



Research Paper

## Impact of Green Human Resource Management Practices on Proenvironmental Behavior of IT employees in Chennai

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### ABSTRACT

In this twentieth century, we people starts to live in between contamination, infections, allergies and pollution. Making green and living in a green environment is the only solution to this. The companies are started to implement Green Human Resource Management practices inside the organization. The practices like training, performance, recruitment, rewards and participation all became a factor to affect the Proenvironmental behavior of employee. Do they save electricity, paper likewise? This study has conducted to find the relationship between green behavior and Green HRM practices. The study is descriptive in nature conducted in the city of Chennai; the data were collected from IT employees. Snow ball sampling technique was used for data collection. The data was collected from 129 samples and were analyzed using percentage analysis, T-test, Regression, ANOVA and correlation. . It could be concluded that the Green Human Resource Management Practices have more impact on Proenvironmental behavior inside the organization than outside the society. Mostly the employees prefer to keep their working place green as their home which prefers to work pleasant atmosphere and on good ambience.

**KEYWORDS:** Green HRM practices, Proenvironmental behavior, Green Behavior.

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### I. INTRODUCTION

In the twentieth century, we humans are adopted to live in between pollution, contamination, impurity, infection, allergy and new form of viruses where shaking hand has become danger. In the meantime IT companies were started allowing their employees to do their work from home, students has started to learn their classes online from home. This pandemic situation has made us to learn the value of nature from living inside the home, each one started to have a passion towards nature like growing plants, spinach and learning new things for living this kind of life. As like the companies are also aware of implementing Green Human Resource Management Practices inside their organization. These Green HRM practices are implemented for saving electricity, papers, water, printer works and riding to office using bicycle by saving petrol and for controlling air pollution. Thus by creating an eco-friendly, recycling environment inside the working companies is a dream for each organization. When one starts to follow this green behavior inside the organization then they can make a habit of following at society too.

This Green HRM is defined as the set of policies, practices, and systems that stimulate a green behavior of a company employees in order to create an environmentally sensitive, resource efficient and socially responsible workplace and overall organization. Green HRM practices can be classified into Training & development, Performance management, Recruitment & selection, Empowerment & Participation and Rewards & Compensation.

Training & development includes workshops, sessions, and programs to improve their knowledge on environment management, green skills and attitude. Performance management is the measure of ecological standards of different departments through green managers to achieve useful information of green behavior. Recruitment & selection includes applying to job on website and “Green awareness” can be criteria for selecting an applicant who is qualified and motivate green behavior. Empowerment & Participation is to empowering group of members in participating on a green decision making which gives them an environmental balance in

their outcome. Rewards & Compensation is a compensation package of encouraging employee to go green with monetary, non-monetary and recognition rewards which meeting green goals of company. Proenvironmental behavior is a behavior of person who chooses negative impact of environment in their actions to environment like, an environmentally protective option is to write a letter by handwriting instead of using a computer, vegetarian lunch instead of a pork steak originated from mass breeding; a tribute to the healthy environment is e.g. a disposal of illegal dumping.

This study is proposed to identify the impact of Proenvironmental behavior of employees inside the organization which can lead them to a Quality of work life. A Green HRM practice identifies the relationship and the factors which affect the Green Behavior of employees, and to increase the green behavior of employees. This study was done to examine and analyse the Proenvironmental Behavior of IT employees using Green HRM practices. And to identify the factors that determine the Green HRM practices in the organization. We have chosen this IT industry because it has made a revolution in the working culture and it gives job to more graduated students. Today, most educated and affluent consumers look for companies that adopt environmental standards. Organizations pursuing environment-friendly human resource policies are also immensely benefitted.

## II. LITERATURE REVIEW

**Hammed, Khan, Islam, Sheikh and Naeem (2020)** had studied the Green Human resource practices influence employees environmental performance. The sample sizes of 365 employees and their supervisors had given data using paper- pencil survey from Pakistan. The Structural regression analyzed the data and found moderate positive relationship between green employee empowerment and organizational citizenship Behavior toward environment.

**Chaudhary (2019)** had examined the status of implementation green human resource management in Indian Automobile Industry. The data were collected from 91 employees using structured questionnaire working at hierarchical levels in India. The data were analyzed using SPSS 24. The result indicated average score on training and development and employee involvement, where lowest scores for performance management and rewards and compensation implementation of GHRM in automobile industry.

