

SUSTAINABLE IT EMPLOYEE BEHAVIOUR AND ENVIRONMENTAL IMPACT IN CHENNAI AS A RESULT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTISES

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Abstract— Green Human Resource Management (GHRM) is the implementation of Human Resource Management (HRM) policies to encourage the sustainable use of resources inside businesses. Because of increasing awareness and legislation related to sustainability of environment, the idea of GHRM has been proposed in the search for active Environmental Management (EM) inside organisations. GHRM aids in increasing production while reducing costs. It contributes to the reduction of environmental waste by maximizing the use of restored HR items, equipment, and procedures. Its goal is to encourage employee involvement in a work atmosphere that permits the organization to operate in a green way. Currently, almost all types of businesses are taking steps to ensure their long-term viability. However, most businesses' first goal is to make more money, which is only temporary, therefore businesses must focus on their long-term viability. The main purpose of this work is to investigate how GHRM practices affect the performance of organizations, enhancing sustainability of organizations and elaborate the function of employee and environmental performance as mediators. Data was collected using a survey questionnaire approach from 320 respondents working in an IT organization. In corporate, GHRM is a new trend which is meant to raise awareness about global warming and pollution in organizations. The study reveals that while green HR practices are widely implemented in Chennai, certain practices are not as outstanding. Organizational sustainability was found to be significantly impacted by GHRM activities such development and training, performance assessment, and incentive and compensation. This study also looks at how environmental performance and employee performance can influence the connection between GHRM practices and long-term organizational viability. In order to help businesses, make ecologically responsible decisions, this research provides innovative methods for improving green employment strategy, green staffing, green selection, green development, and green training. More study is required to determine the impact of GHRM practices in the IT sector and to identify sustainability concerns in poorer countries, where GHRM is still a relatively new concept.

Keywords—Green Human Resource Management (GHRM), sustainability, IT industry

INTRODUCTION

The corporate world these days is all about productivity, electrical energy usage, and implementing green guidelines and practises to make wise business decisions. Going green has increasingly grown more appealing to a diverse range of businesses with diverse business practises. Green human resources legislation and practises are

rapidly evolving in most industrialised countries. This includes the United States, China, and the United Kingdom. Following suit are the emerging countries. Most of the focus in the IT industry these days is on long-term development. By adopting green techniques and developing a new, friendlier environment, the IT industry may significantly increase its development potential while also lowering its operating costs. Even in sophisticated countries, relatively little study has been done on this issue thus far. Included in the strategy is the execution of human resource activities like hiring, orientation, training, and development; conducting performance reviews; and establishing pay rates. By reducing costs across the board, a business that implements GHRM practises stands to gain not only in terms of branding, but also in terms of revenue growth. The major goal of our research is to determine the significance of green HR management, green HR practises and their impact in IT industry. This research would also aid in determining employee awareness and perceptions and sustainability of green HR practises. For the advantage of the company and managing personnel, human resource management in businesses must design certain rules and regulations. Green Human Resource Management (GHRM) is one among the emerging methods and techniques for improving eco-friendly sustainability. GHRM is described by Tang et al. as a set of policies and practises that encourage green behaviour among enterprises and their workers, resulting in an ecologically conscious, resource-efficient, and socially responsible office. As universal ecological environment raises and global environmental standards emerge, corporations will be forced to implement proper conservational plans and programmes. Green HRM is governed by company policies and procedures. There are several definitions for green administration for sustainable expansion; all of them, in general, strive to highlight the necessity for a stability between work progress for treasure creation and environmental preservation for forthcoming generations to prosper. GHRM is a method that allows workers to promote sustainable practises while also increasing employee knowledge and issuing sustainability pledges. The point of this study is to give a concise and thorough evaluation of the influence of human resource management on a company's attractiveness and complete performance. As a method, GHRM combines ecological management and human resource managing. In increasing concern of civilization and all shareholders, today's organisations are putting greater emphasis on implementing Green Human Resource Management. It has the potential to project a favourable image and provide competitive benefits to the firm, allowing it to thrive in the long run. It may also help an organisation improve its capacity to achieve its aims and ambitions in a more operative and well-organized manner. GHRM activities are part of a larger commercial social responsibility programme. The main objective are as follows:

- To Study the Green Human Resource Management techniques that have been adopted in the workplace and to propose some innovative GHRM practises.
- To examine the problems impacts those workers confront when implementing GHRM and to determine whether employees are aware of the importance of GHRM.
- The purpose of this study is to assess the effect GHRM practises have on organisational sustainability and to investigate the part environmental performance plays in the relationship between GHRM practises and organisational sustainability.

