

# A Probing into Green Human Resource Management Practices and Employee Behavior in the IT Industry

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## Abstract

Green HRM is a comparatively novel area that covers all elements and practices of HRM that is focused on achieving sustainable development as a goal. The goal is to achieve a balance between the objectives of businesses and those of society without sacrificing the objectives of businesses. Whenever it comes to creating enterprises in an environmentally friendly manner, green human resource management has emerged as a significant applied subject of study. Environmentally conscious human resource management allows following and fostering protracted change in workers' attitudes and behaviours, which is a prerequisite for ecological change across the firm. It is important from a financial perspective since it lessens organisational expenditures while increasing employee engagement and opening up new markets, all of which are beneficial. The current study focuses on the GHRM practices, their importance, and GHRM practices on employees' behaviour in the IT sector.

**Keywords:** Green Human Resource Management, GHRM Practices, Employee Behaviour, GHRM in IT Sector.

## 1. Introduction

In today's business world, it's all about efficiency, reducing energy consumption, and implementing green policies and practises to make better business decisions. As a company approach, becoming green is becoming more appealing. Green HR practises not only assist with branding but also aid with income and expense reduction. The study's major goal is to determine the relevance of green Human resource management including green HR practices in the Trivandrum IT sector. This research also aids in determining employee knowledge and perceptions of green Human Resource practises. The researcher chose organisations using simple observation studies to explore the topic<sup>[1]</sup>. The study's main results are that there aren't any online training programmes for workers, that management doesn't provide an E-performance management system for assessing employees' sustainability impact, and that they don't hire green employers or employees. Management should give online training programmes for workers understanding environmental problems, and select employees who are knowledgeable

about green HRM. This would boost employee engagement, involvement, and minimise employee turnover, according to the study's recommendations. Employee engagement as well as being involved in environmental management initiatives to enhance an organization's environmental efficiency is proven to be aided by green HR practises.

Being environmentally conscious and aware is not the same as being green; it is a struggle for people to safeguard the environment and rescue the globe from future tragedies. In today's business environment, companies recognise that to satisfy folk's needs and interests, they must have a strong awareness and a green feeling of duty. In today's business world, it's all about efficiency, reducing energy consumption, and implementing green policies and practises to make better business decisions<sup>[2]</sup>. Green HRM is becoming more significant in every business as a means of resolving environmental challenges via the adoption of green HR policies, practises, and staff training as well as awareness initiatives. This affects the corporate environment and culture, as well as waste management,

pollution, including carbon footprint reduction. It causes workers to make the most of their resources, raises employee understanding about conserving energy, reduces carbon emissions, and motivates and encourages them to purchase environmentally friendly items.

## 2. Green HRM

Green Human Resource Management, according to Ramachandran, is the merger of ecological as well as HRM. The phrase "green HRM" is most often used to define how Human Resource policies and practises help to corporation's inclusive ecological strategy. It relates to engaging the assistance of all employees to encourage ecological practises and increase employee understanding and commitment to the issue. Anjana Nath defines

green Human resources as "environmentally friendly Human resource functions that results in increased productivity, reduced expenses, and greater levels of employee involvement."

Video recruiting with the use of the internet as well as video interviews to satisfy travel needs are examples of common environmental initiatives. Job-sharing, electronic filing, teleconferencing, as well as recycling<sup>[3]</sup>, car-sharing, virtual interviews, digital training, telecommuting, energy-efficient work spaces, and some other ecologically friendly Human Resource efforts consequence in increased efficiency improvements, reduced costs, and better employee involvement as well as retainment, which in chance aid organisations lessen employee carbon ways.

