International Journal of Research in Management

Dr. P Devi
Assistant Professor, School of Management Studies, JNTUK, Kakinada, Andhra Pradesh, India

N Anil Karthik
Assistant Professor, School of Management Studies, JNTUK, Kakinada, Andhra Pradesh, India

A study on green HR intiatives in "IT" sector: Employee discipline view in Hyderabad city

Dr. P Devi and N Anil Karthik

Abstract
Green Products are highly preferable to protect the environment and to provide better tomorrow for next generations. Nowadays the eco-friendly concept also spread in Human resource Management on the name of Green HRM practice and implement green operations in HR activities to encourage eco-friendly operations and to save paper, water and reduce wastage of sophisticated electronic gadgets in work environment. Environmental sustainability is defined as maintaining the factor and practices that contributes to the quality of environment on a long-term basis. Corporate environmental performance defines the commitment and strategies implemented by companies aimed at being eco-friendly, protecting natural resources, minimizing carbon emissions & waste, and ensuring they obtain a competitive advantage. Moreover, the introduction of many laws regarding the environment by countries the market, and some internationally recognized bodies have awoken business entities and managements to pursue environmental performance. Reflecting on what has been stated, it is believed that the availability of corporate environmental performance provides an avenue to elevate the competitiveness of entities and establishes a win-win situation. This is because the pursuit of greening which centers on corporate environmental performance has become a competitive strategy for organizations.

Environmental sustainability is defined as those practices that minimize use of energy, pollution, water consumption, resulting in smaller carbon footprint for the organization through innovative efforts focused to reduce, renew, and recycle the natural resource for meeting the needs of benefit present and future generation. General definition is that meeting the resources and services needs of current and future generation without compromising the health of ecosystem. More specifically, environmental sustainability could be defined as a condition of balance, resilience, and interconnectedness that allows individual, society employees of organization, to satisfy its needs without exceeding the capacity of its supporting ecosystems. This paper will discuss about Green employee discipline practices followed in IT / ITES sector in Hyderabad and concern issues and challenges faced by various stake holders of the organizations and how to resolve such issues are discussed with an empirical data support.

Keywords: Green Motive, Ecofriendly, Self-discipline, Penalties

Introduction

The term of 'Green HRM' seem to be a novel concept. It was originated in 1996 from the contribution of Wehrmeyer (1996) [11] who edited book titled "Greening People: Human Resource and Environmental Management". It refers to the organizational policies and practices that make employees green for the preservation and conservation of natural environment. There is a growing awareness among the employees towards the green issue and to create a sense of social responsibility towards the environment within organizations. In order to achieve green goals, organization can use suitable human resources management practices to stimulate their employees towards achieving the goal of environmental management. The Sinclair (1987) [12] define 'Green' as the color of grass or leaves or leafy or verdant, Green as a noun as environmentalist, conservationist, nature lover, or eco-activist. Employee of an organization is supposed to perform these four roles for the purpose of keeping the natural environment in its original form through preservation, conservation, non - polluter and maker. Preservationist keeps the natural environment in its original form by protecting it from harm and negative impacts, conservationist relates to a very careful way of using the natural environment to let it sustain as long as possible.

Corresponding Author:
Dr. P Devi
Assistant Professor, School of Management Studies, JNTUK, Kakinada, Andhra Pradesh, India

Non-polluter role is concerned with preventing it from toxic materials that will ultimately endanger to the natural environment where human and non-human are living, maker's role is generating garden like natural park and places which have plants, trees and grass. In order to become green, i.e. natural lover or an eco- activist these four roles needs to be performed by an employee.