I. RELATED WORKS

2.1 GHRM PRACTISE

In the paper [1], the author discusses about environmental safety and how to avert pollution in the workplace by taking basic precautions. Application of various Human Resource Management (HRM) strategies that were developed in this work to safeguard the atmosphere from contamination and waste of environmental safety resources. This work clarifies the role of a labour union in an organisation. Green practises are mostly dependent on a worker's dedication. When an employee is dissatisfied with their work, their real production will suffer [2]. The relationship between senior management and labour unions, as well as how they collaborate to build GHRM in the firm. Their major theme was corporate ecological principles, and they made some statements on green employees [3].

In empirical investigations of the paper [4], the GHRM systems is the most often utilised conceptualizations of the influence of Human Resource Management (HRM) techniques on organisational performance. The relationship between environmental and HRM were discussed in their paper. They discovered how environmental issues affect the working atmosphere, the thinking of a worker, and efficiency. Environmental management is a major topic in their journals, and they show how to use GHRM in the recruiting, selection, training and growth, performance managing and assessment, rewards and acknowledgement, and other aspects of the establishment's HRM method. sector

independently in the administration's HRM progression, including as progress, performance administration and assessment, incentives and appreciation, and so forth.

Green HRM practise, according to their research [5], is largely dependent on organisational structure. Some fundamental organisational aspects contribute to long-term sustainability by limiting environmental impacts. Those elements were discussed in this article, as well as how they affect long-term growth. In their work [6], they examine all GHRM-related research papers and present certain issues that categorise GHRM practise at the organisational level. This article will discuss the top, middle, and lower levels, as well as which techniques are appropriate for each level. This article discusses how green health and safety of employees may improve employee performance in the paper [7]. An employee's presentation may be improved by working in an environmentally friendly workplace, which also keeps them healthy, ensuring their future [8].

Simply said, human carelessness on the job can harm the environment. The GHRM practises can be utilised to motivate employees to perform responsibly in order to protect the environment. It has been stated that in order to start greening an organisation, GHRM practises are necessary. How GHRM is a key player in forging a link amongst "green transformational management, green modernization," and environmental sustainability. According to this study [9], GHRM practises have a significant effect on eco-friendly development. They also argue that the sustainability of the environment is significantly harmed by GHRM activities. To help reinforce conservational sustainability and increase employee understanding of ecological performance, GHRM can be defined as the application of HRM techniques to such ends. The building of the GHRM is connected to broader corporate goals.

2.2 ORGANIZATIONAL ENVIRONMENTAL SUSTAINABILITY

Business enterprises in the 21st era have focused on concerns of sustainability. Both the commercial and GHRM sectors have the potential to contribute significantly to the development of a long-term commercial culture. Sustainability goals can only be met through consistent organisational practises. Human Resources (HR) experts always take the company's stockholders' interests into account when making policy calls. Now more than ever, businesses need to actively solicit the support of their internal and external stakeholders by communicating the wide variety of green actions they can take, including electronic document management (EDM), drive distribution, workplace elasticity, practical selection and telephonic sessions, reuse, and the construction of more energy-efficient spaces. Responsibility to organisational sustainability helps nurture worker appreciation for conservation issues and the motivation to test the status quo of comfortable situations. Methods based on GHRM make it clear to current and potential employees that the company values commercial, public, programmatic, principle-based, conservational, and social significances. This improves the company's external reputation, making it more "attractive" to future employees. According to the social distinctiveness theory, workers' insights of GHRM will lead to worker organisational proof of identity. Workers' organisational assurance is connected to organisational proof of identity, which is an emotional relationship to the organisation that publicly reflects the company's feeling of pride [11].