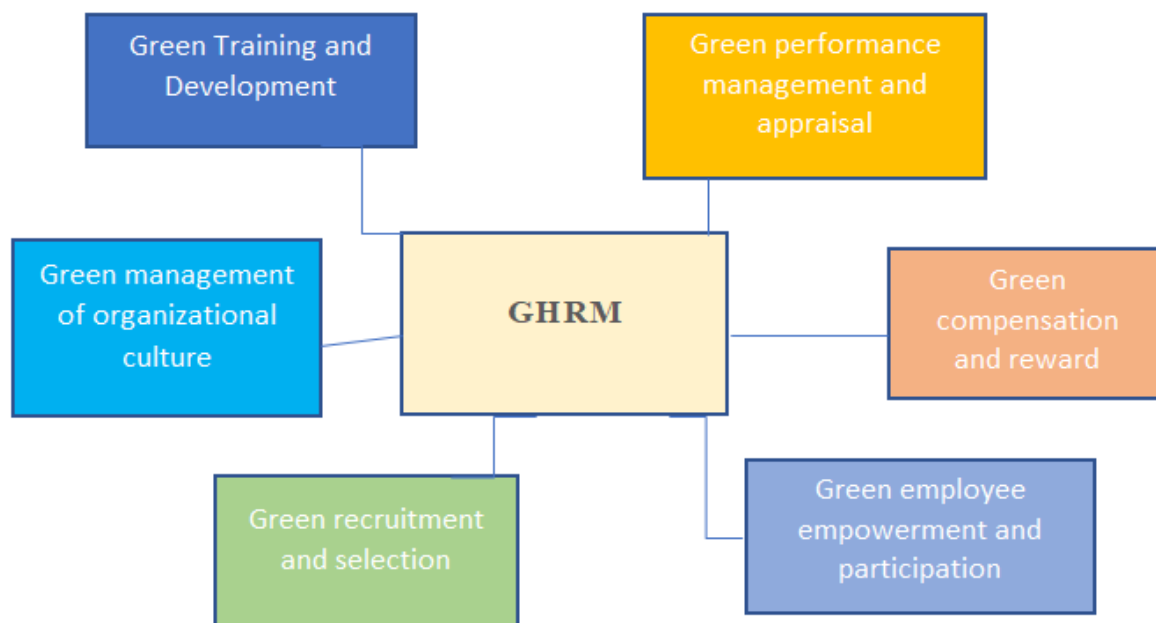


Figure 1: Green Human Resource Management Model

Green Human Resource efforts help companies find options for reducing expenses without compromising their finest personnel. Concentrating on Green Human Resource Management as a competitive approach promotes sustainable organizational strategies. As a consequence, executives must be cautious about instilling a new corporate culture via Green Human Resource Management practises<sup>[4]</sup>. Developing a sustainable approach may influence employee conduct and provide values that aid in the formation of internal culture.

Green conduct is seen to be significant in creating green Human resource management values as well as applying formal ecological measures. Mandip believes that green HR practises should be included in Human Resource processes like recruiting, training, and pay. According to the above criteria, it can be inferred that Green Human Resource management requires the engagement of all members of the organisation to figure and preserve a sustainable setting.

