

The Influences of Green Human Resources Practices in IT industries in India: Towards the development of a multi-dimensional scale

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Abstract

Earlier Research on Green Human Resource Management (GHRM) Practice has concentrated mainly on theoretical or qualitative issues. We need to progress a valid measure of GHRM Practices, and an improved understand of how it affects an individual or an organization. This study aims to propose and validate a tool for measuring GHRM Practices. Based on exploratory analysis, the GHRM found five dimensions: Green HRM Practices, Job Satisfaction, Corporate Image, and Psychological Contract. Confirmatory factor analysis used to determine the factors structure of the study. The effects indicated that the proposed measure was valid. This study is the first and most comprehensive in terms of measuring the human resource capabilities that are crucial to environmental management for employee's satisfaction and image of the organization, and with a broad focus on research and practitioners. An investigation instrument was established based on GHRM techniques acknowledged by data collection from IT companies in India(125 respondents) and implemented GHRM approaches at not the same levels. Using the five-point Likert- scale, and the collection methods were evaluated to determine GHRM methods with a positive

impact proceeding employee satisfaction and image creation. The value of this paper is the identification, prioritizing, and validation of GHRM techniques in the construction employee's job satisfaction and corporate image. The presented model provides useful statistics on how IT companies must strategically integrate their Green HR practices to sustenance the employee's sustainabilities needed for competitive advantage.

1. Introduction

Green HRM is a growing problem in the current situation. To be successful in business in the corporate sector, companies need to emphasize the social and environmental factors along with the economic and financial factors so that shareholders can benefit. Employees expect corporate values and goals to be placed around the green plan.; it must be acknowledged that environmental attitudes and behaviors are learned not only in the workplace but also in private life to emphasize green organizational behavior. People have different lifestyles. They practice specific consumption patterns in their daily lives, which differentiate the environment (Rees Zweig, 1994; Soderholm, 2010). Therefore, the personal role of employees as consumers is critical to the learning and training of environmental attitudes and behaviors. It is essential to understand the characteristics of HR managers and their decisions and responses that are central to Green HRM.

Green Human Resource Management has presented attractive companies on environmental protection and environmental sustainability. Green HRM (Mandeep, 2012) is the use of human resource management strategies to stimulate resource-assisted use in business

governance and to generally include the source of environmentally friendly cardiovascular sustainability. The use of crops and policies that do not adversely affect the environment, such as polluting or destroying natural resources, determines active Green (Robinson, 2008). Therefore, Green HRM has eco-friendly hearts and human resource strategies, and, in an indicator, it helps governments achieve financial goals through environmental labeling. In another embodiment, protect the environment from harmful effects that can undermine the source of organizations' policies and movements. According to Renwick et al., (2008), the inclusion of commercial environmental governance in human resource management is designated as green HRM.

Green HRM is well-defined as the set of HRM practices that are accepted to accomplish the green organizational purposes that are part of CSR programs (Jackson & Sio, 2010). Green HRM training takes into account the candidate's green values in the hiring and selection process, green awareness, and skills training, considering green employee behavior when promoting and compensating (Cohen, Taylor, Mueller-Kamen, 2010; Jackson, & Jackson, 2010). 2010). ; Renwick et al., 2013). Green HRM helps employees improve their green skills. An important aspect of CSR is to educate and encourage employees to participate in organizational green initiatives and activities. In other words, Green HRM is an essential organizational tool used to implement green programs. Thus, to some extent, green HRM is not related but to CSR.

Therefore, Green HRM can be considered as part of Green Management, and its policies, processes, and practices are built from a management strategy designed to achieve environmental outcomes. Lee (2009) points out that the Green HRM initiative is a green HRM initiative to address ways in which green issues can be associated with EM and CSR,

while also examining the economic and strategic opportunities that Green HRM has to offer (Lee, 2009). The same can be seen by Green's implementing agencies (Daley & Huang, 2001; Ellis, 2008), with the distinctive approach of human resource management towards public management and the impact that people are expected to apply to management strategies rather than public employee workplace behaviors. HRM practices. Siegel (2009) supports this argument and suggests that green management and green HRM provide opportunities for organizations to increase profits, create employee engagement, and promote environmentally friendly behavior.

