

EMPLOYEE GREEN BEHAVIOUR & GHRM WITH SPECIAL REFERENCE TO IT COMPANIES - AN EMPIRICAL STUDY

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Abstract

These days, concerns about the environment are currently a major global predictor, including for organisations. The implementation of an IT companies environmental policies determines its long-term viability. IT companies are more concerned with exploring green human resources as a result of increased environmental awareness (GHRM). Employees in IT companies required to use resources ethically & wisely leads to attention on employee green behaviour. Although there is a lot of interest in and conversation about GHRM literature among industry practitioners, the amount of research demonstrating GHRM practice & its influence on employee green behaviour in organisations is low and needs further examination in the academic literature. The objectives of this study are to: (1) evaluate the examined literature on the connection between GHRM practices & employee green behaviour in organisations; and (2) examine the definitions of the word "GHRM" offered by researchers and interpret them. This study utilized secondary data to justify theoretical framework & primary data collection research techniques for analysis. "The results of this study show how green human resource practises, including green hiring and selection, green training and development, green performance management, green involvement & green pay and reward,

are connected to employee green behaviour in the workplace, whether it be task- or voluntary-based". Green employee conduct is thought to have huge advantages and not harm the environment. This study offers a thorough evaluation of the literature to gauge human resource practises, which might offer a wider focus for future study and for practitioners. For developing nations, where there are serious environmental problems and improperly enforced government rules, the current study is particularly crucial.

Keywords : GHRM, Employee Green Behaviour, IT Companies, Green Organisation

Introduction

Recently, sustainability has emerged as a highly important worldwide issue for companies to address their continued viability over the long term, businesses need to focus greater attention on environmental concerns. In light of recent surge in the number of corporations implementing environmental management systems, it is essential to determine which practises pertain to the management of human resources. According to Huang (2001), the successful management of an organization's environmental resources in no way can be divorced from the function that human resources play in the business. In the context of protecting the environment, human resource management, sometimes known as HRM, can make the process of formulating and enacting effective environmental management more straightforward. Although it may appear easy to be more environmentally conscious in one's actions, a significant number of individuals fall short of their potential in this regard. As a result, various studies have been published to investigate how to encourage individuals to engage in more environmentally conscious activities (Norton et al., 2012). Employees that engage in environmentally responsible conduct may behave in a variety of ways, which is a responsible behaviour at the individual level is extremely necessary.

The discussions that have taken place in relation to how environmentally friendly management concepts can be effectively applied in businesses have prompted us to investigate the published research on green human resource management (GHRM) practises in conjunction with employee green behaviour (EGB). This research objective is to explore knowledge & awareness about the role of GHRM practises to develop environmentally responsible behaviour among employees. It will do so by addressing the knowledge gaps that have been identified above. In particular, it investigates the effect that GHRM practises have on employees' green behaviours in relation to the work that is done by the company and by voluntary organisations. This study presents a number of important research contributions that enhance our grasp of the general idea of GHRM. This study begins by conducting a comprehensive literature review on the topic of the relationship between GHRM practises and the environmentally conscious actions of employees within the context of organizations. Second, the purpose of this research is to propose a conceptual framework that establishes a connection between GHRM practises and the green performance behaviours of employees, along with associated variables such as GPR, GI, GPM, GT, and GRS. Specifically, the

research aims to examine the relationship between these factors. After that, the purpose of this work is to contribute to the scant existing literature on GHRM and to pave the way for further investigation.

Definition Green Behaviour

The term "green behaviour" refers to a broad range of environmentally responsible actions, including education about the environment, coming up with and putting into practise solutions to reduce a environmental impact of companies, creating green products as well as processes, reusing & recycling, and challenging environmentally harmful practises. According to Graves et al. (2013), "green behaviour at work" is defined as "a broad range of environmentally-responsible activities such as learning more about the environment, developing and putting into practise ideas for reducing the company's environmental impact, developing" There is a need to look into the contextual & individual predictors of employees' green behaviour as well as the mechanisms through which a variety of personal and environmental factors can influence employees' green behaviour (Norton et al., 2015). As a result, academics are becoming increasingly interested in the leadership position as a crucial antecedent of the environmentally conscious conduct of employees (Gurmani et al., 2021). Therefore, the existing body of research demonstrates a growing interest in examining the leadership behaviour that encourages the environmentally responsible actions of subordinates in the workplace, thereby reducing the negative impacts that companies have on the environment (Liu and Zhao, 2019)

Green Behavior on the Part of Employees (EGB) - Environmental problems such as global warming, air pollution in urban, scarcity of water, environmental pollution or noise, and biodiversity loss are among those that endanger the ecosystem's long-term survival. Many of these issues originate from human activity, and as a result, they can be handled by altering relevant behaviours in order to lessen the influence such actions have on the environment. It is believed that changes in human behaviour are required. According to the research published by Ones and Dilchert (2012), environmental good behaviour in the workplace is defined as "scalable actions and behaviours that are involved by related employees, contribute to, or reduce environmental sustainability." This definition is based on the literature. EGB is a specific form of green behaviour in the IT companies. The EGB therefore covers actions like switch off the lights when leaving the office to save energy, using common conference cabins instead of driving to general meetings (efficient resource use), modifying documents using computer rather than printing documents just to avoid waste, printing draughts on used paper (recycling) & reporting bathroom leaks.