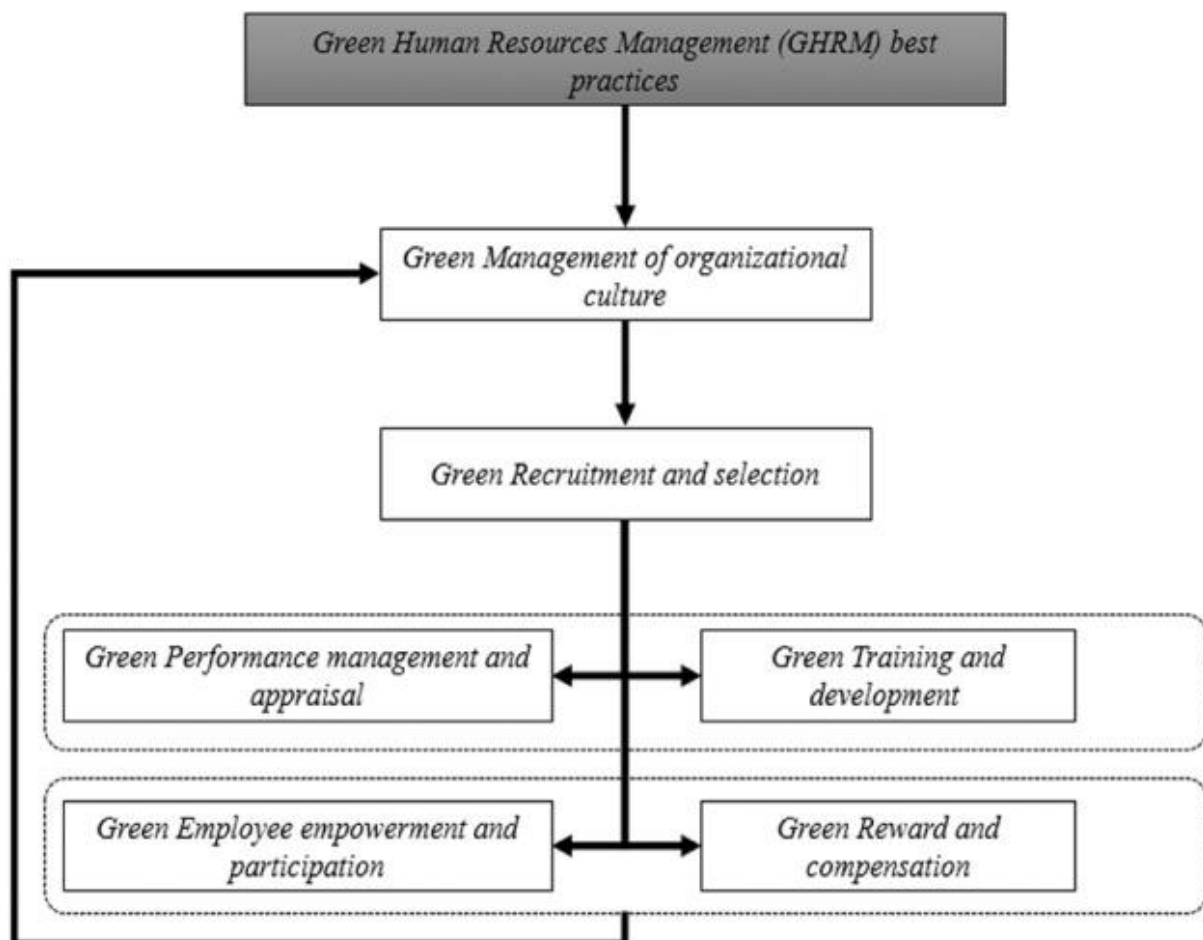
"Kitazawa and Sarkis" state that a constant decrease in contamination is highly related to the enablement as well as the participation of

the personnel who are learned in ecological managerial doings and encouragement programmes, like earnings, that will boost employees' contribution in businesses, based on a research of three companies. Additionally, collaborative procedures, talent upgrades, open dialogue, and management assistance for continuous progress in functional processes for pollution reduction have been found to be crucial.

Cote, Perron, and Duffy emphasise measuring employee productivity after being taught on ecological concerns to verify employee improved performance on environment protection, grounded on research concerning workers from 2 separate organisations. Ecological communication and consultation, organisational culture, as well as the accomplishment of ecological administration initiatives are all important, as per some other academics<sup>[5]</sup>. Dutta elucidates Green Human resource management is directly accountable for devising green personnel that comprehends, standards, and applies green policies.

Throughout the Human Resource management process of hiring, recruiting, and training, and rewarding, growing, as well as growing the company's workforce capital, a corporation might recollect its sustainable goals. "Applying strict personnel recruitment and selection, a performance-based evaluation mechanism, and training programmes geared at green management programs are all critical to encouraging innovation process". Emerging an image as a sustainable company might help you recruit novel personnel.

Organizations with ecological obligations might use their green commitments to find personnel that fits and contributes to the company's development sustainability. As per "Baron and Gomez-Mejia", the effectiveness of CEO remuneration schemes is associated with enhanced pollution mitigation effectiveness United State firms functioning in high-polluting industries<sup>[6]</sup>. Incentive programmes, like those run by Govindarajulu and Daily, are yet some other prominent element of business ecological activities.



**Figure 2: The Human Resource management process of hiring, recruiting, and training.**

## **2.1 Green HR Policies**

Without a doubt, organisations are the biggest cause of ecological difficulties. As a consequence, they must serve a key role in addressing ecological control issues. Bebbington has discovered a variety of Green human resource management techniques.

The green human resource includes the following policies:

### **2.1.1 Sourcing and acquisition of human resources**

Green objectives must be incorporated in the job description of management since top-level managers are increasingly accountable for green efforts<sup>[7]</sup>. Ecological consciousness may be integrated into the company's competence model as a requirement for workers.

### **2.1.2 Green recruitment and selection**

Corporations may utilise their internet site to attract persons to apply for exposed opportunities. To prevent the waste of hard copies, resumes may be done through the internet. Online gateways may also be utilized for onboarding material like offer letters, certifications, and testimonies about experience and qualifications, as well as confirmation letters from chosen candidates.

