

Impact of Green HRM Practices on Employees' Behavior in IT Sector

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Abstract

Purpose - Business communities are becoming more conscious of the importance of environmental problems, according to recent reports. Green human resource management has become a crucial business practice for businesses because the human resource department would play a vital role in being "green." This research examines an integrative model that takes into account the direct impact of GHRM practices on employees' behavior (in-role and out-role behavior).

Design/methodology/approach - The data was collected from employees in India's IT sector using the questionnaire method.

Findings - The results of the study discovered that GHRM practices have a significant direct effect on employees' behavior. As a result, it is possible to infer that Green hrM is serving as a decision maker in reforming age-old management practices and thus making deliberate efforts to protect habitats for generations to come.

Practical implications - Workers' green behaviour should be properly evaluated, and their behaviour should be aligned with salary and promotions. Employees should be encouraged and motivated to participate in green initiatives and contribute to environmental management by their employers.

Originality/value - This study is significant as it provides fresh understandings on GHRM practices and its impact on employees' behavior. The study shed light on the impact of green HRM Practices on employees' behavior in IT sector which is an area that is still under-researched. The research aids in a deeper understanding of green HRM activities as well as employee in-role and out-role attitudes.

Keywords: Green hrM practices, Employees' behavior

Introduction

The safeguarding of the natural environment has been a significant issue for the most recent couple of many years. To create a sustainable culture in the association is a present need; the HR department assumes an essential job in plan the methodologies to extend it. It is a prerequisite of organizations to fabricate green sense among representatives.

Being green isn't about that individuals are cognizant and mindful about environment; it is a test for them to ensure the climate and spare

the earth from future calamities. In the present business world, understand that they need to build up an incredible still, small voice and green feeling of obligation to address the issues and needs of individuals. Presently a days' business world is all about effectiveness, energy utilization and applying green strategies and practices for settling on keen business dynamics.

"Because of developing worldwide ecological concern and development of global natural principles, there is a requirement for organizations to receive formal environment practices (Daily & Haung, 2001)."HRM practices are the genuine HR program, cycles and procedures that get executed in the association or business unit (Gerhart, Wright, & MC, 2000). Also, green HRM is a real green project, processes and techniques that get actualized in the organizations to decrease negative ecological effects or upgrade the positive natural effects of the organizations.

In addition to emerging associations, people have started practicing environmental safety to acknowledge the effect of our everyday exercises on the climate and draining characteristics resources which has been set off. The circumstance is grave. The internationally developing worry for climate constrains make organizations to move towards manageable activities and figure green arrangements. The global norms for climate insurance and protection call for organizations to devise climate well-disposed procedures. With everybody, from clients to workers to financial specialists turning out to be increasingly more climate cognizant, 'Green Human Resource Management' is arising as a huge territory in administration.

Presently a day Green HRM will assume a significant function in each industry to determine natural related issues by receiving green HR strategies, practices and by organizing mindfulness programs among workers. This makes changes in the authoritative atmosphere and culture, furthermore it lessens squander the executives, contamination, decrease in carbon impressions and so on. It prompts the most extreme usage of assets by workers, builds a level of mindfulness among representatives about energy protection, decrease in carbon discharge and furthermore, it will rouse and urge them to utilize eco-accommodating items.

Literature Review

(S. Angelo & W. Griffin, 2009) HRM is a broad set of administrative activities and errands concerned with developing and maintaining a qualified labour force in ways that contribute to organizational viability. HRM is a notable and gotten idea; consequently the creators don't

zero in additional on building up the significance or essential comprehension of this span. GHRM is generally a groundbreaking thought and is acquiring spotlight with the affirmation of the significance of natural apprehensions and job associations can play.

Premise of this thought can be connected to the "Green Movement" that really directs thought of advancement of feasible practices in various elements of an association. Green Movement essentially comprises of four standards: "Environmentalism, Sustainability, Non- Violence and Social Justice". Supporters of these standards are called as "Greens". "Greens" are essentially worried about harmony developments, ecological supportability and peaceful acts (Sharma & Gupta, 2015). As examined before, the board researchers have instilled these green practices into various elements of the associations. In like manner, Green HRM is anything but an independent idea.