2.3 GREEN PROGRESSION AND TRAINING

To help eliminate or significantly reduce environmental waste, to enhance supervisory and technical assistances for the conservation and management of natural resources, and to contribute to the growing sustainability of the environment, a growing number of businesses are providing active training programmes for workers on how to engage in green practices. Organizational and environmental [12] sustainability [13] can benefit from green progress and training programs, but only a minority of businesses see their value. The most challenging problem facing businesses today is figuring out how to grow economically while also improving their internal processes. Apart from that, green training programmes include ecological instruction in order to improve management and non-managerial [13] personnel' attitudes and behaviors.

2.4 PERFORMANCE ASSESSMENT IN GREEN

Improve the administration's green assessment and performance with the help of a green assessment [14] and performance system. All actions that result in less focus on environmental worries and tactics are included in the Performance Evaluation's (PE) [15] environmental responsibility. To maintain superior staff performance, organizations must use corporate-wide measures to analyze reserve procurement. Workers should be rewarded based on their green performance appraisals, so that employee involvement and inspiration for green practices progresses [16]. Managers can better apply Green HR practices if they solicit employee feedback on their work environment and job tasks. To evaluate employees based on their behavior and specialized skills as they relate to environmental sustainability, paper [17] claims that HR unions alter the agenda of show investigations.

2.5 GREEN INCENTIVE AND COMPENSATION

Offering awards to staff can help a company enhance its total performance. Sustainable initiatives completed by employees could be awarded as part of the overall compensation package. In this setting, employees can be encouraged to recycle [18] materials instead of engaging in inappropriate behaviour. When it comes to the environment, rewards can be given to employees who fulfil environmental goals [19,20]. The schematic conceptual model of sustainability of organization are shown in figure 1.

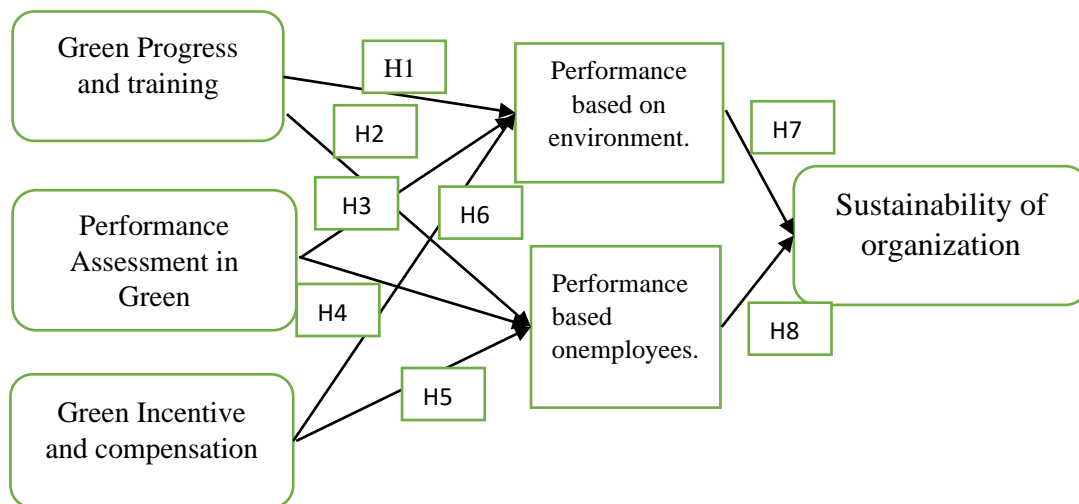


Figure 1: Conceptual Model Interlinking Sustainability of Organizations

METHODOLOGY

3.1 Research Hypothesis

Some of the research hypothesis formed are:

- H1: Performance assessment in Green and sustainability of organizations have a good association.
- H2: The significant relationship between green performance management appraisal and organisational sustainability is mediated by environmental performance.
- H3: The significant association between green performance management appraisal and organisational sustainability is mediated by employee performance.
- H4: There is a strong link between green progression and training, and long-term organisational viability.
- H5: The considerable association between green progression and training, and sustainability of organization is mediated by performance based on environment.
- H6: The considerable association between green progression and training, and sustainability of organization is mediated by performance based on employee.
- H7: Green HRM practises take a good association with organisational performance.
- H8: The association between Green HRM practises and Organizational Performance is moderated by awareness through employees.