Ecologically conscientious businesses recruit more qualified and motivated personnel. Several job applicants choose to sacrifice better pay to make it employed for environmentally responsible companies. Certain job descriptions are given for pushed vacancies, and some other corporate information may be posted on the firm's online portal, that assists in the induction of novel workers<sup>[8]</sup>. Numerous ecological thoughts might be stated in the occupational role for another time. The person specification should have a segment on ecological problems.

Ecological disclosure duties, well-being, and security activities, and dangerous essentials of possible energies for employees are all comprised in this sort of job description, which is afterward coordinated to worker qualities focuses on ecological competencies. Green knowledge may be utilized as a favourable consideration when appointing staff.

Companies are looking for ecologically responsible employees.

### **2.1.3 Orientation**

The staff initiation programme should be intended in a manner that a fresh workforce may be presented to a green-conscious environment<sup>[9]</sup>. During the orientation session, companies should emphasise their care for green problems like workforce safety, well-being, including a green functioning environment.

### **2.1.4 Learning and development**

Training, learning, and development efforts like seminars, programmes, including workshops that assist personnel to enhance and acquire insights in environment protection, perspectives, including green abilities may be beneficial to them. Job rotation in the green mission must be an important part of prospective trained green executives' corporate progression plans.

To develop staff competencies and awareness of green management, the training subject should be established<sup>[10]</sup>. Digital as well as web-based continuing training, and also digital content, may be used extensively in environmental sustainability training. Environmental problems including workplace security, waste disposal, fuel efficiency, and composting may all be handled through green training. Managers who are indulging in training should depend more on online programme resources including study area than on printed briefings, reducing paper consumption even more.

### **2.1.5 Management of green performance**

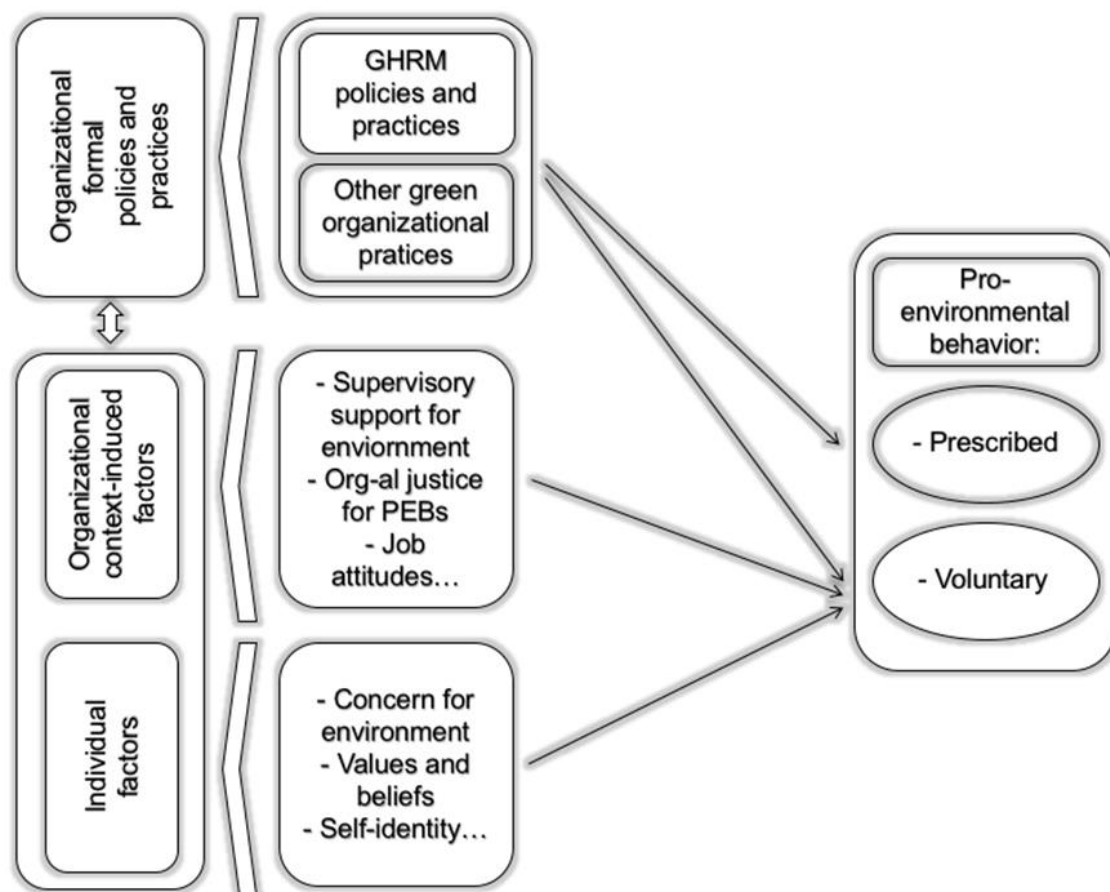
The Performance Management system in green initiatives is used to track ecological productivity objectives across the group's departments and provide useful data on executives' environmental initiatives. The Performance management system should provide green performance indicators. The expansion of presentation measures for every risk category in ecological knowledge and teaching may aid in effectively promoting a green Performance management system. Green wits should be linked at all stages of the organisation. Green objectives and duties may be established by personnel.