Review Literature

Muster & Schrader cleared that there is a disparity between the number of publications produced by academics and those produced by practitioners in the subject of GHRM, despite the fact that there is a significant amount of untapped potential in this sector (Muster & Schrader, 2011). Because of the significance of this GHRM, employees are given the opportunity to make a functional contribution to the job. As a result, employees are given key duties in the protection of the environment. (Awwad Al-Shammari, Alshammrei, Nawaz, & Tayyab, 2022) This study focuses on two major activities in the process of nurturing green employee abilities: selection/recruitment and education/improvement. Both of these jobs are related to the hiring process. Both "green" recruiting and selection, on the one hand, and "green" training and development, on the other, work hand in hand to ensure that only workers with an awareness of environmental issues are hired. As human resources departments search the world over for the most talented and intelligent individuals, one of their most crucial challenges is to find and hire exceptional personnel. According to the findings of this study, huge multinational firms are using GHRM as a type of "employer branding" in order to appeal to environmentally conscious millennials and Gen Zers as potential employees. Because of this, companies now have the ability to disseminate a vast amount of information regarding the environment to their workforce.

(Iftikhar et al., 2021) This study concentrates on two key approaches to promote environmentally conscious labour: performance management and evaluation, as well as green reward and remuneration. The specialists who work in human resources evaluate the efforts of workers based on how successfully their organisation has met its environmental objectives. They are helpful in the process of developing and building environmental performance evaluation and indicator systems throughout an entire organisation. Performance reviews are one method that human resource professionals use to actively include employees in the process of reaching green goals. This helps HR professionals cut waste and increase efficiency.

(Sapna & Gupta, 2021) The findings of this study highlight the significance of encouraging employee participation in the process of providing environmentally conscious employment opportunities (EI). "In order to make a genuine change in Environmental Protection (EP), it is necessary for EI in EM to seep down to the lower levels of employees. Economic intelligence (EI) in EM is a fundamental motivator for the majority of EM acts such as the effective utilisation of resources, the reduction of trash, and the monitoring of pollution. The first pillar of EI in EM is making use of the tacit knowledge that employees have obtained as a result of being exposed to the operating operations of the company. The second pillar of the initiative is to encourage employees to submit ideas that will improve the environmental performance of the organisation, and the third pillar is to develop a culture that fosters EM.

(Caldwell, 2020) We say that a culture is "green" when its members care enough about the influence their employer has on the natural world to go above and beyond to achieve their financial goals. Because of this, a "green" innovation culture can be defined as the attitudes and activities of the employees of a company toward preserving and improving the natural world. The study of Environmental Management (EM) has found a strong foundation in the idea that a company's dedication to sustainability can be strengthened by efforts that are unrelated to the company's production method, its products, or its raw materials. This is one of the central tenets of the environmental management movement.

All employees of the organisation, not only those working in the environment department, need to participate in educational programmes and receive green training as part of the same package (Lasrado & Zakaria, 2019). According to Del Bro et al. (2007), the concept of "green training" may be broken down into three distinct categories: climate development, knowledge management, and consciousness raising. Our investigation focuses on the first two of these categories. To begin, Green Training has the potential to raise employee understanding about behaviours that are beneficial to the environment that occur in the workplace. This is in accordance with the strategic approach to compensation management (Jyoti, 2019). It has been hypothesised that non-financial benefits provided to employees through GPR, like as praise and recognition, may increase their levels of intrinsic motivation. suggests that incentives and rewards may be more effective than other approaches in the HRM system for aligning employee performance with company goals.

Research Gap:

There is dearth of studies that combined study the topics of GHRM & employee green behaviour which provide future directions for potential scholars. Therefore, the existing study made an attempt to overcome the gaps and proposed research on GHRM & EGB recent trends & future directions.

Objectives of the study

- To explore factors influencing EGB, GPR, GI, GPM, GT & GRS in IT companies in south India (Hyderabad, Coimbatore & Chennai).
- To quantitatively reviewed the literature on the relationship between GHRM practices and employee green behaviour in organization;
- To provide future directions for the development of GHRM in IT Companies.

Hypothesis of the study

H01: There is no significant GHRM factors influencing EGB, GPR, GI, GPM, GT & GRS in IT companies in South India (Hyderabad, Coimbatore & Chennai).