Green HRM practices include green recruitment and selection, green performance management, green training and development, green employee involvements, and green pay and rewards. Because high involvement of management leads to corporate profitability as well as employee's need satisfaction at workplace. This behavior leads to an opportunity like green knowledge sharing (GKS). Hence, there is a gap existed in the literature that how these Green HRM practices impact GKS, if skilled labor in the form of green human capital (GHC) has already strong impact on the organization to get sustainable performance. Therefore, this study answered this question by using quantitative approach to generate fresh literature and to highlight the novelty of GHC in this relationship. To get a green competitive advantage (GCA) in environmentally-friendly products, organizations should yield products that have both greenness and breakthrough features, according to this study. This segment of GCA is based on natural-resource-based view (NRBV) framework. Furthermore, there is a gap exists in the literature that how green process innovation (GPSI) is providing capabilities to the organization in order to achieve GCA.
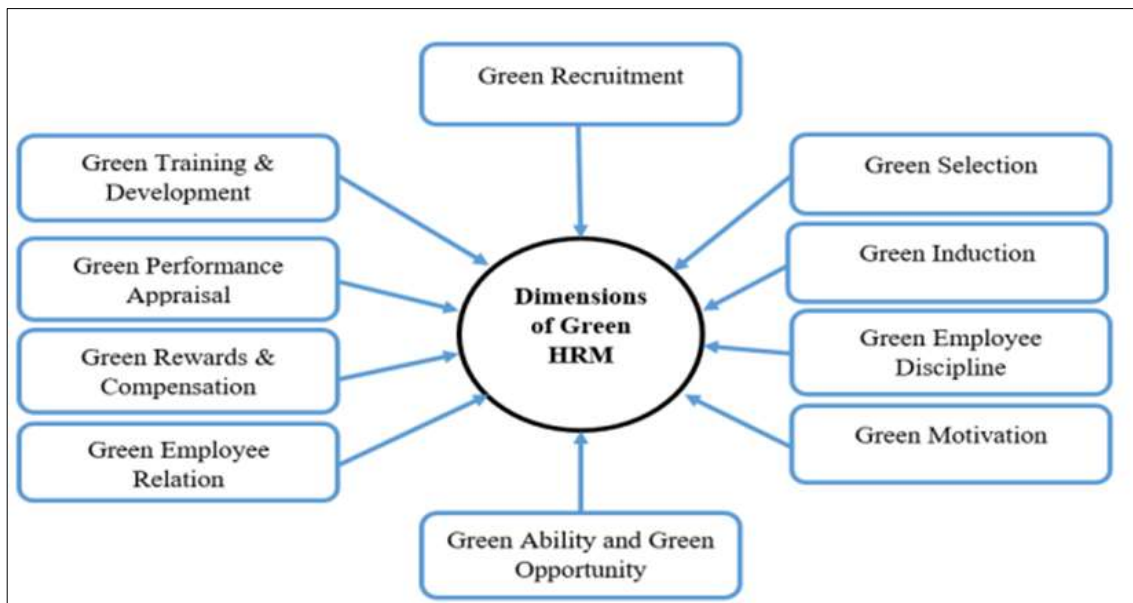
Source: Shafaei, A *et al*. (2020) [9]

Fig 1: Dimensions of Green HRM deduced from the literature

Authors		Practices
Renwick et al, 2008	1	Setting penalties for noncompliance on targets in environmental management.
Renwick et al, 2008	2	Setting penalties or dismissal for environmental management breaches.
Opatha, 2013	3	Formulating and publishing rules of conduct relating to greening.
Opatha, 2013	4	Developing a progressive disciplinary system to punish employees who violate the rules of green conduct.
	5	Implementing 'discipline management' as a tool to self-regulate employees in environmental protection activities of the organisation.
	6	Establishing a clear set of rules and regulations which imposes/regulates employees to be concerned with environmental protection.
	7	If an employee violates environmental rules and regulations, take disciplinary actions (warning, fining, suspension, etc.) against him/her.

*Source***:** Rana Zehra. M *et al*. (2024) [8]

Fig 2: Green Human Resource Management Practices: A Review

Literature

In the past few years, a growing number of higher education organizations around the world have tried to make environmental management and green practices an essential part of their provided services. As a teaching and research organizations, higher education organizations are expected to play a significant role in adopting approaches and alternates to tackle existing environmental issues (Benayas *et al.*, 2002) [1]. Besides, they need to set a precedent in revitalizing and recognizing the evolving needs and challenges of environmental management concerns. As such, to encourage an environmentally friendly workplace

climate, higher education institutions should embrace the philosophy of "Go Green" (Gilal *et al.*, 2019) [4]. Members of higher education institutions, including teaching, research and administrative staff, would need to adopt green and environmentally friendly practices in their day to day activities at the workplace. In general, employees' behaviors that promote environmental management practices at the workplace refer to green behaviors (Dumont *et al.*, 2017) [2]. Employee green behaviors are viewed as keys to the effective implementation of green practices in the workplace. Moreover, studies have demonstrated that involving employees in green practices is crucial for the environmental management initiatives (Mazzi *et al.*, 2016) [6], as this would contribute to the better environmental performance and completive advantage. To motivate green employees' behaviors, green human resources management (GHRM) practices are considered as a critical HRM strategy to raise employees' environmental awareness at the workplace. GHRM processes aimed at promoting environmental management incorporates several functions such as green recruitment, green training, green rewarding and green performance appraisal (Tang *et al.*, 2018) [10].