### 2.1.6 Management of green compensation and rewards

Personnel compensation systems should be altered to support the development and acquisition of green expertise. Monthly management awards, as well as nonmonetary, economic, as well as public recognition environmental incentive compensation, may be given out based on ecological balancing performance results. Carbon emission limits and renewable energy sources are 2 of the most critical variables in CEO salary as a green reward<sup>[11]</sup>. Corporations who achieve their environmental objectives may be rewarded.

### 3. Importance of Green HRM

Green HR initiatives assist businesses in finding cost-cutting alternatives without jeopardising their skills in the green economy. Going green and building a new ecological DNA may offer considerable development scenarios for concerns, as well as significant effective funds by dropping their carbon footprint. Companies may give green incentives to workers, including a green workplace and lifestyle perks, as part of their pay management. As a result, to involve individuals in the green agenda, this may integrate carbon credit balances, bicycles, as well as pollution-free automobiles for commuting to and from work. Moreover, to remain committed to their organisations, skilled individuals seek self-actualization in their employment.



**Figure 3: STHRM framework for analysing GHRM's function in fostering pro-environmental behaviour at work.**

Green Human Resources may contribute to this by adhering to green ideas and practises. Other environmentally friendly practises

include using as little paper and printed documents as possible in recruiting, performance reviews, and learning

and development. Improved reprocessing, reusable shopping and lunch bags, and banning the use of plastic, bottled water, and styrofoam cups in the workspace are all examples of the green economy. Fluorescent light lamps, as well as other energy-saving and environmentally-friendly equipment, may be used at workstations<sup>[12]</sup>. Reducing official automobile trips, utilising metro and public transit for work travel, carpooling, giving interest-free loans to purchase hybrid cars, including cycling or commuting to school are all ways that businesses may inspire their workforces to progress their travel and mobility habits. To reduce business travel, business meetings, as well as conferences, may be done via the Internet. Employees may also be provided possibilities to "Telework" or work from home if they adopt the Flexi-working model. Companies may now connect with workers through email, decreasing the need for printing and paper, thanks to the Internet and intranet. Employees, their families, as well as the general community may contribute to health programmes that emphasise corporal activity, adequate nutrition, as well as a healthier life.

Organizations may fulfil their social duty by integrating environmental management as a key green goal in their mission statement. To raise awareness about environmental concerns, businesses could arrange cleaning and waste management efforts in the workplace and the surrounding community. Understanding why green is highlighted above demonstrates the significance of green HRM<sup>[13]</sup>. Green HRM becomes a need to deliver ecologically responsive goods and activities, to effectively achieve business social and ecological environmental programmes, and to solve corporate environmental programme implementation obstacles. Organizations that successfully align Human resource practices with ecological management goals will be successful on their corporate environmental management path. According to research by Jabbour and Santos, the most advanced ecological administration features of "ISO 14001 certified Brazilian" enterprises are linked to practically all of the operational and competitive aspects of HRM.