Ha1: There is significant GHRM factors influencing EGB, GPR, GI, GPM, GT & GRS in IT companies in South India (Hyderabad, Coimbatore & Chennai).

Research Methodology

The existing research is primary and exploratory in nature and sample size of 273 responses obtained from structured questionnaire from South India (Hyderabad, Coimbatore & Chennai). The variables under study are as follows:

Table 1 : Framework of the Study

S.No.	Variables Taken for Study
1.	Green Recruitment and Selection (GRS)
2.	Green Training (GT)
3.	Green Performance Management (GPM)
4.	Green Involvement (GI)
5.	Green Pay and Reward (GPR)

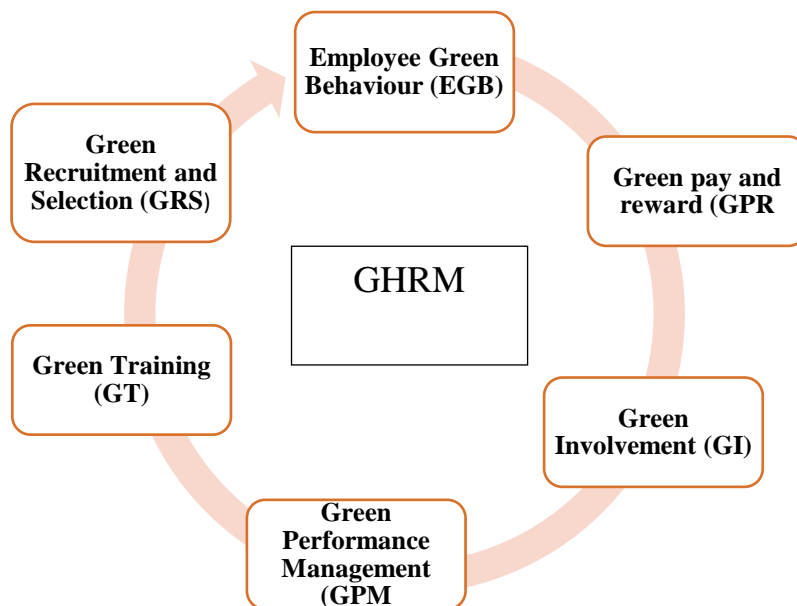


Figure 1: Proposed Model of the Study (Created by Author)

Result and Discussion

Table 2 : Demographic Analysis

Demographic Analysis			
Gender		Frequency	Percent

	Male	106	39%
	Female	167	61%
Age	Less than 25	43	16%
	25- 30	118	43%
	30 - 35	54	20%
	35 and above	58	21%
Marital Status	Married	168	62%
	Unmarried	105	38%
Education Level	Graduation	135	49%
	Post-Graduation	86	32%
	Others	52	19%
Income Level	Less than Rs. 35000	73	27%
	Rs. 35000- Rs. 60000	112	41%
	Rs. 60000 and above	88	32%
Experience	Less than 2 years	35	13%
	2 yrs – 5 yrs	71	26%
	5 yrs – 8 yrs	93	34%
	8 yrs and above	74	27%

Table 3 : Correlations

		Green Recruit ment and Selectio n (GRS)	Green Training (GT)	Green Performan ce Managemen t (GPM)	Green Involvem ent (GI)	Green Pay and Reward (GPR)	Empleye e Green Behavio ur (EGB)
Green Recruitment and Selection (GRS)	Pearson Correlation	1	.105*	0.090	0.092	0.004	.180**
	Sig. (2- tailed)		0.043	0.082	0.077	0.936	0.000
	N	273	273	273	273	273	273

Green Training (GT)	Pearson Correlation	.105*	1	.299**	.238**	.212**	.319**
	Sig. (2-tailed)	0.043		0.000	0.000	0.000	0.000
	N	273	273	273	273	273	273
Green Performance Management (GPM)	Pearson Correlation	0.090	.299**	1	.440**	.252**	.343**
	Sig. (2-tailed)	0.082	0.000		0.000	0.000	0.000
	N	273	273	273	273	273	273
Green Involvement (GI)	Pearson Correlation	0.092	.238**	.440**	1	.403**	.348**
	Sig. (2-tailed)	0.077	0.000	0.000		0.000	0.000
	N	273	273	273	273	273	273
Green Pay and Reward (GPR)	Pearson Correlation	0.004	.212**	.252**	.403**	1	.349**
	Sig. (2-tailed)	0.936	0.000	0.000	0.000		0.000
	N	273	273	273	273	273	273
Employee Green Behaviour (EGB)	Pearson Correlation	.180**	.319**	.343**	.348**	.349**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	273	273	273	273	273	273