3.2 Questionnaire Design, Data Collection, and Technique

A sample of 320 respondents from 6 IT businesses in Chennai using the basic random sampling approach. The statistics for this study was assumed from a sample of 320 randomly chosen employees. The personnel from these ten IT organisations were chosen using accessibility sampling method. The main data was acquired from the respondents using a questionnaire review. The feedback form includes three key sections: first, demographic data about the employees, second, comments concerning work fulfilment, and lastly statements about how the employee’s degree of importance on job fulfilment. 320 questionnaires were provided on a five-point Likert type scale (1=strongly disagree, 2=Disagree, 3=undecided, 4=agree, 5=strongly agree) to acquire the appropriate degree of information from ten chosen IT companies. There were 300 valid replies among the employees. Secondary data was gathered from twenty

distinct IT companies in various demographic locations. Table 1 shows the response rate of the IT companies in Chennai

Table 1: IT Companies Chennai Response Rate

No.	IT Company Name	Sample	Responses	Response (in %)
1	General Electric Company	35	35	100%
2	Infosys	45	43	95%
3	Google	40	39	97%
4	Hewlett Packart	60	56	93.3%
5	HCL Technologies	60	53	88.3%
6	Tata Consultancy Services	90	90	100%
	Total	320	316	98.7%

3.3 GHRM PRACTICES

Table 2 demonstrates the GHRM practises and their influence on various IT companies, as well as the Business Goal Achievements.

Table 2: The Influence of GHRM Practices on the Accomplishment of Business Goals in IT Firms

S. No.	Factor Affecting	Strongly Agree	Agree	undecided	Disagree	Strongly Disagree	Total Percentage
1.	Boost HR Skills	47	23	12	4	14	95%
2.	Cost Reduction	55	24	18	6	13	100%
3.	Enhances efficiency	58	17	15	12	4	100%
4.	Automation	65	29	13	7	7	99%
5.	Employee Engagement is Improved	47	21	14	4	16	95%
6.	Become a part of the organisational culture	52	28	19	20	5	97%
7.	Protect the environment against pollution.	66	26	16	10	8	100%
8.	Boost Social Security	53	25	12	5	10	98%

According to the study, different factors have boost HR skills, with 47 percent strongly agreeing, compared to 23 percent agreeing, 55 percent strongly agreeing with 24 percent agreeing on the cost reduction, 65 percent of strongly agreeing automation, 58 percent agreeing on enhances efficiency, 47 percent agreeing on better improvisation of employee engagement, 47 percent agreeing on protecting environment against pollution, and 66 percent agreeing on the need to improve social welfare. According to the overall evaluation, roughly 65 to 70 percent of the respondents had indicated strong reservations regarding the execution of GHRM practises which is clearly shown in figure 2.