According to ISO14001, many companies have their own formal environment system and also they are ready to implement new green policies anytime without anyrestrictions (S.M & K, 2020). Workers from manufacturing industries are more worried about green HRM practices in IT ventures but IT industries are greatly using recycled paper than manufacturing industries (Sarode, Patil, & Patil, 2016). Green HRM is the need of hour to survive in the modern biz world by having an advantage over the competitors, developing a distinct green image within the market, keeping to corporate social responsibility and fulfilling the basis of being a business person by the generation of employment opportunities for the talented eco-friendly workforce (Aggarwal & Sharma, 2015).

(Dhingra, Gupta, & Gupta, 2014)The result of the study said that most of the employees knew and are aware of green HRM. The majority of employees felt the importance of green HRM in building a good image of the organization. Most of the employees believe that best green practices include 3R'S- Reduce, Recycle and Reuse but they are not aware of how to contribute.(Cheema & Javed, 2017) For greening practices motive, appropriate instruction or training ought to be given to the workers to build learning levels in the associations which ultimately enhance comprehensive sustainability. HR experts, who wish to add to their association's manageability by exercising sustainable HRM, ought to endeavor to be engaged with the supportability technique from the earliest starting point, which will emphatically impact their apparent opportunities for making sustainability famous and their job in enthusing, encouraging and persuading workers for sustainability. Also, this won't just save the environment but also benefit HR experts and the

association itself.

(Yusliza, Othman, & Jabbour, 2017) Outcomes show that the green representative empowerment has a huge optimistic affiliation with all the components of green human resource management practices, also the additional estimation of HR colleague job is a significant viewpoint in guaranteeing the fruitful execution of green human resource management practices, and astonishingly electronic HRM was not altogether related with all measurements of green human resource management practices. (Roy, Bioral, & Paille, 2013). Study demanded that the suddenness of an eco-accommodating behavior can improve natural execution b enhancing ecological management frameworks. Accordingly, this examination researches the immediate connection between representatives' eco- accommodating behavior and environmental performance of hotel.

Green Behavior

Green HRM influence worker work environment green behavior for the accompanying reasons-

1. GHRM activities, such as spreading information about the administration's green concentration, underlining unique green qualities in enlistment and selection, and promoting green attributes through preparation are likely to increase representative green awareness.(Renwick, Redman, & Maguire, 2012).
2. Job and occupational plans that meet ecological requirements, as well as green training practices aimed at improving worker knowledge, capacity and skills, are important cycles to inspire members to guide green activities. (Pless, Maak, & Stahl, 2012)
3. The human resource management attribution writing recommends that representatives' insight of why the association embraces certain HRM practices decides the adequacy of HR management practices on representative work behavior (Lisa H., David P., & Benjamin, 2008).

Table 1: Green HRM Practices

Authors	HRM Practices	Findings
(Markey, Mclvor, & Wright, 2016)	Employee Involvement	Employee engagement leads to greater reductions in pollution.
(Geurci, Montanari, Scapolan, & Epifanio, 2016)	Recruitment	Reinforce the effect of a green standing on pulling in candidates, however no effect of data on the enlistment site about organization natural strategies.
(Guerci & Carollo, 2016)	Employee involvement, performance management, Recruitment, environmental training, and compensation management	Investigates that human resource management - related oddities saw by associations creating natural supportability by means of HRM.
(Pillali & Sivathanu, 2014)	Compensation and reward	"Green rewards" can be utilized for advancing "green behaviors" in working environment and way of life, diminishing carbon credits.
(Zoogah D. , 2011)	Environmental Training	Green development and training instruct representatives about the estimation of ecological administration, give freedom to connect with them in natural critical thinking and fabricate their skills.
(Brekke & Nyborg, 2008)	Recruitment	Workers will lean towards ecological amicable organizations more than non-natural affable organizations, particularly on the off chance that offered same compensation.
(Collier & Esteban, 2007)	Green rewards and compensation	Hierarchical culture, top- administration demeanor and related rewards impacts workers inspiration and responsibility for CSR "buy-in"

GREEN BEHAVIOR – The study shows that green HRM straightforwardly and by implication identified with in-job representative work environment green behavior, yet simply in a roundabout way identified with extra-job green conduct, through the intercession of the mental green atmosphere (Doumant, Shen, & Deng, 2017). (Jiang, Lepak, Hu, & Baer, 2012) According to this study, HRM may not straightforwardly influence worker conduct or maybe, its impact is sent through different basic components.

