

**IMPACT OF GREEN HUMAN RESOURCE  
MANAGEMENT PRACTICES ON JOB SATISFACTION  
AMONG THE IT INDUSTRIES**

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**Abstract**

Significant or Significance is a term that is used to denote something that is sufficiently great or important and worthy of attention. Green Human Resource management has been around the block and now is considerably taken as a study to bring about awareness and the impact it tends to create among various organizations and industries. There are various reasons that lead organizations to go green, but the main ones include rising energy costs and usage, environmental obligations, and more stringent legal and regulatory requirements for compliance. This study is undertaken to delve into the impacts of Green Human Resource Management Practices on job satisfaction among the IT companies, in Chennai. GHRM practices like green recruitment and selection, green training and development, green compensation and benefits, and green performance management, were included as a part of this study. Three popular IT firms were chosen and the sample size of 150 respondents were opted. With the use of SPSS 22, regression as well as correlation analyses were carried out on the data. The study's research methodologies revealed a favorable and significant association between green human resource management strategies and work satisfaction among employees. The research study turned out to be quite beneficial for the IT sectors, this in turn may also be valuable to researchers, scholars, and other industries.

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## INTRODUCTION

Over the past years, raised concerns and realizations about preserving the natural environment, and bringing about an ecologically sound habitat has been an important factor that organizations are examining these days. The environment that we live in is been affected passively or non-passively in numerous ways, like overpopulation, contamination, emission of greenhouse gases into the air, and most of all deforestation. There has also been climatic changes, geohazards, and wildlife extinction due to the neglectful human lifestyle caused towards the environment, (Kafil,K., Akram, M., & Rafique, A.K (2021). In regards to this many organizations have become considerate towards the ecological balance through its approaches. Around the world organizations and firms are accepting environmental-friendly practices (Zibarras & Coan 2015), forasmuch as the personnel professionals are bound to inculcate within the organization a continuous support and encouragement for its employees when they are enforcing eco-friendly practices (Sathyapriya et al., 2013) The term “ Go Green” is quite the talk and is considered to even be a primary factor for many organizations, adding which firms and industries are proactively magnetic to a healthier ecological habitat.

(Gilal et al., 2019) has stated that green human resource management practices create a positive influence on ecological performance when employees are vigorous about the environment. Organizations that have attained a state of ecological consciousness, alongside acquired an ISO 14000 certification, which predominantly rolls out eco-friendly practices, like diminishing global climate change, unwanted usage of materials and resources, and most of all pollution. These ISO 14000 standards are established to bring about support within the organizations for maintaining and constantly keeping in focus on various methods to improvise ecological surroundings. (Babakri, K.; Bennett, R.; Franchetti, M.,2003).

It is also said by (Renwick, D.; Redman, T.; Maguire, S) that organizations during the process of recruitment, training and development, the quality of work contributed from an employee, the candidate’s involvement in ecological practices can be clearly identified, and this in-turn would positively pave way for an appropriate recruitment and selection of candidates that align with the organizations eco-friendly practices (Dutta, S., 2012). Recent Studies by (Jahanshahi, A.; Maghsoudi, T.; Shafighi, N.,2021) has stated that employees attain a higher scale of recognition when green human resource management practices are adopted by organizations and similarly when these practices are considered an actual advantage for their very own selves, along with the organization, the environs, and the community. Green HRM practices positively create an impact on the satisfaction of the employee which signifies an emotion of content and accomplishment in regards to their presumptions within the organization (Kaur, 2013). Every organization always strives to keep their employees satisfied, and in return satisfied employees tend be the strength for their employers.

Regulations introduced within the organization by the management creates a direct or an indirect effect on the level of satisfaction of an employee, in relating which the concept of green human resource management is primarily focused on the relationship with ecological practices, and hence it would therefore result in a direct impact on employee satisfaction (Sathyapriya et al., 2013). The aspects and the impacts of green human resource management are known to be diverse, and of which tends to bring about an impact on the job satisfaction. This study aims at contributing a clear understanding on

Ghrm practices and its impact on job satisfaction among employees of the IT industries in Chennai, Tamil Nadu. Four Primary aspects of GHRM practices were taken up for study which involved green recruitment, green training and development, green reward management and green employee involvement regarding its influence on employee job satisfaction.