Consciousness for Green Movement: HR manager will face more hurdles to take the initiative on green movement in the various industries, due to hierocracy & business practices in the organization. The HR manager needs to understand the psychological contract- the changing nature of the employer-employee due to the green policy movement, which can give them the best job satisfaction from the employee side & the employer side corporate image. The essential points of Swami Vivekananda's view about environmental sustainability coincide with the psychological contracts of human beings, which can be satisfied with the employee & employer. Each & every human-being must reminisce that "Simple Living & High Thinking" is the mantra of happiness. That means if we minimize our needs, we will flinch being a lesser amount of challenging on the value & restricted resources of the earth. By less our requirement, we would check inflation & support in making things more reasonable for the needy people. In our evolution's way, high thinking can help us. As one's spiritual evolution increases, one has a tendency to think about sophisticated things and does not get imprisoned and misplaced in the usual knowing difficulties.

HR practices and job satisfaction are widely studied in enhanced parts of the world. HR practices are closely related to job satisfaction (Ting, 1997). It is because several academics and practitioners have faith in that good HR practices lead to enhanced job satisfaction, which eventually progresses organizational performance (Appelbaum, Bailey, Berg, & Kalberg, 2000). Steigen (2004) initiate that Dutch public sector HRM practices positively affect employee job satisfaction, whereas personal features such as age, gender, and education did not significantly affect job satisfaction. Gould-William (2003) demonstrated that the use of specific HR practices in local administration agencies in the United Kingdom (UK) is consequent with higher job satisfaction, workplace faith, assurance, hard work, and organizational performance.

Image is an effect of individual observation: it is emotionally strong-minded and is the purpose of an individual's idea of interpretation, and restricted by that a personal achievement of evidence. The concept of the corporate image gives the company identity in the market. The corporate image creates an impression on the employees & as well as on the customers, stakeholders. Green HRM practices, Corporate Social Responsibility successfully can bring the corporate image to the organizational level at the individual level & as well as group levels.

At the priority stage, a company appears to have improved its employee's job satisfaction somewhat. It is interesting to communicate that the organization has been shaped by positive policies and efforts to create a positive viewpoint on the activities of the organization. Inexperience, a person has a good view of the company's assets. The image turns out to be an internal fact of (Rope and Valveckel), which is difficult to edit, as other researchers claim it is. (Rope and Wahweselko 1998, 69). Arnd and Bigelow (2000) established that when

innovating in the organizational environment (self-image), the organization promises to disagree with the individual's creativity.

2. Literature Review

Despite the growing organization of research attached to GHRM's naming network, the concept, and language used to define it remain obscure. Using various terminologies to discuss the environmental impacts of HRM, Green HRM examined the role of strategic HRM in focusing on the green behaviors of employees. However, the primary task of assessing and defining contemporary management architecture has been neglected. How GHRM fits into the broader concepts of EM, CSR, and strategic HRM or how GHRM is sustainable, It is unclear. HRM or socially responsible HRM (SRHRM). Moreover, the current literature has so far failed to elucidate the motivation, impact, and implications of GHRM implementation.

And Renwick et al. (2013) established that GHRM enhances employees' green behaviors, attitudes, and competencies, motivates employees to think green, and gives employees opportunities to develop knowledge and skills related to environmental sustainability. Considering the previous lecture and current definitions of GHRM and similar concepts, this paper defines GHRM as a set of IHRM strategies, policies, processes, and actions that aim to produce environmentally positive outcomes for an organization.

Green HRM encompasses the organization's carbon footprint by reducing the usages of papers, training & development cost, undesirable traveling expenses. Green HRM is about the all-inclusive entreaty of the perception of sustainability to society and its employee's job satisfaction (Aravamudhan, 2012). It has been establishing through numerous Research that HR Managers took the initiative in their respective organizations towards increasing greening

processes to achieve economic benefits than other organizations. According to Justin Victor (2008), most of the HR specialists specified that their organizations have a formal or informal environmental responsibility strategy. HR experts were inspiring workforces to work further environment-friendly, contributing reutilizing courses, and providing/ignoring used equipment materials. According to Candice Harris and Dr. Helen Tregidga (2008), Most of the organizations have started Sustainability movement; slight performs done to reflect the role of the HR function and responsibility.