Research Gap and Motivation of the Research

There is some proof that GHRM practice is related to representative green conduct in the work environment, hypothetical holes have been featured in late writings. First, the procedures and components through which Green HRM practices impact representatives' green behavior remain obscure to a great extent. Second, existing exploration generally sees Green HRM all in different areas, while the adequacy of green human assets the board practices in the IT area isn't contracted.

The IT sector is viewed as an origin of different kinds of natural contamination that should be surveyed, checked and amended. Because of the substantial job and impact of the IT sector in the public eye, there is an intensifying need of embracing distinctive harmless to the ecosystem practices. Truth is bold; every one of the association's capacities is similarly capable to keep their association's current circumstance green. Directors need to include their representatives in the natural practices. Thusly, it was addressed how much green HRM practices sway representative's behavior in the IT sector. This study will give a reasonable manual for help managers in applying and creating GHRM practices to enhance employees' behavior.

Objectives of the Study

1. To study the effectiveness of green human resource management practices in the IT sector.
2. To find out the impact of green human resource management practices on employees' behavior in the IT sector.

Research Methodology

Hypothesis of the Study

Recruitment and selection positively impact Employees behavior –

Recruitment is the path towards finding competitors for the unfilled position and asking them to apply for it. Selection is getting the best up and comer from the pool of

competitors and reaching out to them about the working openings. Recruitment can be characterized as a bunch of cycles to get a huge pool of candidates from which the appropriate applicant perhaps chose by the association (Schuler, 1987). After recruitment, a significant capacity of HRM is that of selection. It includes arrangement of steps that lead to recruitment of the best reasonable possibility for a situation viable (Mondy & Noe, 2005). (Pham & Paille, 2019) According to the study, a few organizations decide to apply green rules when choosing or selecting candidates while others don't. Regardless, imparting an organization's natural qualities and directing merits working on during eco-friendly recruitment and selection. (Islam, 2014) The utilization of eco-friendly recruitment and selection is more economic over conventional recruitment and selection process model. The other choice is that associations may introduce themselves as “green employers” on the ground that as indicated by an examination, individuals like to work for an association that perceives the significance of ensuring the climate (Clarke, 2006). Essentially, regarding recruitment, best choice for associations can be pull in ability that will be worried for this reason over the long haul. Besides, recruitments segments of HRM can pick electronic modes for advancing their message and welcoming applications.

Green training and development positively impact Employees behavior–

Development and training is a significant movement once a worker has become an employee of an association. It is then the obligation of the association to put resources into its labor force and create in-accordance with its hierarchical targets and this speculation reasoning can give a thought concerning how much an association esteems Development and Training (Zubair & Khan, 2015). Green development and training anticipates that representatives should be taught and furnished with the information on harmless to the ecosystem exercises, significance of Environmental Management activities and methods that can help in decrease of waste alongside protection of energy (Zoogah, 2015). (Baumgartner & Winter, 2014) Discovered that usage of corporate ecological practices, for example, preparing workers to deal with the native environment, expanding natural mindfulness, and permitting them to improve their abilities and self-efficacy to address ecological issues powerfully would assist representatives to embrace accountability ambient behavior in the formation of pro-environmental behaviors. (Renwick, Redman, & Maguire, 2012) “Propose certain green training and development practices, for example preparing staff to create green examination of workspace, use of employment revolution to prepare green supervisors

of things to come, an arrangement of explicit preparing on natural administration parts of wellbeing, energy effectiveness, squander the executives and reusing advancement of green individual abilities". Green training and development is required to give the correct information and abilities about greening (the 4 green parts) to every representative through preparation program solely intended for greening. To lead preparing needs examinations to distinguish green preparing needs of representatives.