**Mamun (2019)** had analyzed the employee awareness on Green Human Resource management practices from various organizations. The study has taken from Bangladesh in different levels of HR managers from selected firms. Data were collected from 221 managers using structured questionnaire and analyzed using binary logistic regression. The result found that awareness level of managers and the government also takes steps to practices and policies of Green HRM in organization.

**Halawi and Zaraket (2018)** had examined the impact of green human resource management on employee Behavior. The study had taken place at Lebanese university and bank. The data were collected through semi-structured interviews with Human resource managers. The data were analyzed and the result found that employee's behavior in the organization had influenced their presence of hyper competition in the industries.

**Bangwal, Tiwari and Chamola (2017)** had discussed on Green HRM, Work-life and environment performance. The data were collected from 356 employees of LEED-certified buildings using self-administered questionnaires. The analysis were done using common method bias, structural equation modelling, meditation model and sobel test. The analysis found that work-life mediates through green HRM has an impact on environment performance.

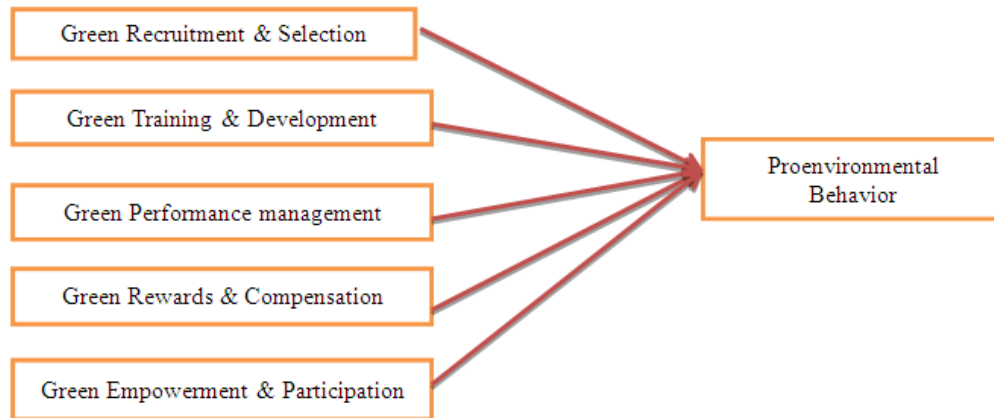
**Sharanya and Radhika (2016)** had studied the Green Human resources practices in IT sector. The study has taken place in Technopark in Chennai. The sample sizes of 60 respondents were collected using structured questionnaire. The analyses used were ANOVA, T-test, Chi-square test in this study. The result concluded that they lack in training programs for employees and to promote online training programs for development.

### Objectives and Conceptual framework

#### a. Research Objectives

- ❖ To study the influence of demographic profile of respondents on Green HRM practices.
- ❖ To study the influence of demographic profile of respondents on Proenvironmental Behavior.
- ❖ To study the impact of employees Green HRM practices on Proenvironmental Behavior.

**b. Conceptual work**



**C. Hypothesis**

- ❖ There is no significant difference in study variables based on gender.
- ❖ There is no significant difference in study variables based on age, Education Qualification, designation level, Experience.
- ❖ There is no significant relationship among study variables and pro environmental Behavior.

**Methodology**

- 1. Population:** The geographical area of Chennai city is chosen for the study. The sampling population was IT Employees in different companies.
- 2. Sampling Unit:** The Sample was taken only from working IT people in Chennai.
- 3. Sampling Procedure:** Snow ball Sampling was used to choose the respondents. This involves collecting a sample from one to other contact.
- 4. Sample Size:** The present study was conducted with a total number of 129 respondents.
- 5. Tools used for Analysis:** The statistical tools used are selected based on the suitability to examine the objectives of the research using the SPSS statistical package. Percentages, Correlation, T-test, ANOVA and Regression were used for analyzing the data collected for the study.
- 6. Dependent and Independent variables used in the study**

Dependent variable	Independent variable
Proenvironmental Behavior	Green Training & Development, Green Performance Management, Green Recruitment & Selection, Green Empowerment & Participation and Green Rewards & Compensation.