The current study and summary endorse that the essence of addition to Environment sustainability and Human Resources Management. The requirement to contrivance such accomplishes that openly or secondarily connected to the situation, Human resource, and Social Work-Life. They were reviewing the relation amongst HRM and environmental, scholars inducement the consequences that HRM communicates to deepen or additional development of the excellence, worth of environmental enactments (e.g., Jackson et al., 2012; Renwick et al., 2013). Categorically, various Green HRM practices can progress enthusiasm, motivation, and promise to personnel to donate their hard work, thoughts to the greening of their society.

Malan (2012) describes how CSR trends have changed over the past several years. This change affects society and business, and outlines three basic things about trend change: social and environmental issues around the world have changed between business and organization, and these conditions are close to business and society. The entrepreneur's strategy to develop the industry has also impacted the community, and new ideas about business outcomes come with CSR management reflected in their products and services.

Koh et al. (2004) highlight the significance of psychological features of contracts. Further, he stated that the psychological contract is different from the permitted agreement since irrespective of there is a recognized contract between employee and employer, individuals progress psychological contracts. Besides, it is the personality's philosophies and awareness of the responsibilities (i.e., the psychological contract), that efforts the individual's behavior. (Koh et al. .2004)

Matthew (1991) examined the association between satisfaction and organizational responsibility with a non-repetitive ideal, which allowed for the immediate evaluation of the effect of satisfaction on firmness and confidence in achievement. Although the two variables are generally associated, the study found that the impact of happiness on commitment was durable. In their Research, Mehra and Mishra (1991) identified the impending consequences of psychological well-being on the significant job satisfaction-job stress relationship. Dhar and Jain (1992) tried to establish a connection between job satisfaction, job sharing, age, and service length. An essential finding of the study is that collaborators confirm job engagement and job satisfaction, which indicates increased job satisfaction and vice versa.

And Santaparaj et al. (2005) estimated job satisfaction of female managers working in the automobile industry in Malaysia based on the first survey of 200 female supervisors. The results show that female managers are generally more satisfied with their jobs. There is a high degree of satisfaction in the areas of supervision, general training, current employment, and the prevailing wage sector. However, many of the female managers are dissatisfied with their colleagues, salaries, and current positions. Correlation analysis shows that there is a significant negative correlation between different occupational factors that determine age, education, and job satisfaction.

Bello (2009) examined the effect of gender and age on the relationship between organizational culture and job satisfaction. One hundred twenty-five (125) questionnaires were collected from three government hospitals located in a famous Greek city. Activities include a corporate culture profile and a job description index. Statistical analyzes include descriptive statistics, stepwise regression analyzes, and t-tests. The results of the study show that the gender and age of the employee influenced how the company's values affect their job satisfaction.

According to Turker (2008), very few research work had resolute about the belongings of CSR on employee's job satisfaction. Further, he stated that CSR could be acknowledged as a significant aspect of a company's corporate image. Turker's (2008) disagreement, later on, sustained by Friedman (2009) and in recent times by De Roeck and Delobbe (2012), identified that employee's job satisfaction and consequent assurance are pretentious by the corporate image of the organization. Corporate Social Responsibility recognized as a vibrant channel between organizational approach and social responsibility consequences. Employees, Governments, Investors, and Societies, what are the organization's image and strategies, CSR explicitly establishes (Garavan & McGuire, 2010; Manika, Wells, Gregory-Smith & Gentry, 2013; Rangarajan & Rahm, 2011).

The image of an organization changes as an employee accepts further evidence about the organization's market image. Rope and Vahvaselkä (1998) recommend that the modification on an image is precious by the evidence an individual accepts, in accumulation to psychological aspects. Finding information about the activities and communication and symbolism of the organization (Goetzi & Wilson, 2001) is comparable to the efforts of

significant competitors (Chatanun & Loli, 2007). Many other researchers have suggested the definition of corporate image.

This literature review plays an essential role in the development of a conceptual model exploring how and why GHRM is affected by other HRM functions.