Green Performance evaluation positively impact Employees behavior–

Execution management capacity of HRM is pointed toward assessing a person's exhibition in the light of associations objectives. GHRM requires incorporation of assessment of people contribution to accomplishment of associations ecological objectives. (Opatha, 2013) Study contends for incorporation of a different part in presentation evaluation structures. It is essential to make reference to that, these conditions related measures or norms should be known to all representatives and be reasonably assessed by appraisers.(Jabbour & Santos, 2008) Green performance evaluation involves an arrangement of assessing exercise of representatives' performance in the procedure of environmental management. Assessing specialist green execution of employment is one of the imperative limits in green HRM. Deprived of this preparation, any affiliation can't ensure the useful common introduction for long stretch reasons. Assessment of green execution of delegates should be done autonomously and conceivable as a piece of the performance evaluation arrangement of the affiliation. (Milliman & Clair, 2017) "Express that when an EMIS (Environmental Management Information Systems) has been created, it is significant that it isn't simply utilized for revealing purposes, yet should likewise be incorporated with performance appraisal of administrators just as representatives".

Green Rewards and compensation positively impact Employees behavior–

Remuneration is quite possibly the main components of HRM and is viewed as the most troublesome and testing region of HR. The compensation is all out of all remunerations offered to a worker as a tradeoff for administration an individual gives. Fundamental drive of giving remuneration is to "attract, retain, and motivate employees"(Mondy & Noe, 2005). Following an essential way to deal with remuneration the executives, green prize furthermore, remuneration is an arrangement of monetary and nonfinancial prizes, target at captivating, keeping, and

inspiring workers to contribute to ecological objectives (Jabbour, Govindan, Teixeira, & Freitas, 2013). It has been contended that representatives may feel more persuaded by nonfinancial prizes through green compensation and prizes, for example, acknowledgment and acclaim (Jabbour & Santos, 2008). Inducements and benefits might be all the more impressive proportions of adjusting worker's presentation to the association's objectives than different practices in the HRM framework. Nonetheless, for the most part, most specialists recognize that consolidating money related and non-monetary rewards are more viable in inspiring representatives (Jabbour & Santos, 2008).

Green management of organizational culture positively impact Employees behavior –

The hierarchical culture idea has been enrolled regularly inside the green business writing (Newton & Harte, 1997) . (Jabbour C. J., 2011)The study concluded that there is a lack of sanctification of the integration of environmental issues into traditional HRM activities, which can have a detrimental impact on the great presentation seen in community formation, authoritative culture, and learning, resulting in a negative loop.(Nishii, Lepak, & Schneider, 2008) Declare that workers see their association's HRM practices as anelement of their work perspectives and behaviors. So if an association consolidates greening in its HR approaches, representatives would show behaviors that reverberate and are as per the association's green approaches.