**5. Analysis and Interpretation**

**5.1 Demographic Characteristics of the Respondents**

**Table 5.1** Demographic profile of the respondents

Variables	Categories	Frequency	Percentage (%)
<b>Gender</b>	Male	68	52
	Female	61	48
	<b>Total</b>	<b>129</b>	<b>100</b>
<b>Educational Qualification</b>	Engineering Graduate	60	46
	Arts and Science Graduate	27	21
	Master's degree	42	33
	<b>Total</b>	<b>129</b>	<b>100.0</b>
<b>Designation of the respondents</b>	Software Engineer	36	28
	Tester	15	12
	Team Leader	20	15
	Project Manager	18	14
	Programmer Analyst	17	13
	Content Writer	15	12
	HR Manager	8	6
	<b>Total</b>	<b>129</b>	<b>100.0</b>

<b>Experience</b>	0-2 years	68	53
	2-4 years	34	26
	Above 4 Years	27	21
	<b>Total</b>	<b>129</b>	<b>100.0</b>
<b>Age of the respondents</b>	20-25 Years	58	45
	26-30 Years	36	28
	31-35 Years	19	15
	36-40 Years	9	7
	Above 40 Years	7	5
	<b>Total</b>	<b>129</b>	<b>100.0</b>

Demographic profile indicates the majority of the respondents are male; the majority (45%) of the respondents was at the age in 20-25 years followed by 28% of the respondents having 26-30 years. With regard to educational qualification, it can be observed that majority (46%) of the respondents' possess engineering degree qualification, 33% of the respondents are qualified under master's degree. Based on Designation majority (28%) of the respondents were the software engineers, followed by 15% of respondents in the group were team leaders, 14% of the respondents belong to the project managers; experience of the IT employees, 53% of them were experienced minimum of 0- 2 years, 26% of the respondents have 2-4 years of experience in the field.

**5.2 Differences between Gender and Study Variables – T-test**

**H1: There is no significant difference in study variables based on gender.** Table 5.2 Differences between Gender and Study Variables

<b>Study variables</b>	<b>T-Value</b>	<b>F Value</b>	<b>Significance</b>
Proenvironmental Behavior	-2.245	1.742	.189
Green Training Development	.051	3.242	.074
Green Performance Management	.029	1.553	.215
Green Recruitment and Selection	-.538	.302	.583
Green Empowerment and Participation	.408	.058	.811
Green Rewards and Compensation	-.369	.310	.578

Therefore, the hypothesis H1 is accepted which implies that there is no significant difference between gender and study variables of green human resource management.

**5.3 Age, Educational Qualification, Designation level and Work Experience Vs Study variables based on ANOVA**

**H2: There is no significant difference in study variables based on age, Education Qualification, designation level, Experience.**

**Table 5.3** Age Vs study variables

<b>Study variables</b>	<b>F Value</b>	<b>Significance</b>
Proenvironmental Behavior	2.489	.047
Green Training Development	1.884	.117
Green Performance Management	2.592	.040
Green Recruitment and Selection	2.265	.066
Green Empowerment and Participation	.750	.560
Green Rewards and Compensation	1.111	.355

The hypothesis H2a is accepted, which implies that there is no significant difference between age and study variables

**Table 5.4** Educational qualification Vs Study Variables

<b>Study variables</b>	<b>F Value</b>	<b>Significance</b>
Proenvironmental Behavior	2.455	.090
Green Training Development	.243	.785
Green Performance Management	1.659	.194

Green Recruitment and Selection	3.405	.036
Green Empowerment and Participation	2.355	.099
Green Rewards and Compensation	1.958	.145

The hypothesis H2b is accepted which implies that there is no significant difference between educational qualifications based on study variables.

**Table 5.5** Designation level Vs Study Variables

Study variables	F Value	Significance
Proenvironmental Behavior	1.850	.095
Green Training Development	1.503	.183
Green Performance Management	1.883	.089
Green Recruitment and Selection	2.858	.012
Green Empowerment and Participation	1.542	.170
Green Rewards and Compensation	1.354	.239

The ANOVA analysis between designation level and green recruitment and selection depicts, that f value is significant. And therefore, the hypothesis H2c is rejected which implies that there is significant difference between designation level and study variables.