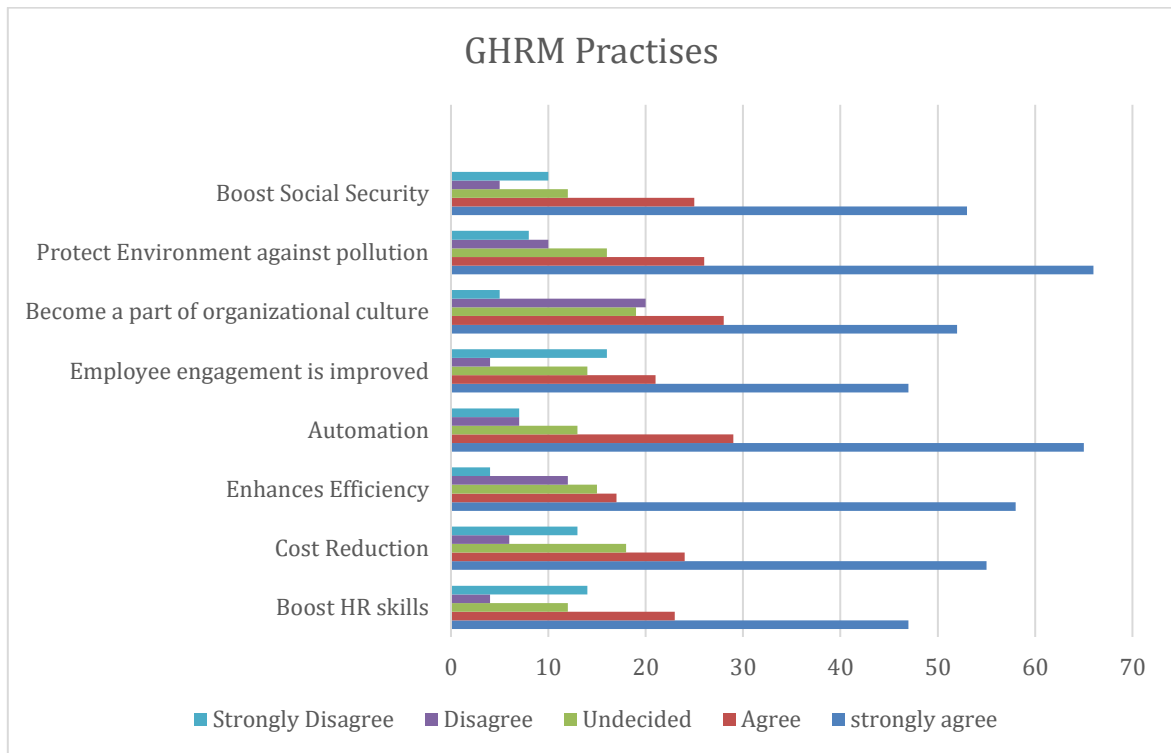


Figure 2: GHRM Practises and their Impact on IT Firms' Business Goals

3.4 GHRM strategies and policies

Table 3 shows the factor loadings for GHRM Strategic Initiatives, including GHRM aids Business growth (0.846), GHRM Improves Employee Productivity (0.789), Sustainable growth (0.827), Economic Growth and Green Initiatives, (0.854). All of these variables had a good factor loading of about 0.764 and above, indicating that the GHRM Strategic efforts were well received in various firms. The load factor % is calculated by multiplying the total kilowatt-hours (kWh) spent in a given time by the specific factor of the greatest demand in kilowatts (kW) and the period's number of hours.

Table 3 GHRM strategies and growth in IT firms

S.NO	FACTORS	FACTOR LOADING
1.	GHRM Aids Business Growth	0.846
2.	GHRM boosts employee productivity.	0.789
3.	Sustainable Growth	0.827
4.	Economic Growth and Green Initiatives	0.854
5.	Employee training on green initiatives	0.865
6.	Reduces squandering of limited resources	0.765
7.	E-recruiting for GHRM	0.743
8.	Green Human Resources and Technology	0.754
9.	Management of an E-Office	0.855
10.	The office is paperless.	0.876

Figure 3 depicts GHRM strategies and policies with factor loading of Economic Growth and Green Initiatives to employees (0.854), Employee training on green initiatives (0.865), Reduces squandering of limited resources (0.765), Green Human Resources and Technology (0.754), Management of an E-Office (0.855), and the office is paperless (0.876) had high factor loadings, representing.

3.5 GHRM Environmental Practices’:

Table 4 shows the influence of environmental practises in the field of green HR, as well as their contribution to various IT firms. About 63 percent supported and stated that Environmental criteria for Green HR are becoming more well-known and a good thing, about 56 percent supported the Green Initiatives and Productivity, about 58 percent supported the Ecological GHRM Knowledge, about 66 percent supported the E-Recruitment for GHRM, about 70 percent supported Green Human Resources Preference for Environmental Projects, and about 72 percent supported and stated that the Environmental criteria for Green HR are becoming more well-known.

