

# A Study On Employees' Perceptions On Green Human Resource Management Practices In It Sector With Special Reference To Bangalore City

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**Abstract-** *Today everyone is concerned with environmental issues as they influence all human activities. One business area where environmental issues have received a great deal of discussion is training of human resource for green organisations with the natural environment management and employees have already begun to modify their behaviour in an attempt to address society's new concerns. This chapter deals with introduction of Human resource management, Corporate social Responsibility and Green Human Resource Management (GHRM). GHRM is a novel concept and indeed has a great potential to serve the individual, society and business. The United Nation's World Commission on Environment and Development (WCED) called for a report in the 1990's to investigate the condition of the world's resources. The emotive sentiment generated from the findings of the report has motivated a number of contemporaneous interpretations of sustainability, as well as significantly influencing the emergence of contemporary management constructs within the green management domain. Green HRM began its journey through the milieu of green management applications, in order to address the growing concern from corporate stakeholders (Roberts, 1992), in response to the negative impacts of organizational operations on the environment (Waddock, 2004). By embracing green management policies and strategies, and Green HRM practices and processes, firms are expected to receive direct and peripheral gains such as improved sales, productivity gains and competitive advantages (Wee and Quazi, 2005). This study made use of randomly selected famous IT companies from various areas of Bangalore city and approached them for data collection through self-structured questionnaires from which 11 companies agreed and provided responses. The questionnaires are distributed to all departments unless otherwise refused and out of 350 responses, 300 were found valid and used for data analysis to interpret the usage of Green implementation in massive HRM practices.*

Information Technology, peripheral gains, productivity.

## I. INTRODUCTION

As it is employees who are the agents that implement organizational green policies, it is necessary for organizations to promote and ultimately seek to manage and change employee behavior so that they are aligned with organizational green goals (Anderton and Jack, 2011; Daily, Bishop and Govindarajulu, 2009; Ones and Dilchert, 2012a). Increasingly, organizations are considering the adoption of Green HRM practices, i.e. 'HRM aspects of green management', to promote employee green behavior in the workplace (Renwick et al., 2013). However, despite increasing levels of academic literature conceptualizing the anticipated correlations between Green HRM and employee green workplace behavior (e.g. Jackson and Seo, 2010; Kumari, 2012; Renwick et al., 2013), this linkage has not yet been sufficiently empirically explored. A number of studies, such as Jabbour and his colleagues (e.g. Jabbour and Santos, 2008; Jabbour, Santos and Nagano, 2008), along with papers published in a special issue of Human Resource Management Journal, 51(6), 2012, have examined the contributions of HRM practices to organizational environmental performance. A small number of empirical studies, such as Harvey et al. (2013) and Paillé et al. (2014), have revealed that Green HRM and HRM policies and practices are related to individual-level employee pro-environmental behavior. However, the Harvey et al. (2013) research is an undersized case study, with the extent of the sample limited in its ability to adequately validate the effect of Green HRM on employee green workplace behavior. The Paillé et al. (2014) study focused on general HRM, rather than Green HRM, so again it does not increase our understanding of the effects of Green HRM on employee green workplace outcomes.

**Keywords-** Green Human Resource Management (GHRM),

## II. BACKGROUND OF THE STUDY

Employees are being progressively recognised as valuable assets in organisations, through their contributions to firm performance (Luthans and Youssef, 2004; Zutshi and Sohal, 2003). Organisations need to diversify their strategies and invest in the people management side of their company, in order to tap into a value adding resource to boost a firm's competitive advantage (Luthans and Youssef, 2004). Leading executives Carly Fiorina, (former) Senior Executive of Hewlett-Packard, and Bill Gates of Microsoft (cited in Luthans and Youssef, 2004), claim that —the most magical and tangible and ultimately the most important ingredient in the transformed landscape is people' and \_our most important asset walks out the door every night. Lee (2009) claimed that by the late 1990's, firms had begun initiating pro-active and voluntary, socially responsible and environmentally sustainable related standards. The pursuance and development of these standards in both academic research and corporate policy agendas began emerging in response to the calls from social activist groups and the growing awareness and attitudes of the public toward corporate irresponsibility (Jabbour and Santos, 2008; Wilcox, 2006). As such, CSR was created. Law

## III. SIGNIFICANCE OF THE STUDY

These broad conceptualizations were then categorized in to a narrower conceptualization by grouping the activities which entail shared concepts and result in the formation of only five parent conceptualizations - the E-HRM, Work-life Balance (WLB), Corporate Social Responsibility (CSR), Green Policies, and Extra Care Program. According to Gill Mandip (2012) the focus on civilizing the operational efficiencies combined with up-gradation of technology have led ITC to be the only company in the world, of its size and variety, to achieve the milestone of being carbon positive, water positive and achieving almost 100% solid waste recycling. The —Three Leaves| rating awarded by Centre for Science and Environment, Green Tech Environment Excellence award, —Golden Peacock| award and —Solid Waste Recycling Positivel, —Excellent Water Efficient Unit| awards to name a few are testimonies to these efforts and achievement. The future of Green HRM appears promising for all the stakeholders of HRM. The employers and practitioners can establish the usefulness of linking employee involvement and contribution in environmental management programmes to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products.