Research on GHRM has flourished in the past years with studies carried out in diverse industries such as tourism and hospitality (Luu, 2017) [5], information and technology (Ojo and Raman, 2019) [7] and automobile industry. Nevertheless, research on GHRM in higher education is limited (Fawehinmi *et al.*, 2020; Gilal *et al.*, 2019) [3, 4]. This was confirmed by a recent literature review by Pham *et al.* (2019), who called for the need to conduct more research in diverse service sectors. Among the limited studies, the study of Fawehinmi *et al.* (2020) [3] found that GHRM increases employees' green behaviors of academics through mediating role of environmental knowledge, whereas Gilal *et al.* (2019) [4] found that including green behaviors of employees in the management doctrine of higher education organizations is vital to enhancing organizational financial and environmental performance and to gaining employee commitment.

Research Methodology
The Methodology part will discuss paper research include Objectives and Hypothesis followed by sample and sample size and data collection methods etc.

Objectives
1. To know extent of Green HR initiatives in IT sector.
2. To identify influencing factors to adopt Green HR initiatives in corporates.
3. To Study employee commitment on discipline related Green HR initiatives.

Hypotheses
- **H01:** There is no significance association with paperless work initiative impact on employee commitment.
- **H02:** There is no significance relation between Green HR initiative impacts on employee discipline efficiency.
- **H03:** The association between environmental safety measures and employee discipline are positively correlating.

Data Collection
The primary data was collected with the help of structured questionnaire which contain 10 questions designed with likert scale regarding Green HR Initiatives in IT/ITES sector.

Sample: A sample of 100 IT/ITeS professionals opinion was captured in Hyderabad city by using short questionnaire to measure their respective company's measurement in this regard.

Data Analysis
Factor Analysis (Green Discipline Initiatives)

Table 1: KMO and Bartlett's Test values

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.786
Bartlett's Test of Sphericity	Approx. Chi-Square	577.249
	DF	21
	Sig.	.000

Before we proceed for factor analysis first the researcher tested the eligibility of the data by checking KMO- Bartlett's test which is a measure of sampling adequacy. The KMO value is 0.810 >0.6. Bartlett's Test of Sphericity indicates a measure of the multivariate normality of set of variables (Sig. value is less than 0.05 indicates multivariate normal and acceptable for factor analysis).

Table 2: Total Variance Explained values

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1.	3.524	50.344	50.344	3.524	50.344	50.344
2.	2.115	30.219	80.562	2.115	30.219	80.562
3.	.633	9.043	89.606			
4.	.392	5.600	95.205			
5.	.139	1.989	97.194			
6.	.114	1.625	98.819			
7.	.083	1.181	100.000			
Extraction Method: Principal Component Analysis.						

The variance matrix indicating 80% (statistically 65% variance valid) variance on tested variable, i.e. 20% of other factors are influencing on Green HR activities.

Table 3: Component Matrix[a]

	Component	
	1	**2**
Paperless Work	.892	-.181
Eco friendly acts	.608	.934
Save Power	.705	.099
Save Tress in campus	.565	-.506
Penalty for wastage	.087	.895
Green Rules	-.406	.548
Green Bonus	.871	.451
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

Inference

The most influencing factors with reference to Green HR initiatives are indicating that, most of the employees are preferring paperless work to protect environmental wastage followed by Eco friendly acts are strictly provoking to implement Green discipline in the company.

- H_{01}: There is no significance association with paperless work initiative impact on employee commitment.

Table 4: Chi Square values of Paper les work

	Value	DF	Asymp. Sig. (2-sided)
Pearson Chi-Square	597.460[a]	12	.003
Likelihood Ratio	614.470	12	.000
Linear-by-Linear Association	132.695	1	.000
N of Valid Cases	730		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 12.66.			