Green Human Resource methods assist businesses in identifying cost-cutting substitutes. It relates to the role of individual

management policies and practises in achieving this larger goal. It's a significant problem for Human Resources since it affects all workers, as well as consumers and some other stakeholders. It's also an area where HR can make a major difference without spending a lot of money<sup>[14]</sup>. Furthermore, by providing financing for green incentives to keep employees motivated, the outstanding ecological organization may enhance sales and cut expenses. Many practise groups have lately been formed in a variety of organisations to advise companies on "green" consciousness in the workplace. The goal of these organisations is to put in place best practises that will enhance the workplace by reusing, reducing, and recycling particular items. The practise group also advises firms on how to educate their employees on how their actions at work and home influence the environment. And these businesses are providing their customers and potential a strategic messaging platform as a way to raise green awareness inside their organisations. Companies needed to adjust to shifting workforces and lifestyles. Organizations that implemented this programme discovered that a considerable number of their employees changed their lifestyle routines, such as increasing recycling, reducing printing, eliminating or reducing the use of plastic as well as styrofoam cups, employing re - usable grocery as well as tiffin bags, shifting to compressed glowing light bulbs as well as other energy-saving in addition to green goods, as well as changing transit behaviour patterns.

To fulfil corporate environmental objectives or greening, green HR needs must be determined. What are the GHRM needs for organizational environmental management or greening? GHRM needs are classified into four categories: green attitude, green competencies, green behaviours, as well as green outcomes. Professionals must have significant understanding and abilities in the field of greening<sup>[15]</sup>. In order to create greener technologies, human resource management must take an active role. Human Resources must supply the capabilities required for continual enhancement of an organization's environmental results evaluation on the organization's environmental strategy. Because sustainable development necessitates employee behaviour change, all members of a

business, at all levels, must demonstrate positive behavioural change. Green conduct is seen as a major GHRM need. The amount to which an employee participates in positive behaviours aimed at helping the company as a whole achieve greening is described as one facet of this behaviour referred to as green organisational citizenship behaviour.

These acts are not part of the job description. They typically reflect green acts that are undertaken on a voluntary basis. However, here are some instances of such actions:

- When printing, writing, or photocopying, use both ends of the paper.
- Drinking water should be natural instead of chilled.
- While working, make use of natural light.
- Keep the number of bulbs switched on to a bare minimum.
- Walk or take the bus/train to work.
- Instead of hibernating computers while they are not in use, shut them off.
- Plants should be placed in working cubicles to absorb pollutants.
- When throwing a party, buy organic food. Report any damages or potential environmental harm to an appropriate official as soon as feasible.
- Instead of tossing away various office goods, like cans, jugs, bottles, and bags, re-use them.

Green official conduct is a facet of green behaviour that defines how much an employee is involved in official greening activities set by their management. This is not a discretionary commitment; it is an official mandate that the employee must fulfil. Specific processes to be performed by the individual to decrease waste and eliminate trash may be included in such responsibilities. A "green" performance evaluations idea has just been established, taking into account the aforementioned green human resource criteria<sup>[16]</sup>. As a consequence, this is defined as the amount whereby an individual is involved in his or her activity and produces outcomes in terms of greening during a certain period. Green employee contributions of green behaviour are seen as green skills and a green mindset. Furthermore, green outcomes are considered as employee green work

performance, which significantly pays to the green organisational performance that meets the Corporate Social Responsibility.

Generally, people believe that Green Human Resource Management entails decreasing your carbon footprint by using less paper, video conferencing, and conducting interviews, among other things. In light of our present economic scenario, the most crucial concept to recall is the organization's best talent being reclaimed<sup>[17]</sup>. When circumstances are rough, firms are eager to lay off employees without considering the long-term consequences of losing that intellectual capital. For both the employee as well as the company, this is a win-win situation. It benefits the ecosystem first and foremost<sup>[18]</sup>. Because such workers are glad to be there, the company can retain top talent while enhancing productivity. A productive employee is pleased. The company must be willing to give excellent leadership, concern for their workers, provide possibilities for professional progress, increased responsibility, flexibility, as well as, last but not least, provide benefits. Take, for example, Canada's Soft Choice. Soft Choice has a policy about public transit. If you use public transit to go to work, your employer will pay you an additional \$90.00 each month. Soft Choice hosted a World Environment Day celebration in June that included ecologically friendly dishes and goods.