## IV. OBJECTIVES OF THE STUDY

- 1) To identify the various Green HRM practices adopted by IT industries in Bangalore;
- 2) To identify the relationship between Green HRM practices with Employee Motivation, Job Satisfaction and Organisational Commitment;
- 3) 3. To develop the model based on these factors and test goodness of fit for the same.

## V. THE LITERATURE REVIEW

Despite a growing body of research, which has added to the nomological net of GHRM, the concept and its defining idiom remains somewhat vague. Different terms have been used to discuss the environmental consequences of HRM, with Green HRM examined as part of a strategic HRM focus that targets employees green behaviors. However, to date the fundamental task of evaluating and clearly defining the contemporary management construct it has been neglected, and it remains rather ambiguous as to how GHRM fits into the broad concepts of EM, CSR and strategic HRM, or how GHRM differs from sustainable HRM or socially responsible HRM (SRHRM). Moreover, current literature has thus far failed to clarify the motivation, impact and consequences of implementing GHRM.

Scholars have sought to clarify and define GHRM by reviewing and applying analogous constructs from contemporary literature such as EM, HRM, Sustainable HRM (Cohen et al., 2010; Ehnert, 2009), SRHRM (Shen, 2011; Shen and Benson, 2014), and CSR (Jackson et al., 2011; Kramar, 2014; Renwick et al., 2013). Exactly what constitutes GHRM is still in dispute, although there is a generalizability clearly identified within the literature, with environmental sustainability found to be a key component of the construct (Dubois and Dubois, 2012; Kramar, 2013).

Jackson and Seo, 2010; Lis, 2012. Among those scholars that have sought to explicitly define the term, the definitions range from general, \_HRM aspects of environmental management' (Renwick et al., 2013), to more specific interpretations such as —use of HRM policies, philosophies and practices to promote the sustainable use of resources and prevent harm arising from environmental concerns within business organizations| (Zoogah, 2011). GHRM is unlike other contemporary management constructs. Human resource management focuses on general people management strategies (Shen, 2011), CSR focuses on the moral and ethical basis of corporate social policy (Dahlsrud, 2006) and EM's key goal is to reduce environmental impacts through integrating business and environmental practices

(Cramer, 1998; Ormazabal and Sarriegi, 2012). However, the application of GHRM is aimed at developing processes and activities designed to influence employee skills, knowledge, motivations and behaviors to achieve organizational environmental objectives and green goals (Prathima. M and Misra, 2012; Renwick et al., 2013).

**VI. THE METHODOLOGY**

A sample of 11 IT companies all over the Bangalore city was randomly selected from the database.

For collecting data from the industry, the respondents consisted of people from HR, Admin, Sales and Marketing, and general management profiles. Respondent’s participation into the survey was voluntary. From one company 2-6 respondents have been taken into the survey. Response rate was average (5:1 – Out of 5 respondents only 1 has responded) for the study.

The primary data in this research has been collected from two modes of information namely: Personal Interview and Questionnaire. These modes of data collection were well-organized, specific as well as time and cost saving. Self-administrated 350 questionnaires were distributed to respondents (including personal interview) during personal interaction. Then, out of 350, 300 were used for the study purpose. That is in totality 300 valid responses were collected during the study.

**VII. ANALYSIS AND INTERPRETATION**

To investigate the statistical associations amongst the measurements of dependent variables i.e., (Employee Motivation, Job Satisfaction and Organisational Commitment) and independent variables i.e. (Green Recruitment and Selection, Green Training and Development, Green Reward Management, Green Employee Involvement), researcher has used the SEM technical software package, known as, —AMOS (Analysis of Moment Structure) Version 20l. SEM was chosen for the data analysis of this research work. There are two reasons for this: Primarily, it is a systematic tool to confirm the relationships between various variables and their indicators i.e. items, and to investigate the associations between the variables in one model and indicators, confirmatory factor analysis (CFA) was used, which is also called measurement model, and the model used to verify and investigate the associations among various constructs is known as structural model, which are explained in the Table 1