Methodology-

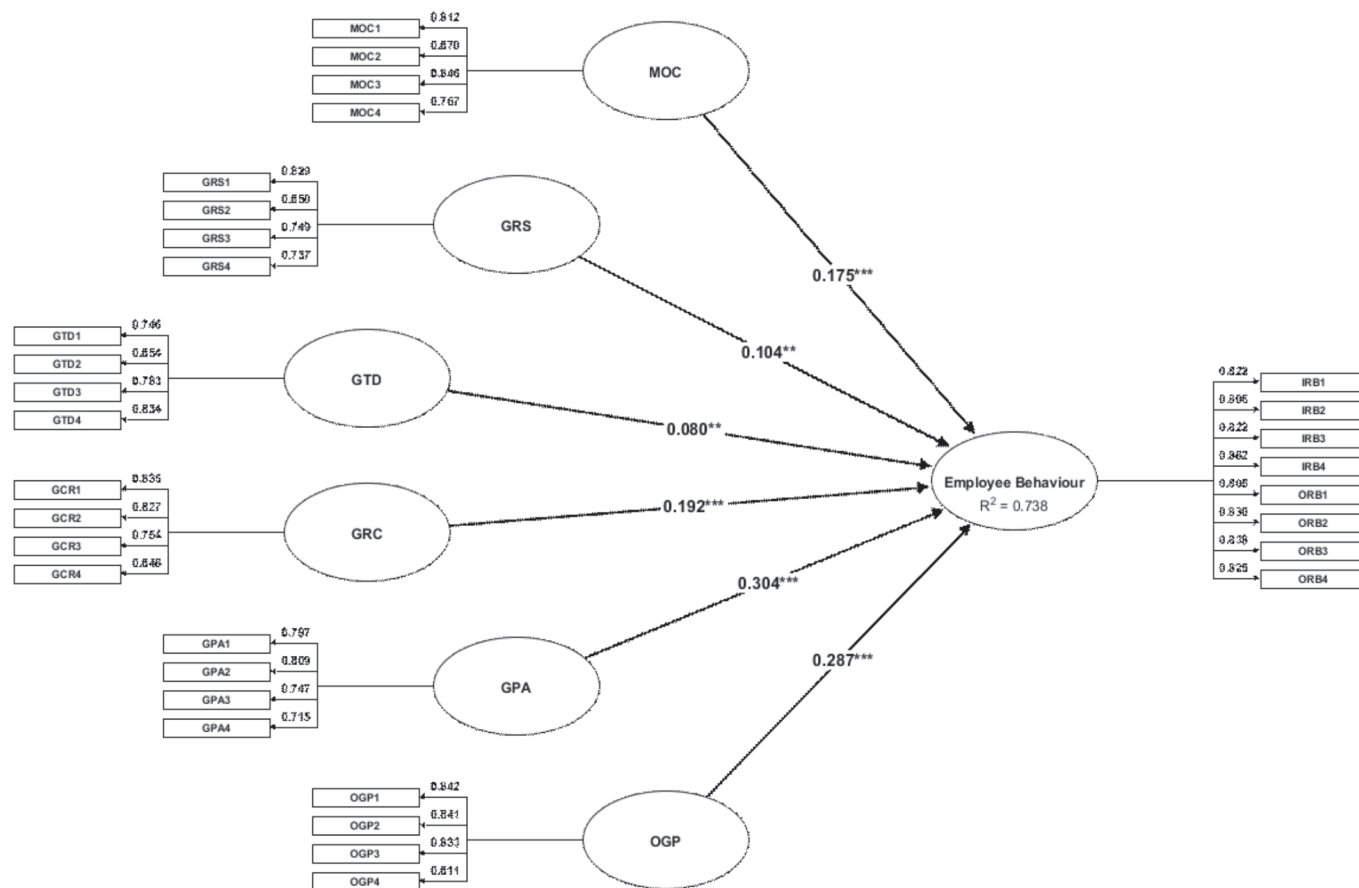
Measure–

Two questionnaires have been prepared. One was based on reframing of Green HRM practices. Another questionnaire was created for Employees' behavior (in-role behavior, out-role behavior)

Sample and Data

A sample of 332 respondents from the IT companies in India has been taken by the researcher through the method of simple random sampling. The data for this analysis was gathered from 332 randomly selected respondents. Though, due to the nature of the analysis, the authors used a questionnaire to collect primary data. The questions were on a five-point Likert scale, from stronglydisagree to strongly agree.

Model diagram

FIGURE: 1 Research Model

Sampling technique-

Convenience sampling is used to collect data from IT professionals. The sample of the research was taken from IT companies from India.

Measures –

Cronbach's alpha of “green management of organizational culture, Green recruitment and selection, green training and development”, 0.8423, 0.8044, 0.8305, 0.7703, 0.8518, 0.8329, 0.9338 respectively and Cronbach's alpha of Employee behavior is 0.9338. All six green HRM practices and Employees' behavior are measured by using 5-point Likert scale.

Data Analysis and Discussions

Sample characteristics

According to the findings of this study, the vast majority of those who responded were male (69.9%). In terms of age 25-35 years old accounted for the majority of respondent with (72%). Moreover, for the level of designation most of the respondents were at middle level (57%).

Construct Validity and Factor Loadings

Testing the Goodness of Measure

Internal consistency - Table 2 shows that, grounded on both Cronbach alpha (CA) and Composite reliability (CR) values, both constructs passed the internal consistency reliability test. CA values of more than 0.70 are considered acceptable (Nunnally, 1978), and values of more than 0.80 are preferred (Vellis & R.F., 2003). In the meantime, CR values of minimum 0.70 are considered appropriate (Hair, Hult, Ringle, & Sarstedt, 2017). The CA and CR readings in

Table 2 were above these thresholds, indicating that all constructs were accurately measured.