3. Objectives of the Study

1. To identify the various Green HRM practices adopted by Indian IT industries under the study
2. To determine the relationship between Green HRM practices with Job Satisfaction and Corporate Image;
3. To develop a multi-dimensional scale on these factors and test the reliability and validity of these factors.

4.. Research Methodology

This section describes the research methodology used to conduct the research and its application for answering the research questions raised by the researcher. The area of study will be the Top Nine IT Industries across India. Data collection is done through Primary as well as Secondary sources. Primary sources will be the filling of the questionnaire by the employees in the organization. The survey will be conducted through electronic media as well; the questionnaire will be distributed to employees working at the Senior, Middle, and Junior levels in IT industries across India. Secondary sources will be books, refereed journals, and also the company website. The sample size of 125 will be taken for this research from not the same IT industries across India.

The research will be carried out by developing and validate a questionnaire to evaluate the scores of factors influencing green HRM Practices among IT professionals. Then through Exploratory research studies, the concepts and perceptions will be exposed. The questionnaire was developed by item generation through an online survey with employees and also from the literature review. Data analysis will be done by using the Inferential analysis technique, and the preferred statistical tool will be used to developing instruments for further study.

The survey tool developed was the result of statements from the literature review. All the items produced were analyzed by factor analysis using principal components analysis to structure the scale for further study. The choice of Principal Component Analysis instead of Common Factor Analysis depends on its appropriateness when there is concern about capturing data in the smallest elements (Hair et al. 1998). The Varimax rotation follows this. According to Hair et al. (1998) and Msweli (2011), as quoted, are the frequent use of orthogonal rotation approaches that require limited development in oblique rotational analysis processes. The preliminary instrument was established by create items from the review of the literature. From the literature review, 78 items were found. Later on, the items were reduced to 70 after the application of reliability and correlation test. All the evaluating items were coded on the five-point Likert scale.

5. Data Analysis and Result

The previous section discusses in detail the methodology and data collection tools used to conduct these research activities. This chapter examines the necessary data collected from surveys. In the literature review section, the researcher validates the characteristics of each

variable and identifies them as constructs, derived from studies conducted during the process of refining the research model suggested by the researcher. The software of statistical Package for Social Sciences (SPSS) 24.0 has been used in the analysis procedure.

5.1 Respondents Profile

	Parameter	Frequency	Percentage
Gender	Male	77	61.6
	Female	48	38.4
	Others	0	0
Age	23 - 30 yrs	52	41.6
	30 – 40 yrs	32	25.6
	40 – 50 yrs	26	20.8
	50-60yrs	15	12
Education Qualification	B-Tech/B.Sc/BCA		
	M-Tech/MBA/MSc/MCA		
	Diploma		
Hierarchical Position	Junior(Trainee)		
	Middle(T.L./Manager)		
	Senior(Sr.Manager/Regional Manager)		
Marital Status	Unmarried		
	Married		
Organization	Software (IT)	125	100

**Survey Data*

5.2. Prevalence of GHRM Practices in IT Companies

➤ Reliability Test

Table 5.2.1: Name of the Factors and their Codes

Codes	Factors Name
GHRMP	Green Human Resource Management Practices
PC	Psychological Contract
JS	Job Satisfaction
CI	Corporate Image

Table 5.2.2: Summary of Reliability Analysis

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.850	.808	78

Cronbach's alpha is considered as a measure of internal consistency, that whether all items within the instrument measure the same thing. Alpha is measured on the same scale as a Pearson r (correlation coefficient) and typically varies between 0 and 1. The closer the alpha

is to 1.00, the higher the internal consistency of items in the instrument being assessed. In our study, the value of alpha is .850, which is highly desirable.

➤ Factor Analysis

KMO and Barlette's test of Sphericity Interpretation:

Factor analysis is an excellent statistical technique to explore the determinants of the underlying structure of a questionnaire. Those items that refer to the same dimension or share the same aspect should correlate highly with one another. Factor analysis uses this to uncover those factors or dimensions (Field, 2005).

Table: 5.2.3: KMO and Barlette's test of Sphericity Interpretation

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.857
Bartlett's Test of Sphericity	Approx. Chi-Square	8857.539
	df	902
	Sig.	.000

a. Measures of Sampling Adequacy(MSA)

Table 5.2.3. Shows the results of —KMO and Bartlett's test of Sphericity and the values were 0.857 for KMO 8857.539 ($p < .001$) for Bartlett's Test of Sphericity.