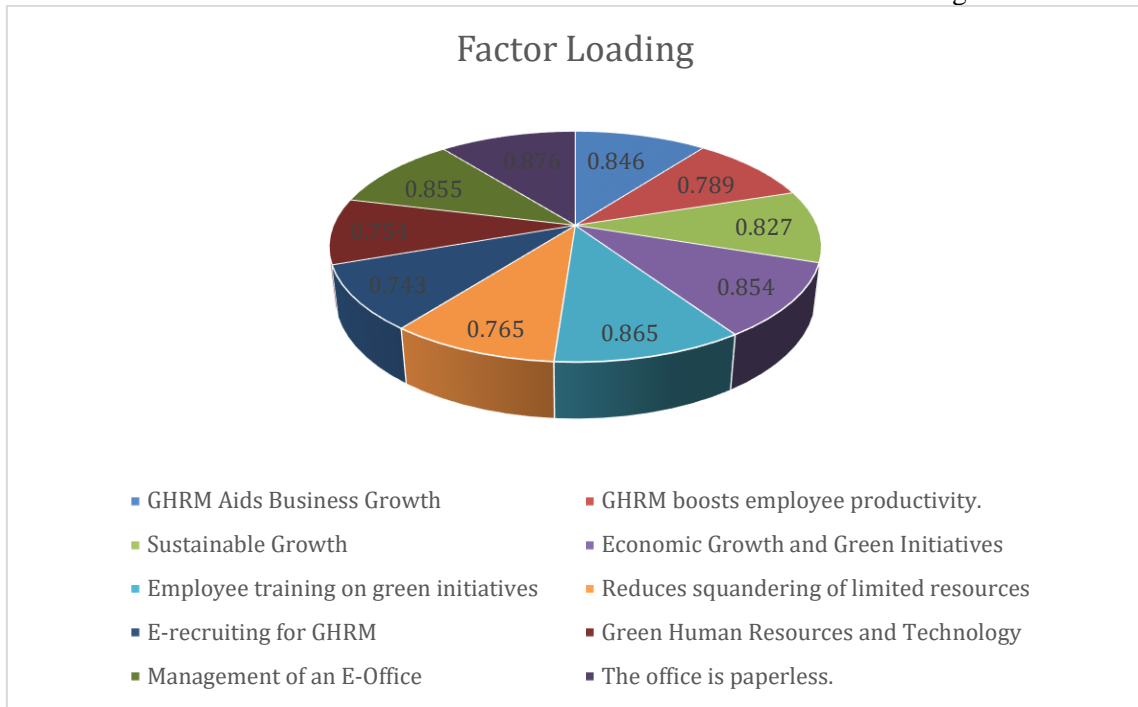


Figure 3 GHRM Strategies and Policies

Table 4: Environmental Practices' Impact on GHRM and Their Contribution to IT Firms

S. No	Factor Affecting	Strongly Agree	Agree	undecided	Disagree	Strongly Disagree	Total Percentage
1.	Green Initiatives and Productivity	36	20	5	21	10	98%
2.	Green Policies in the Workplace	35	22	9	23	12	100%
3.	Ecological GHRM Knowledge	32	26	10	26	18	100%
4.	E-Recruitment for Green HR	39	27	5	27	19	95%
5.	Green Human Resources Preference for Environmental Projects	40	30	3	23	10	98%
6.	Environmental criteria for Green HR are becoming more well-known.	43	29	5	22	11	99%

IV. Implications of GHRM

GHRM practises boost worker morale, which may support save the atmosphere, which is good for both the firm and the worker. The following are some of the advantages that an individual and an organisation may gain by applying GHRM in the workplace:

