

## **Employee Perception on Green Human Resource Management Practices of Selected Firms in the IT Sector: An Empirical Study**

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### **Abstract**

As the corporate world is going worldwide, the business is encountering a shift from a conventional financial structure to a modern capacity-based economy which is ready to explore green economic facets of business. Today, Green Human Resource Management (GHRM) has become a key business methodology for the critical associations where Human Resource Departments have a functioning influence in practicing environmental awareness at the workplace. The purpose of this study is to examine the perception on Green Human resource Management among different levels of IT employees from various organizations in Bangalore City. A combination of quantitative and qualitative research methods are employed to gather information. Specifically, data are collected from 155 employees in selected firms in Industry. Study revealed that there is significant relationship between Recruitment and Selection, Training & Development, Performance Appraisal & Rewards in Human Resource Management Practices of selected companies in the IT industry.

**Keywords:** Green practices, IT industry, Recruitment and selection, Training and Development

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### **Introduction**

Presently a day's business world is about productivity, control utilization and applying green arrangements and practices for settling on brilliant business basic leadership. Presently a day Green Human Resource Management will assume a significant job in each industry to determine ecological related issues by receiving green HR approaches, rehearses and giving preparing and

mindfulness programs among representatives. It prompts greatest usage of assets by representatives, expands level of mindfulness among workers about vitality protection, decrease in carbon discharge, and furthermore it moves and urge them to utilize eco-accommodating items.

Researchers affirm that a more noteworthy coordination among HRM practices and natural concerns it causes firms to execute EMS adequately. This procedure of help from HR to EM goals is called Green Human Resource Management. Organizations can utilize different individuals' management approaches and practices for accomplishing the goal of ecological management. It can deal with the practices of individuals and can add to the green development. Recently The organization frameworks it acts as the major part of organizations. This framework gives better control of association's environmental effects. It incorporates responsibility, approach, arranging, execution, estimation and assessment, audit and improvement of HR frameworks that fit with association's way of life and long haul objectives. From enrollment/on boarding to exit of a representative, Green HR strategies can address each aspect of a worker vocation cycle. The term 'green HR' is regularly used to the commitment of individuals' management strategies and practices towards the more extensive corporate environmental motivation. Green HR to utilizing each worker contact direct interface toward advance feasible practices and increment representative mindfulness and duties on the issues of supportability

### **Green HR Practices**

In the process of training and development programmers of employees, it should cover social and environmental issues. The green orientation programs developed for the newly hired employees should become an integral part of the training and development process. The training itself should provide the employees about the green procedures and policies including the vision / mission statements of the company. Moreover, the green teams could be established in each department, for providing the general awareness and specific training about green human resources management

The compensation is a benefit package provided by the management to motivate the changing behaviors of the employee green performance. According to Mandip (2012), the organizations have to develop the reward systems for different employees in order to produce the desirable behavior in carrying out the green performance.

Using the performance management system in green HR would indicate how to measure the environmental performance standards and indicators in the performance management and gaining useful data based on the environmental performance of different managers in the organization. The Electronic HR system (e-HR) could be introduced with the help of E-HR management and employees would easily track their own carbon emissions.

### **Review of Literature**

**Gupta et al (2019)** recently the organization frameworks it acts as the major part of organizations. This framework gives better control of association's environmental effects. It incorporates responsibility, approach, arranging, execution, estimation and assessment, audit and improvement of HR frameworks that fit with association's way of life and long haul objectives. From enrollment/on boarding to exit of a representative, Green HR strategies can address each aspect of a worker vocation cycle. The term 'green HR' is regularly used to the commitment of individual's management strategies and practices towards the more extensive corporate environmental motivation. Green HR to utilizing each worker contact direct interface toward advance feasible practices and increment representative mindfulness and duties on the issues of supportability

**Sugiarto (2020)** said that the application of Green HRM requires full commitment to implement the Green Business concept. Companies implement Green HRM to establish Green behavior culture for all employees by internalizing green values in the overall function of HRM functions that consist of recruitment and selection activities, employee development and training, employee empowerment and involvement, performance appraisal, reward system, and occupational safety and health.

**Sanju (2021)** studied the Green HRM practices in the garment industry in Bangladesh and stated that GHRM implies eco-friendly human resource management practices like video recruitment, electronic file maintenance, online interview and test, using shared cars, environmental training, green initiative-based reward, etc. The study added that Green HRM practices results in developing sustainability because it focuses on reservation and preservation of natural resources, minimization of wastage, in fact initiation of GHRM in an organization can also facilitate the CSR practices of an organization without sacrificing its profit.

**Kumar et al (2019)** analyzed on green HR practices in the IT sector has suggested that due to lack of online training programs for employees, the management is not providing E-performance

management system for measuring employee's environmental performance and thus they fail to recruit green employer or employees. The study suggest that management should provide online training programs for employees regarding environmental issues, recruit employees who are aware about green HRM which increases employee engagement and participation by reducing employee turnover.

**Zhu et al (2021)** GHRM has a significant positive predictive effect on employees' green behaviour, the relational psychological contract plays an intermediary role between GHRM and employees' green behavior, and the intermediary role of the relational psychological contract is regulated by environmental knowledge.

**Pachauri (2018)** the study about the employee's perception towards green HRM initiatives measured the involvement of employees and their participation in the case of green HRM practices The findings of this research largely supported the underlying facts that the employees are concerned about both individual role in the green initiatives and organizational role in implementing green HRM policy in the organization.