FACTOR LOADING-(Byrne, Dvorak, Peters, & Ray, 2016) stated that the outer loading of more than ($<$) .50 was deemed appropriate for indicator reliability. The majority of products also surpass the factor loading minimum

threshold.

3. Average variance extracted -All constructs qualified the convergent validity test, with AVE values varying from 0.5897 to 0.6919, as shown in Table 2. AVE value of .50 is the minimum requirement. (Fornell & Larcker, 1981a; Gefen, Straub, & Boudreau, 2000).

Table 2: Result of Measurement Model

Construct Source	Indicators	Factor loading	Rho_A	CR	AVE
Management of organizational culture	MOC1	0.8116	0.8465	0.8946	0.6801
	MOC2	0.8703			
	MOC3	0.8461			
	MOC4	0.7671			
Green Recruitment and Selection	GRS1	0.8295	0.8140	0.8708	0.6285
	GRS2	0.8496			
	GRS3	0.7488			
	GRS4	0.7372			
Green Training and development	GTD1	0.7460	0.8816	0.8805	0.6488
	GTD2	0.8544			
	GTD3	0.7828			
	GTD4	0.8343			
Green Compensation And Reward	GCR1	0.8349	0.8411	0.8515	0.6663
	GCR2	0.8268			
	GCR3	0.7543			
	GCR4	0.8458			
Green Performance And Appraisal	GPA1	0.7973	0.7726	0.8998	0.5897
	GPA2	0.8085			
	GPA3	0.7473			
	GPA4	0.7149			
Other Green HRM Practices	OGP1	0.8423	0.8545	0.8885	0.6919
	OGP2	0.8406			
	OGP3	0.8331			
	OGP4	0.8108			
Employees' Behavior Employees' In- Role Behavior	IRB1	0.8223	0.9346	0.9452	0.6834
	IRB2	0.8065			
	IRB3	0.8222			
	IRB4	0.8622			
Employees' Out-Role Behavior	ORB1	0.8051			
	ORB2	0.8300			
	ORB3	0.8384			
	ORB4	0.8251			

Discriminant validity

Discriminant validity gives constructs even more access. In order to evaluate discriminant validity, 3 types of tests are used: 1) CL comparison 2) Fornell and Larcker 3) HTMT ratio. The correlations of an indicator with other constructs in the model are referred to as cross-loadings. As a result, the outer loading on the interrelated construct of the indicator must be bigger than any of its cross-loadings on other constructs from cross loadings (Hair, Wolfinbarger, Money, Samouel, & Page, 2015) (Hair, Hult, Ringle, & Sarstedt, 2017).

The outer loading values at all times surpass the cross-loading values, as shown in Table 3, representing that

discriminant validity among all constructs of the model has been defined.

The Fornell-Larcker criterion is the second method for determining discriminant validity (Fornell & Larcker, 1981). The Fornell-Larcker criterion collates the square root of every construct's Average variance extracted to its correlations with all the other constructs in the model to determine discriminant validity. It means that a construct's related indicators (i.e. items) must share more variance than any other construct (Fornell & Larcker, 1981a; Hair, Hult, Ringle, & Sarstedt, 2016). Table 4 indicates that all of the constructs meet the Fornell and Larcker criteria. As a result, there is no discriminant validity problem.

Table 3: FORNELL LACKER CRITERION

	Employee Behaviour	GRC	OGP	GPA	GTD	GRS	MOC
Employee behaviour	0.6834						
GRC	0.4145	0.6663					
OGP	0.5177	0.3043	0.6919				
GPA	0.5288	0.2515	0.3191	0.5897			
GTD	0.0299	0.0000	0.0097	0.0205	0.6488		
GRS	0.2669	0.1998	0.1905	0.1842	0.0036	0.6285	
MOC	0.4634	0.2917	0.3390	0.3857	0.0072	0.1441	

Recent criticism of the cross-loadings method and the Fornell-Larcker criterion for assessing discriminant validity has led to the idea of using the HTMT ratio to determine discriminant validity in a variety of situations (Hair, Hult, Ringle, & Sarstedt, 2017) (Henseler,

Ringle, & Sarstedt, 2015). The ratio of between-trait to within-trait correlations is known as HTMT. As a result, this analysis uses this newly proposed approach to assess discriminant validity, with the results presented in Table 4.