**Table 1: Code, Latent Variables and Observed Variables used for the study**

Code	Latent Variable	Observed Variable
		My company indicates about organization’s environmental performance (past and current) when communicating recruitment messages.
		My company includes environmental criteria in the recruitment messages.
		My company communicates the employer’s concern about greening through recruitment efforts.
		My company reflects environmental policy and strategies of the organization in its recruitment policy.
GRS	Green Recruitment and Selection	My company also expresses its preference towards those candidates who have competency and attitudes to participate in corporate environmental management initiatives too in the recruitment message.
		My company considers candidates environmental concern and interest as selection criteria.
		While interviewing the candidate my company asks Environment- related questions.
		Company generally selects those candidates who are sufficiently aware of greening to fill job vacancies.
GTD	Green Training and Development	My company provides environmental training to us to develop required skills and knowledge.
		My company provides training to learn or adapt environmental friendly best practices (e.g. reducing long-distance business travel and recycling).

	ment	<p>My company provides environmental education to the workforce.</p> <p>My Company imparts right knowledge and skills about greening (to each employee through a training program exclusively designed for greening).</p> <p>My Company identifies the environmental training needs of employees in order to make them more environmental concerned.</p> <p>We get proper training on environmental awareness to create —environmental awarenessl among the workforce.</p> <p>Everybody in this facility get the opportunities to get training on environmental management aspects.</p>			<p>We are given equal opportunities to involve and participate in green suggestion schemes.</p> <p>My company provides training to the union representatives in environmental management.</p> <p>We have a system of joint consultations in solving environmental issues of the organization.</p> <p>My company recognizes union as a key stakeholder in environmental management.</p> <p>My company provides opportunities to the unions to negotiate with management about green workplace agreement.</p>	
	GRM	Green Reward Management	<p>We are rewarded financially or non-financially for good environmental performance.</p> <p>We are receiving Team excellence awards for better environmental performance.</p> <p>My company has introduced rewards for innovative environmental performance or initiative.</p> <p>My company provides incentives to encourage environmentally friendly activities and behaviors (e.g. recycling and waste management).</p> <p>We are rewarded for green skills acquisition.</p>	EM	Employee Motivation	<p>Employee in this company are encouraged to put forward new ideas on energy saving and environment protection (eg. suggestion box)</p> <p>Employees in this company are willing to sacrifice some of their self- interests for the benefit of the environment (eg.turn off the Air- conditioner, lights if you do not need)</p> <p>Employees have a sense of personal obligation to take action to stop wasting resources (eg. saving water or using less electricity)</p> <p>The employee voluntarily recycles even when no one is watching.</p> <p>The employee promotes environment protection in the workplace.</p>
Code	Latent Variable	Observed Variable				<p>I plan to stay in this company to develop my career for a long time.</p>

		I feel proud to be a part of company due to engagement in supporting green and sustainable initiatives and activities.
JS	Job Satisfaction	My company has fair policy for performance appraisal and evaluation which leads to Job Satisfaction.
		My company provides training for green initiatives and therefore increase my Job Satisfaction.
		My company recognizes the innovations and suggestions for green practices which leads to Job Satisfaction
		Job satisfaction is derived due to recognition of green practices by external agencies (Government)
		I often think of quitting my present job.
OC	Organisational Commitment	The employees follow the best practice of operating the machine in order to reduce paper and energy consumption.
		The employee follows the Company's policy of disposing waste water to avoid polluting environment.
		The employee follows the Company's policy of disposing chemicals to avoid polluting environment.

	The employee's behavior of saving paper and energy when operating the machine is beyond the norm.
	The employees follow the Company's recycling policy.

**Measurement Model**

According to Kline (2005), CFA is a widely-used technique of SEM, and as per Byrne (2001), it is by and large connected, when there is some contextual knowledge and understanding of the basic factors and their measuring items. It is exceptionally suggested that, CFA should be applied after EFA, so as to check and affirm the scales derived from EFA (Hair, 1998; Byrne, 2001). So, the researcher in this research work has also applied EFA before CFA. As stated by Byrne (2001), in practice, unlike EFA, in which researcher explores the factors, CFA is a procedure used to affirm from the prior hypotheses regarding, associations among the set of items and their corresponding latent variables. As stated by Hair (2006), in CFA, there are two wide methodologies that were used to assess the measurement model: (1) to decide the (GOF) goodness of fit criteria indices, (2) to assess the reliability and validity of the measurement model. Hence, for measuring the unidimensionality, reliability and validity of the measures, the researcher in this research work has applied the measurement model, which has been described below.

**Validity**

As suggested by Sekaran (2010), validity is associated with the accuracy of items. As stated by Neuman (2013), validity is higher, when the items and the latent variables show the good model fit. Convergent validity and discriminant validity are the two types of validity, which helps in the analysis of Construct validity, which are described below.