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Correlation analysis stated that “Green Recruitment and Selection (GRS) is positively correlated with Green Training (GT), Green Performance Management (GPM), Green Involvement (GI), Green Pay and Reward (GPR), Employee Green Behaviour (EGB)”. Green Training (GT) is positively correlated with “Green Recruitment and Selection (GRS), Green Performance Management (GPM), Green Involvement (GI), Green Pay and Reward (GPR), Employee Green Behaviour (EGB)”. Green Performance Management (GPM) is positively correlated with “Green Recruitment and Selection (GRS) is positively correlated with Green

Training (GT), Green Involvement (GI), Green Pay and Reward (GPR), Employee Green Behaviour (EGB)”. Green Involvement (GI) is positively correlated with “Green Recruitment and Selection (GRS), Green Training (GT), Green Performance Management (GPM), Green Pay and Reward (GPR), Employee Green Behaviour (EGB)”. Green Pay and Reward (GPR) is positively correlated with “Green Recruitment and Selection (GRS), Green Training (GT), Green Performance Management (GPM), Green Involvement (GI), Employee Green Behaviour (EGB)”. Employee Green Behaviour (EGB) is positively correlated with “Green Recruitment and Selection (GRS) is positively correlated with Green Training (GT), Green Performance Management (GPM), Green Involvement (GI), Green Pay and Reward (GPR)”.

Table 4 : ANOVA Analysis

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Green Recruitment and Selection (GRS)	Between Groups	11.814	4	2.953	3.496	.002
	Within Groups	310.862	268	.845		
	Total	322.676	272			
Green Training (GT)	Between Groups	227.158	4	56.790	.	.
	Within Groups	.000	268	.000		
	Total	227.158	272			
Green Performance Management (GPM)	Between Groups	51.031	4	12.758	18.500	.000
	Within Groups	253.779	268	.690		
	Total	304.810	272			
Green Involvement (GI)	Between Groups	31.171	4	7.793	13.905	.000
	Within Groups	206.239	268	.560		
	Total	237.410	272			
Green Pay and Reward	Between Groups	27.699	4	6.925	10.916	.000
	Within Groups					

	Within Groups	233.449	268	.634		
	Total	261.147	272			
Employee Green Behaviour (EGB)	Between Groups	35.881	4	8.970	15.509	.000
	Within Groups	212.843	268	.578		
	Total	248.724	272			

Anova analysis is documented and stated that all the variables under study, namely, “(Green Recruitment and Selection (GRS), Green Training (GT), Green Performance Management (GPM), Green Involvement (GI), Green Pay and Reward (GPR), Employee Green Behaviour (EGB)” are positively significant as all variables’ estimated value is less than .005. Hence all the independent variables are significantly influence the dependent variable.

Table 5: Chi-Square Tests

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1381.000 ^a	16	.000
Likelihood Ratio	632.376	16	.000
Linear-by-Linear Association	272.000	1	.000
N of Valid Cases	273		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .01.			

The chi-square analysis was shown in Table 5, which also noted that the Pearson chi-square value is significant at.000. As a result, calculated value showed that there is a positive correlation between the study's variables. The results of the study showed that the null hypothesis is rejected and the alternative hypothesis is accepted after applying ANOVA Analysis and the Chi-square test.

Managerial Implications

It is vital for a company to implement GHRM in order to support the establishment of green employee behaviour. This is the case for an organisation that has pro-environmental objectives (EGB). The implementation of GHRM practises has the potential to encourage

environmentally responsible actions on the part of workers. Candidates that care about the environment were prioritised from the outset of the hiring process, and environmental-related questions were included into the selection process to incorporate employee feedback. GT offers a more in-depth perspective on the surrounding environment, and this greater information will influence the actions and decisions made by a person while they are on the job. Building green practises among workers can be accomplished by recruitment of eco-conscious candidates, provision of environmental training, monitoring of employee performance, and the provision of environmental-friendly incentives (EGB).

Conclusion

When a company has a green goal & a clear vision as a green organisation, it will be relatively simple to shape up its employees' green behaviour (EGB). Such as keep all water taps off when not in use, switching off the lights when not required, and replacing plastic drinking bottles with eco-friendly materials or tumblers rather than purchasing them. Companies that do not prioritise environmental sustainability will find it extremely difficult to strike a balance between GHRM and employee behaviour. It is impossible to separate the role of management and the organisation in continuing to empower employees in the proper manner from employee green behaviour, or EGB. The significance of GHRM in guaranteeing environmental sustainability, as revealed by the results of this study, has the potential to impact employee green behaviour (EGB) in the workplace. This study indicates that employee-friendly behaviour (EGB) & strategies for employee engagement can take numerous shapes. Therefore, the environmentally friendly behaviours (EGB) of employees in green businesses and non-green businesses are distinct. Green human resource management (GHRM) in environmentally conscious organisations is more likely to successfully influence employee green behaviour (EGB). Environmentally focused businesses are more likely to hire candidates who are aware about the environment and determined to safeguard it.

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