Inference: From the above table, the chi square value is not significant (Chi-square sig. value is 0.003< 0.05), Reject the null Hypothesis i.e. there is a significant impact that, the campaign regarding paper less work to encourage green HR activity was actively working on IT / ITeS sector employees.

H_{02}: There is no significance relation between Green HR initiative impacts on employee discipline efficiency.

Table 5: Chi Square values of employee discipline

	Value	DF	Asymp. Sig. (2-sided)
Pearson Chi-Square	629.343[a]	12	**.706**
Likelihood Ratio	611.415	12	.000
Linear-by-Linear Association	108.582	1	.000
N of Valid Cases	730		
a. 2 cells (10.0%) have expected count less than 5. The minimum expected count is 4.04.			

Inference: From the above table, the chi square value is very much significant (Chi-square sig. value is 0.706> 0.05), Accept the null Hypothesis i.e. there is no such serious influence on employees that Green HR initiatives and disciplinary actions are not showing much significant on discipline efficiency. Most of the employees need to be practice by themselves rather than on-paper rules.

H_{03}: The association between environmental safety measures and employee discipline are positively correlating.

Table 6: Chi square values of Environment safety

	Value	DF	Asymp. Sig. (2-sided)
Pearson Chi-Square	479.415[a]	12	**.001**
Likelihood Ratio	603.654	12	.000
Linear-by-Linear Association	.008	1	.929
N of Valid Cases	730		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.65.			

Inference: From the above table, the chi square value is not significant (Chi-square sig. value is 0.001< 0.05), Reject the null Hypothesis. The environmental safety measures and employees discipline are positively correlating i.e. employees are slowly adopting Green HR activities in IT sector to protect environment.

Discussion of Results

The study's findings with reference to paper less work, ecofriendly activities, power save and strict rules and set of punishments with reference to violation of HR initiatives are relevant for HR managers in framing policies to keep sustainability concerns at the core and are therefore relevant for both the HR and environmental management communities. By highlighting the importance of green HRM in assessing the green behavior of employees, this research will inspire practitioners to utilize green HRM practices in order to achieve environmental goals. The study will advance knowledge on how implementing green HRM in IT/ ITES the organization will promote environmental management through the engagement of employees in green behavior. In order to effectively implement green HRM

initiatives, organizations must provide green training to employees so they are equipped with the skills necessary to successfully execute green behavior. Further, employees should also be praised and rewarded for their efforts to go green. To achieve greater advantages, employees should be provided opportunities to adopt green behavior so that they can come up with more innovative green suggestions and significantly contribute to achieving green goals. To improve employee perception of the organization's green practices and environmental performance, continuous communication with employees about the organization's green efforts is necessary. Organizations should enforce disciplinary action against employees who violates green conduct, this may encourage them to engage in green practices. Finally, forming green teams to encourage other members to encourage in green behavior.

This effort ultimately leads to better environmental performance of the organization. In other words, greening of HRM functions will reduce negative environmental impacts of the organization and improve the positive environmental impacts of the organization. In improving organization's environmental performance, people factor is one of the key factors. To create, practice and maintain environmental related innovative behaviors of employees coupled with right attitude of greening, green HRM practices are critical. Without proper green HRM practices, it is difficult to create and maintain sustainable environmental performance.

Conclusion

The concept of Green HRM, originating in 1996, emphasizes organizational policies to foster employee engagement in environmental preservation. With increasing awareness, employees are seen as pivotal for achieving environmental goals within organizations. Green HRM practices encompass recruitment, performance management, training, involvement, and rewards, aiming for both corporate profitability and environmental responsibility. However, there's a gap in understanding how these practices impact Green Knowledge Sharing (GKS) and Green Competitive Advantage (GCA). Research in higher education underscores the importance of fostering green behaviors among employees. Analysis of Green HR initiatives in the IT sector suggests a positive correlation between environmental safety measures and employee discipline. Implementing Green HRM practices, including training, reward systems, and disciplinary actions, can drive employee engagement and innovation towards environmental sustainability. Ultimately, integrating Green HRM practices is vital for organizations to enhance their environmental performance and achieve long-term sustainability.

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