Table 4: Heterotrait-Monotrait Ratio of Correlations (HTMT)

	Employee Behavior	GRC	OGP	GPA	GTD	GRS	MOC
Employee behavior							
GRC	0.7256						
OGP	0.8026	0.6485					
GPA	0.8317	0.6158	0.6725				
GTD	0.1792	0.0133	0.1140	0.1542			
GRS	0.5775	0.5353	0.5019	0.5268	0.0537		
MOC	0.7659	0.6417	0.6854	0.7547	0.0866	0.4491	

A discriminant validity issue is indicated by an HTMT value greater than 0.85(Kline, 2011) or 0.90 (Gold, Malhotra, & Segars, 2001) . All of the values in Table 4 are

less than 0.85. As a result, no discriminant validity issue exists between all frameworks for green HRM practices and employee behaviour.

Table 5: Hypothesis Testing of Direct Relationships

Hypothesis	Relationship		Std. Error	t-value	P-value	Decision
H1	MOC -> Employee Behavior	0.1750	0.0489	3.5761	0.0002	Supported
H2	GRS -> Employee Behavior	0.1037	0.0368	2.8185	0.0025	Supported
H3	GTD -> Employee Behavior	0.0798	0.0266	2.9965	0.0014	Supported
H4	GRC- > Employee Behavior	0.1921	0.0460	4.1734	0.0000	Supported
H5	GPA -> Employee Behavior	0.3043	0.0506	6.0093	0.0000	Supported
H6	OGP -> Employee Behavior	0.2866	0.0533	5.3742	0.0000	Supported

Note: β = regression coefficient and t= significant value ($t > 1.96$) or ($P < 0.05$)

Next, the significance of proposed hypotheses was assessed using bootstrap re-sampling technique. Based on the result in Table 5, all hypotheses for direct relationships were supported. Result showed that “management of organizational culture ($\beta = 0.1750$, $t=3.5761$, $p=0.0002$), green recruitment and selection($\beta=0.1037$, $t= 2.8185$, $p= 0.0025$), green training and development($\beta=0.0798$, $t= 2.9965$, $p=0.0014$), green rewards and compensation($\beta= 0.1921$, $t= 4.1734$, $p=0.0000$), green performance appraisal($\beta=0.3043$, $t= 6.0093$, $p=0.0000$), other green practices($\beta=0.2866$, $t= 5.3742$, $p=0.0000$)”, positively influences employee behavior.

Conclusion

Green HRM is a relatively new field. Any of the environmental issues and the need to go green can be resolved by sectors like public and private administrations implementing green HRM. The GHRM paradigm is simple and does not necessitate a radical change in HRM function structure, but it will have a long-term positive effect. Organizations need to become innovative and follow practices that will help them to develop while also enabling them to give back to society. Organizations may also pursue ISO 14001 certification, while can assist them in

making meaningful progress toward environmentally friendly processes. Green HRM activities in the workplace tend to be leading the way toward achieving one of the main frameworks of environmental sustainability. Human resource departments play a critical role in influencing the well-being of the respected workforce and the business firms as a whole in every enterprise around the globe. Since environmental problems include human activity, much focus should be placed on changing people's actions for the sake of maintaining natural resources (Ones & DILCHERT, 2012; Zibarras & Coan, 2015). Implementing a compensation scheme in the workplace may be one of the potential steps to take to inspire workers to choose a sustainable management strategy (Daily & Haung, 2001; Govindarajulu & Daily, 2004; Jackson, Renwick, & Jabbour, 2011; Zibarras & Coan, 2015) .As a result, it is possible to infer that Green hrm is serving as a decision maker in reforming age-old management practices and thus making deliberate efforts to protect habitats for generations to come.

Limitations and Future Research

This research, like other studies, has some limitations. First convenient sampling has some drawbacks, such as not

representing normalized distribution when compare to other sampling methods such as random sampling and stratified sampling. Second, the data was only obtained from the IT sector; the results cannot be applied to other industries. Third, this is a cross-sectional investigation. Future studies should include a longitudinal and experimental analysis to better understand the casual relationship between the factors shown.

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