The sampling adequacy value of Kaiser-Meyer-Olkin MSA was established to be 0.867 representatives that the sample size was sufficiently decent for sampling. The element of Bartlett's Test of Sphericity was found to be appropriate. Thus the test outcomes gave enough

simplicity to validate the suitable practice of Exploratory Factor Analysis on the Green HRM Practices scale items.

❖ Exploratory Factor Analysis

Once the data was set up to be appropriate for analysis, Exploratory Factor Analysis using for further analysis. Principal Components Analysis (PCA) and varimax rotation via the orthogonal method was executed, through SPSS (version 24.0), for data extraction, which helped in finding the factors which determined the essential relationship among the various variables.

✓ Communalities

In this research work, the similarity between measured items loaded in the EFA model ranges from .512 for CI8 to .858 for GHRMP 1, as shown in Table 5.2.4. GHRMP1 is the least loaded item on this list; This is the weakest point to be measured, and researchers may remove it for final data analysis.

Codes	Initial	Extraction	Codes	Initial	Extraction
GHRMP1	1.000	.858	GHRMP18	1.000	.616
GHRMP2	1.000	.692	GHRMP19	1.000	.632
GHRMP3	1.000	.624	GHRMP20	1.000	.667
GHRMP4	1.000	.549	GHRMP21	1.000	.694
GHRMP5	1.000	.628	GHRMP22	1.000	.653
GHRMP6	1.000	.620	GHRMP23	1.000	.854
GHRMP7	1.000	.722	GHRMP24	1.000	.682

GHRMP8	1.000	.690	GHRPM25	1.000	.752
GHRMP9	1.000	.513	GHRMP26	1.000	.548
GHRMP10	1.000	.594	GHRMP27	1.000	.566
GHRMP11	1.000	.636	GHRMP28	1.000	.738
GHRMP12	1.000	.437	GHRMP29	1.000	.777
GHRMP13	1.000	.668	GHRMP30	1.000	.436
GHRMP14	1.000	.572	GHRMP31	1.000	.600
GHRMP15	1.000	.631	GHRMP32	1.000	.736
GHRMP16	1.000	.623	GHRMP33	1.000	.745
GHRMP17	1.000	.648	GHRMP34	1.000	.699
GHRMP35	1.000	.654	JS4	1.000	.439
GHRMP36	1.000	.613	JS5	1.000	.686
GHRMP37	1.000	.673	JS6	1.000	.605
GHRMP38	1.000	.788	JS7	1.000	.603
GHRMP39	1.000	.444	JS8	1.000	.489
GHRMP40	1.000	.611	JS9	1.000	.705
PC1	1.000	.581	JS10	1.000	.710
PC2	1.000	.626	JS11	1.000	.497
PC3	1.000	.724	JS12	1.000	.801
PC4	1.000	.737	JS13	1.000	.644
PC5	1.000	.848	CI1	1.000	.635
PC6	1.000	.634	CI2	1.000	.655

PC7	1.000	.703	CI3	1.000	.811
PC8	1.000	.697	CI4	1.000	.827
PC9	1.000	.555	CI5	1.000	.774
PC10	1.000	.711	CI6	1.000	.684
PC11	1.000	.833	CI7	1.000	.425
PC12	1.000	.612	CI8	1.000	.512
PC13	1.000	.695	CI9	1.000	.666
JS1	1.000	.799	CI10	1.000	.507
JS2	1.000	.728	CI11	1.000	.487
JS3	1.000	.515	CI12	1.000	.524

Extraction Method: Principal Component Analysis (PCA)

6. Discussion and Conclusion

This chapter describes the study items used to measure the different concepts and constructs used in research. Described the functionality of construction and subcontracting. The questionnaire was designed by using a literature review, and to check the reliability data were collected from 125 respondents; for finalization of the questionnaire item, communities were used. Other items that do not fit Rejection to measure accurately in the final analysis and interpretation. Eight items have been removed from the questionnaire value was less than .500.

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