**Satya Priya et al (2019)** In order to gain the competitive advantage in the business world, business organizations across the globe are incorporating GHRM practices. The total integration and adoption of GHRM practices in business organizations is not possible but it requires a transformed approach towards the prevailing HR practices on part of both the employees as well as the management simultaneously. The HR executives shall guide the line managers in terms of attaining full cooperation from the staff members in the process of implementing the environmental policies

### **Objectives**

1. To analyze the demographic factors with the perception of employees towards green practices in selected IT Companies
2. To examine the factors influencing on employee perception on green practices in selected IT Companies

### **Research Methodology**

The study depends on primary data. Questionnaires have been used to collect the needed particulars. Questions related to the objectives have been framed after consulting the employees and employer in IT Industry in Bangalore city. The researcher has taken the sample of 200 from

5 IT companies like Wipro, Infosys, Oracle, IBM and TCS. There are 155 questionnaire are valid for analysis.

### Data Analysis and Interpretation

#### Descriptive Statistics

Variables	Characteristics	Frequency	Percentage
<b>Gender</b>	Male	107	69
	Female	48	31
<b>Marital Status</b>	Single	76	49
	Married	79	51
<b>Age</b>	20-29	79	51
	30-39	64	41.3
	40-49	12	7.7
	50 -60	0	0
<b>Education level</b>	Diploma	33	21.2
	Graduate	79	50.9
	Post Graduate	43	27.7
<b>Monthly household income</b>	10000- 20000	15	9.6
	20001-40000	35	22.5
	40001-60000	40	25.8
	60001 & above	65	41.9
<b>Experience</b>	0 – 1 year	36	23.2
	2 - 6 year	105	67.7
	7- 11 year	10	6.5
	12- 20 year	4	2.6
<b>Position</b>	Software developer	18	11.6
	Software Architect	45	29.0
	Software engineer	70	45.2
	Fresher's	22	14.2
	Jr. Software Developer	22	14.2

*(Table 1 own source calculation)*

Out of 155 respondents, both 20-29 and 30-39 years occupied lion share with 51.0% and 41.3% followed by 40-49 years with just below 7.7%. Among the sample size drawn from the population, 69% of sample occupied by Male respondents and 31% of the respondents were females. Also, it is observed from table 1 is that, out of 155 respondents, 76 were married and 79 were unmarried. Majority of the respondents i.e., 53% have completed graduation and 27.7%

respondents possess post- graduation followed by diploma holders with 21.2%. Majority share occupied by software engineers and followed by software architect 29%.

**Reliability Test**

Variables	No. of Statement	Alpha
Recruitment and Selection	7	0.882
Training &Development	6	0.856
Performance Appraisal &Rewards	7	0.904

In table 2 the Cronbach's alpha reliability test was used to assess the questionnaire's internal consistency, which measures how closely the questions and variables are related to one another. The results show that the study's measurement is reliable because the alpha values are equal to or greater than 0.70, so it is accepted (Goodboy et al., 2020).

**Corrections**

		Recruitment and Selection	Training &Development	Performance Appraisal &Rewards
Recruitment and Selection	Pearson Correlation	1	.060	.727**
	Sig. (2-tailed)		.000	.000
	N	155	155	155
Training &Development	Pearson Correlation	-.060	1	.910
	Sig. (2-tailed)	.000		.000
	N	155	155	155
Performance Appraisal &Rewards	Pearson Correlation	.727**	.910	1
	Sig. (2-tailed)	.000	.000	
	N	155	155	155

***Relationship between Recruitment and Selection and Training &Development***

From the correlation table, it is observed that the correlation coefficient (0.000) of Recruitment and Selection and Training &Development factors is proved as significant. Hence, these two variables in the study are having dependency on each other.

***Relationship between Recruitment and Performance Appraisal &Rewards***

From the table, the coefficient correlation value (0.727) of Recruitment and Performance Appraisal &Rewards factors is a positive value which indicates the positive relationship between

the two variables. The significant value is less than 0.00 and it is proving that the relationship between the variables is statistically significant at 1% level of significance.

***Relationship between Performance Appraisal & Rewards and Training & Development***

From the correlation table, it is observed that the correlation coefficient (.910) of Performance Appraisal & Rewards and Training & Development factors is proved as significant. Hence, these two variables in the study are having dependency on each other.

**ANOVA**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 <sup>a</sup>	.374	.363	2.81608

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1066.467	4	266.617	33.620	.000 <sup>b</sup>
	Residual	1784.320	225	7.930		
	Total	2850.787	229			

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.013	.734		6.832	.000
	Recruitment and Selection	-.870	.735	-.184	-1.184	.001
	Training & Development	5.442	.794	.597	6.858	.000
	Performance Appraisal & Rewards	-.429	.685	-.045	-.627	.000

a. Dependent Variable: Green Practices

From the coefficient table, it is observed that three of the independent variables viz, Recruitment and Selection, Training & Development, Performance Appraisal & Rewards has significant effect

on dependent variable i.e., Green Practices.

### **Conclusion**

In 21st century, HR professionals should deploy the Green cues in traditional HR functions to ensure the sustainable environment and to gain the competitive advantage of the organization. The people in the organizations also must realize the importance of Green Movement, Green HR and Green Audit. The responsibility of the present generation HR Managers is to incorporate the Green HR Philosophy in corporate mission statement, HR-Policies. This study shows that majority of the IT employees from different companies in Bangalore are aware of Green Human Resource Management Practices. Study revealed that there is significant relationship between Recruitment and Selection, Training & Development, Performance Appraisal & Rewards in Human Resource Management Practices of selected companies in the IT industry. However, proper Green HR activities are not yet practiced in the organization. Hence, organizations want to execute the Green HR policy in near future. Foreign training and seminars are significant factors to increase the awareness about Green human resource management among various levels of HR managers in the organization.

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