#### **4. Green HRM and Employees' Behavior in IT Sectors**

A stroll among lush meadows and rainforests makes you feel pleasant, peaceful and unburdened by life's stresses. Being in touch with nature and the environment may offer us pleasure and success in our personal and professional life. The recent Uttarakhand calamity serves as a stark warning from our mother earth of the need of maintaining environmental integrity and controlling pollution, deforestation, and carbon emissions by carefully conserving natural assets. Green management is a term used to describe how the environmental movement has pushed businesses and industries to embrace environmentally friendly methods and products. Green Human Resource is a subset of a company's green management policies, philosophy, and practises for environmental management<sup>[19]</sup>. Green Human Resource

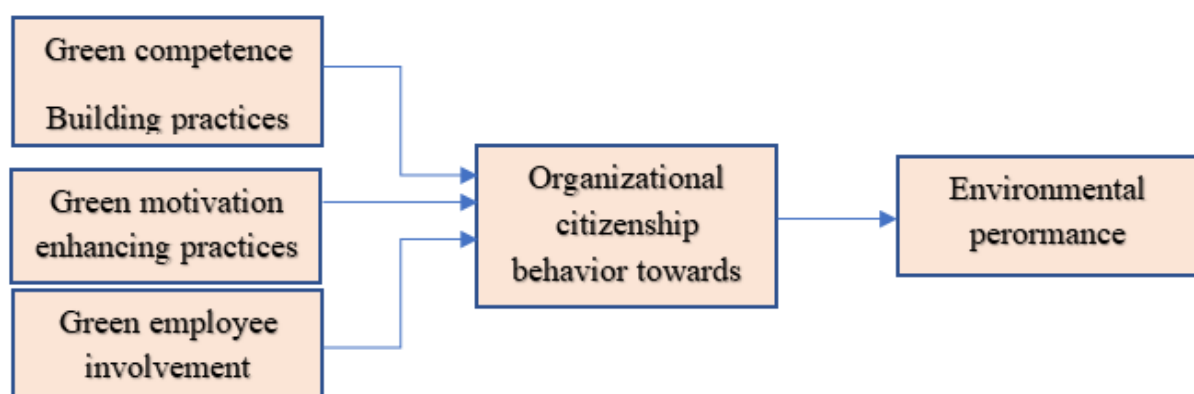
management encompasses all activities aimed at assisting an organisation in carrying out its environmental management agenda, such as onboarding as well as the acquisition of HR, performance management, induction, compensation and reward management, and learning and development, to lessen its carbon footprint and obtain carbon credits.

When it comes to Green HR, two key components must be regarded:

- Eco-friendly Human resource practices
- Knowledge capital protection. Green HR efforts may assist businesses in finding cost-cutting alternatives without sacrificing talent.

Organizations in the green economy have significant development predictions by becoming green and building a novel ecological DNA, which may save them a lot of money by lowering their carbon footprint. Green HR can play a key role in attaining this

goal by establishing a Green Human Resource platform where employees are more satisfied with their jobs and are more engaged, which leads to increased productivity. Green HRM activities contribute to the development of a culture of care for co-workers' well-being and health, in addition to the overarching interest in environmental conservation, which is a precondition for a happy and healthy existence for all of us on our planet<sup>[20]</sup>. Application of company employment portals for recruiting, and telephonic, digital, as well as online interviews, are all instances of Green Human resource practices. Candidates' travel needs may be reduced as a result of this, as well as paperwork. Organizations may provide green incentives to workers in the form of environmentally responsive office as well as routine benefits, like carbon credit offsets, and pollution-free vehicles for commuting to and from work, as part of their remuneration management strategy.



**Figure 4: GHR Management for organisational citizenship behaviour**

## 5. Conclusion

Being environmentally conscious is becoming increasingly popular as a company approach. Not only can green human resource practises help in the reduction of carbon footprints and emissions, but they also help in the reduction of costs, the improvement of energy efficiency, and the improvement of an organization's competitiveness.

- It enhances a company's reputation as a good corporate citizen who cares about the environment.

- It reduces operating expenses and helps to reduce costs by being energy efficient (Saving Power).
- In accordance with the conclusions of this study, green human resource practises playing a vital role in developing environmental and social issues inside organisations.

Individuals and businesses will benefit from it since it will increase employee morale and performance while also delivering benefits to employees. Employing environmentally-conscious employers and employees has also been discovered to improve corporate image and employee satisfaction. In addition, online



learning programmes such as carbon emission reduction, recycling facilities, energy conservation, and other environmental topics have been unearthed to increase employee knowledge and understanding.

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