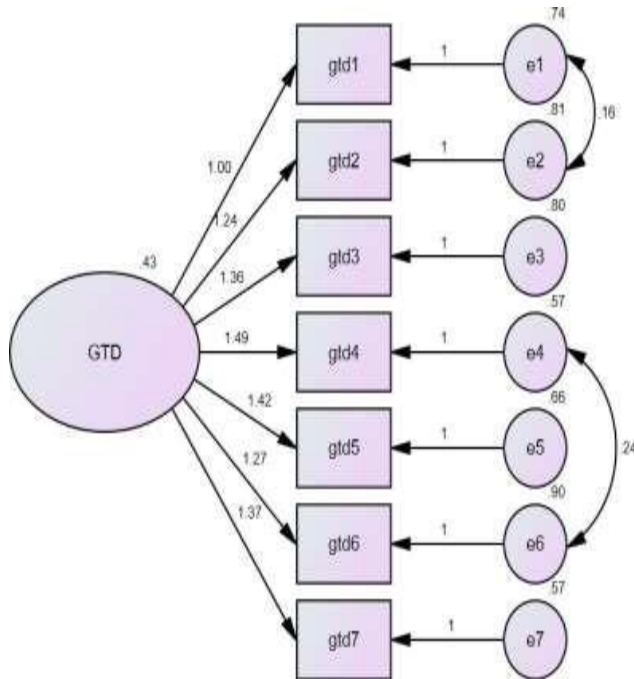
**Convergent Validity**

According to Hair (2016), for checking the convergent validity of each variable (represented in Table 1), three estimations are generally used, these are factor —Average Variance Extracted (AVE), loadings of factors, and construct reliability (CR) estimationl. In addition to this, Hair et al. (2016) also recommended that for assessing the convergent validity, the minimum cut off criteria as follows:

Ideal standardized loading of each item should be either 0.7 or higher, The Average Variance Extracted estimate should be more than 0.5, and Reliability i.e. Cronbach alpha estimates should be greater than 0.7.

**Green Training and Development**

Zero Order CFA of Green Training and Development and its Measured Variables is shown in Figure below.



**Figure 1: “Zero Order CFA of Green Training and Development and its Measured Variables”** The terminology used in this Zero Order model is illustrated in Table 7 of —Green Training and Development (GTD) and its measured variables.

**Table 2: Terminology Referred for GTD**

Code	Latent Variable	Observed Variable
GTD	Green Training and Development	
GTD1		My company provides environmental training to us to develop required skills and knowledge.
GTD2		My company provides training to learn or adapt environmental friendly best practices (e.g. reducing long-

		distance business travel and recycling).
GTD3		My company provides environmental education to the workforce.
GTD4		My Company imparts right knowledge and skills about greening (to each employee through a training program exclusively designed for greening).
GTD5		My Company identifies the environmental training needs of employees in order to make them more environmental concerned.
GTD6		We get proper training on environmental awareness to create —environmental awareness among the workforce.
GTD7		Everybody in this facility get the opportunities to get training on environmental management aspects.

Green Training and Development is the latent construct, having seven measured factors as shown in Figure. The result of the Zero order CFA suggests that e7 is 0.57, which means in predicting the Green Training and Development, 57% of the variance is unexplained by GTD7. The Figure 1 also shows that the value of R<sup>2</sup> value is 0.43, and it reflects that in the independent variable, 43% of the

**Table 3: Model Fit Indices**

	CFI	GFI	RMSEA	CMIN/df
First Order Model	.900	.903	.059	2.044

The value of GFI in First Order model as shown in Figure 3, was above 0.90, the required cut-off criterion. The CFI was also above the accepted guideline of 0.90.

**VIII. CONCLUSION**

Though area of environmental science, environmental management, and environment conservation is a well-developed area but creation of green workforce is far from reality. Environment has been seen as a credence good and hence reaction to issues related to environment is slow

and not instantaneous. Many researches have been conducted in the field of management in area of green marketing, green supply chain, green human resource, green finance but change in behaviour related to environment protection is less observed.

Present government has started many new schemes like digital India, Swachh Bharat Abhiyan, and clean India which is starting towards changing behaviour of general masses towards clean and green environment.

In order to create orientation towards environment, academicians at primary, secondary and tertiary level need to create curriculum related to creation of green workforce. This workforce need to be trained in a manner that creates skill set required for:

- 1) Managing waste
- 2) Promote reduce, recycling and reuse.
- 3) Promote digitization
- 4) Promote social awareness and transformation among student
- 5) Promote innovation related modified environmental conscious behaviour among general masses.
- 6) Integration of IT and environmental conservation.

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