee appraisals, promotions, and disciplinary actions, which may not always be conducive to performance-driven outcomes. Navigating these legal and policy barriers requires a deep understanding of government regulations and the ability to advocate for changes that allow greater flexibility in HRM practices, without compromising compliance with public sector guidelines.

5.6 Inadequate Infrastructure and Technology Integration

The integration of modern technology into HRM practices is crucial for improving efficiency and effectiveness. However, many PSUs in Chhattisgarh face challenges related to inadequate infrastructure and outdated HR systems. For instance, manual systems for employee record-keeping, performance appraisals, and recruitment processes are still prevalent in many PSUs, which can lead to delays, inaccuracies, and inefficiencies.

The lack of integrated HR software systems makes it difficult to track employee performance, manage career development, or conduct training programs efficiently. Modern HR technologies, such as HR management systems (HRMS), employee self-service portals, and digital learning platforms, can streamline HR processes and make them more data-driven. However, implementing these technologies requires significant investment in infrastructure and training, both of which can be hindered by budget constraints. PSUs must prioritize the adoption of technology to optimize HR functions and improve overall organizational performance.

5.7 Short-Term Focus and Lack of Long-Term HRM Strategy

In many PSUs, there is a tendency to focus on short-term operational goals rather than long-term HRM strategies that could lead to sustainable growth and success. Short-term goals, such as meeting staffing requirements or addressing immediate performance issues, can overshadow the development of long-term HR strategies focused on workforce development, leadership training, and organizational culture.

This short-term focus can lead to missed opportunities for strategic workforce planning, career development programs, and employee engagement initiatives that would have long-term benefits. To address this challenge, PSUs need to develop a clear, long-term HRM strategy that aligns with their broader organizational goals and is supported by management at all levels. This strategy should focus on creating a sustainable talent pipeline, building leadership capacity, and fostering a culture of continuous improvement.

The challenges in implementing HRM practices in PSUs in Chhattisgarh are multifaceted and include bureaucratic obstacles, resistance to change, financial constraints, policy barriers, and technological limitations. Addressing these challenges requires proactive leadership, efficient resource allocation, and a clear alignment between HRM practices and organizational goals. By overcoming these barriers, PSUs can enhance their HRM practices, leading to improved employee performance, greater organizational efficiency, and better alignment with the state's economic and social objectives.

Conclusion

HRM practices play a critical role in enhancing the organizational performance of PSUs in Chhattisgarh. While these practices significantly contribute to employee retention, engagement, motivation, and organizational efficiency, PSUs face various challenges in implementing them effectively. Bureaucratic hurdles, resistance to change, budgetary constraints, misalignment of HRM practices with organizational goals, and inadequate infrastructure present barriers to the successful implementation of HR strategies. By addressing these challenges through proactive leadership, strategic HR planning, and investment in modern HR technologies, PSUs can significantly improve their workforce performance, operational efficiency, and contribute to long-term sustainability. The alignment of HRM practices with both organizational and state development goals will ensure that PSUs are better positioned to meet the evolving needs of the market and the public sector, thus improving their overall contribution to the region's economic and social development.

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