**Table 5.6** Experience Vs Study Variables

Study variables	F Value	Significance
Proenvironmental Behavior	2.794	.065
Green Training Development	1.663	.194
Green Performance Management	1.958	.145
Green Recruitment and Selection	2.530	.084
Green Empowerment and Participation	.987	.375
Green Rewards and Compensation	.891	.413

The hypothesis H2d is accepted which implies that there is no significant difference between experience and study variables.

**5.4 Interrelationship between Study Variables and Pro Environmental Behavior- Correlation Analysis**

**H3: There is no significant relationship among study variables and pro environmental Behavior.**

**Table 5.7** Study Variables and Pro Environmental Behavior

	PB	GTD	GPM	GRS	GEP	GRC
PB	1	.430** .000	.509** .000	.190* .031	.282** .001	.191* .030
GTD		1	.756** .000	.576** .000	.548** .000	.453** .000
GPM			1	.590** .000	.589** .000	.498** .000
GRS				1	.706** .000	.671** .000
GEP					1	.624** .000
GRC						1

The hypothesis (H3) is rejected which means that there is significant relationship between the study variables and Proenvironmental Behavior.

**5.5 Impact of Study Variables on Pro environmental Behavior- Regression Analysis Table 5.8**

Results of Multiple Regression Analysis relating to Proenvironmental Behavior

Model	Unstandardized Coefficients		Standardized Coefficient	T	Sig 5% level
	B	Standard Error			
Constant	.862	.099		8.683	.000
Green Training Development	.148	.110	.160	1.338	.183
Green Performance Management	.415	.106	.487	3.931	.000
Green Recruitment & Selection	-.222	.114	-.239	-1.942	.054
Green Empowerment and Participation	.072	.095	.088	.757	.450
Green Rewards & Compensation	-.016	.092	-.018	-.169	.866
R Square	.293				
Adjusted R Square	.264				
F value	10.176				
Sig at 5% level	.000				

The regression equation is,  $Y = 0.862 + 0.148 X_1 + 0.415 X_2 - 0.222 X_3 + 0.072 X_4 - 0.016 X_5$ . Based on standard coefficient, Green Training Development (0.148), Green Performance Management (0.415), Green Recruitment and Selection (-0.222), Green Empowerment and Participation (0.072), and Green Rewards and Compensation (-0.016). The result of the above regression model has been tested using ANOVA. The value of F – ratio is equal to 10.176 ( $p < 0.05$ ) which shows that the model is good fit.  $R^2$  value is .293 (29.3%). It also shows that adjusted  $R^2$  is equal to .264 which means that any time another independent variable is added to this model, the  $R^2$  would change marginally.

**III. FINDINGS**

- ❖ The demographic profile indicates the majority of the respondents are male employees who have graduated on engineering qualification, working as software engineer. The mean age of respondents is between 20-25 years with a working experience of 0-2 years.
- ❖ In Independent Sample T-test there is a no significant difference among Green HRM practice and Proenvironmental Behavior.
- ❖ In ANOVA there is no significant difference was found in Green HRM practices and Proenvironmental Behavior based on the age, educational qualification, work experience of but based on designation level there is a moderate difference with Green recruitment and Selection whereas the company looks for perfect candidate who is aware of Green HRM practices.
- ❖ There is a positive correlation between Green HRM practices and Proenvironmental behavior when an employee starts to follow green behavior in the company then they make it as behavior to follow green practices everywhere in the society.
- ❖ In regression, it is found that another independent variable is added to this model,  $R^2$  value is .293 (29.3%) and the  $R^2$  would change marginally. Therefore there is a positive relationship on Proenvironmental behavior between Training & development, Performance management and Empowerment & participation whereas negative relationship between Recruitment & Selection and Rewards & Compensation.

**IV. CONCLUSION**

In the highlights of findings, the study variables on Green Human Resource Management practices have its impact on Proenvironmental Behavior. The study focused on Proenvironmental behavior of Working IT employees inside the organization. It could be concluded that the Green Human Resource Management Practices have more impact on Proenvironmental behavior inside the organization than outside the society as the respondents belongs more to 20-25 age group like to keep their working place saving electricity, paper, lights, fan like their home. Demographic factors like designation level have influence on Proenvironmental behavior is high on Green Recruitment and Selection whereas factors such as age, gender, education qualification, and experience were found to be insignificant. Mostly the employees prefer to keep their working place green as their home which prefers to work pleasant atmosphere and on good ambience thereby stopping

using plastics inside campus and riding over bicycle to work.

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