- **Increased staff retention:** Establishments that are unaware of the green idea, green practises, and green strategies may lose skilled or inventive people to businesses that have executed Green Practices built a reputation as an eco-friendly corporation with on a social basis in charge encouragements.
 - **Improved community image:** Most people are much more conscious of eco-friendly practises and products, as well as implementing the green concept, and they are more drawn to firms that utilise green management practises rather than those that hurt the environment.
 - **Increased ability to attract better personnel:** In the competition to attract the most creative and imaginative people, corporations are increasing their recruitment potential and attempting to attract brilliant employees by providing environmentally friendly practises, such as green paint job.
- Green HRM techniques primarily focus on strategies for sustainable resource use, resulting in more efficiency, reduced waste, improved job-related attitude, greater work/life balance, cheaper costs, and enhanced employee performance. As a result, it increased employee engagement and work satisfaction toward a company, resulting in increased production for both parties.
- Increased understanding of the Green HRM concept, green practises, and optimal exploitation and maintenance of natural resources for future generations among employees in the business.
 - **Reduction of activities that harm the environment:** By applying Green HRM practises in both the work and personal domains, you may prevent wasting resources.
 - **Lower Utility Costs:** By utilising energy-efficient and waste-free technology. With Energy Star-qualified products like lights, energy-efficient windows and doors, and a water conservation system, as well as a low-flow toilet and landscape irrigation, can help you save money on heating and cooling expenditures.
 - **Lessening the environmental impact:** recycling and adopting long-lasting/green items minimises the amount of energy required to manufacture replacement products.
 - **Subsidies and Tax Breaks:** Both the federal and state governments provide subsidies as well as tax breaks and refunds.
 - **Increased Business Opportunities:** Organizations, agencies, and commercial firms must all satisfy certain green requirements, although some government/semi-government and non-profit institutions can only get close.

V FINDINGS AND IMPLICATIONS

Organizations must implement comprehensive policies and programmes. To establish a green balance, all shareholders at all points should collaborate. For current policy execution, there should be a durable synergy of GHRM and environmental practises. Employees that are heavily reliant on green practises in the workplace are proven to play a key impact in environmental performance. To create the green stability in the company, no prior profound knowledge or expertise is necessary, but efforts can aid in improving learning and identifying chances to practise sustainability and attain the green atmosphere balance. Environmental Efficacy. According to the findings, work-life balance is an essential factor that influences how GHRM impacts environmental performance. Some of the hypothesis found for the implication of GRHM for environmental sustainability of the organisations are stated in table 5. The implication of GHRM found through the below hypothesis are accepted by the small-scale IT employees.

Table 5 Environmental Sustainability of organizations in IT

Factors Affecting	Agree	Disagree	Neutral	Total Percentage	Findings
H1: Performance assessment in Green and sustainability of organizations have a good association.	62	12	26	100%	Accepted

H2: The significant relationship between green performance management appraisal and organisational sustainability is mediated by environmental performance.	75	10	15	100%	Accepted
H3: The significant association between green performance management appraisal and organisational sustainability is mediated by employee performance.	70	20	10	100%	Accepted
H4: There is a strong link between green progression and training, and long-term organisational viability.	66	22	12	100%	Accepted
H5: The considerable association between green progression and training, and sustainability of organization is mediated by performance based on environment.	74	21	5	100%	Accepted
H6: The considerable association between green progression and training, and sustainability of organization is mediated by performance based on employee.	80	12	8	100%	Accepted
H7: Green HRM practises have a good association with organisational performance.	64	15	21	100%	Accepted
H8: The association between Green HRM practises and Organizational Performance is moderated by awareness through employees.	78	19	7	100%	Accepted

VI Conclusion

To achieve corporate green goals, GHRM plays a significant role in organisational strategy. The goal of this conceptual paper is to include green HR practises into overall organisational growth. According to results, the HR department plays a critical role in adopting the go-green idea in businesses. Green projects can only be implemented with employee involvement and participation, which can only be achieved with excellent HR. Green efforts increase employee commitment to the firm, raise staff morale, and help to build a stronger workforce. According to our findings, green HR practises would play a critical part in any organization's efforts to address environmental and social concerns. It will also improve employee self-esteem and performance, as well as bring advantages to both individuals and enterprises. It was also discovered that by hiring green employers/employees, which may increase employer labelling and employee assignation, online training programmes such as lowering carbon emissions, recycling programmes, energy conservation, and so on, would raise employee knowledge about the environment. Since, research is carried out only with the certain IT companies within Chennai city only. The future scope of this paper is to develop a large questionnaire with many numbers of employees in order produce an appropriate result.

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