### **RESEARCH OBJECTIVES**

- To ascertain how green human resource management practices affect employee work satisfaction
- To suggest suitable measures for enhancing green human resource management practices

### **LITERATURE REVIEW**

#### **Employee Job satisfaction:**

The phrase "job satisfaction" is frequently used to describe the joy or excitement that an employee feels towards their employment. (Judge et al., 2002). An employee who tends to be contented with his or her job only results in contributing more of their abilities and expertise towards the organization (Sonal & Vikas.,2020). Previous studies have indicated that when there is a direct influence between the organization's goals and the employee it deterministically leads to a positive attitude, of which job satisfaction is one (Edwards, J.; Cooper, C. 1990 & Edwards, J. 1996) This in turn proves a positive outcome when organization's values are adjusted with an employee only resulting to a feeling of job satisfaction, whereas on the other hand when there seem to be no adjustments made between the organization's value and the employee the results tend to be negative. (French et al., 1974) The very term job satisfaction has indeed turned out be a primary idea for research and Organizational policies such green human resource management practices only further the chances of job satisfaction among the employees (Lock, E.A., 1976).

In the past, studies have shown that having ethical and environmentally conscious business practices only helps employees have a positive outlook on their jobs. (Valentine, S.; Barnett, T., 2003), notably with the element job satisfaction. (Pinzone, et al., 2019). Consequently, it is anticipated that green HRM will result in greater levels of job satisfaction.

#### **Green Human Resource Management:**

Wehemeyer (1996), who stated that GHRM encompasses HRM policies and practises with a purpose to develop and promote the sustainable green resource with the firm, first proposed the idea of green HRM many years ago. Marhatta and Adhikari (2013) added that inculcating green human resources management techniques fosters the organization's necessary environmental friendliness. Green HR practices centers on two concepts: eco-friendliness and the instillation of knowledge capital (Jyothi, 2019) and mentioned that many organizations are contributing their time to work in increasingly eco-friendly ways. The term "green HRM" refers to the processes involved in the design, implementation, and continuous upkeep of a system that attempts to make employees of an organization environmentally friendly. In order to benefit the individual, society, the environment, and the business, it refers to the policies, practices, and procedures that make employees of the organization green.

(Verma 2015). Without the collaboration and cooperation of the workforce, no green HRM system can function. It influences workers' pro-environmental behaviour in the company in a beneficial way (Saeed et al., 2019). According to Renwick et al. (2013), the components of green HRM can be categorized as selection, recruiting, training, and development of environmental expertise. Many organizations and businesses have begun adopting green human resource management, which reduces carbon footprints by using less paper, video conferencing for interviews and other practical methods.

### **Green Recruitment and Selection:**

According to Yusoff and Nejati (2017), green HRM practices must include green recruiting and selection. According to Tang et al. (2018), Green recruitment and selection is a procedure for finding and choosing job candidates who are aware of environmental concerns and prepared to commit to environmental performance. For the Human Resources department, hiring and retaining highly qualified applicants and professional intellectuals in a highly competitive global economy is regarded one of the most important stages. Companies are now drawn to green HR practises to find environmentally conscious employees globally for their commitment to environmental responsibility. International corporations currently entice highly qualified workers and talented candidates by presenting their environmental consciousness and running their HR operations with a green perspective. In order to establish business operations under a green cover, which in turn plays a critical role in sustainable performance, businesses want to hire workers with an environmentally friendly mentality and an understanding of environmental protection (Ehnert, 2009). It involves identifying, evaluating, and validating a candidate's eco-awareness, environmental values, and responsiveness to environmental challenges (Pham & Paille, 2019). Additionally, Masri and Jaaron (2017) noted that adopting green hiring practices improved a company's ability to hire and attracted qualified individuals, thereby having a substantial impact on the company's environmental performance.

### **Green Training and Development:**

Green management includes crucial elements like training and development. Workers are to be educated about environmental issues and their significance through green training and development. Achieving their goals of efficient resource usage and eventually supporting the cause of environmental conservation becomes essential for environmentally conscious businesses (Gull & Idrees, 2021). Green training programmes can increase employee awareness of the value of environmental protection, making them more receptive to environmental management and/or preventive measures including acquiring waste knowledge and pinpointing the sources of pollution (Kjaerheim, 2005). It also gives staff members the opportunity to get involved in solving environmental issues by educating them to work on processes designed to promote environmental awareness, waste reduction, energy conservation, and reduction. (Zoogah,2011). Green training helps workers adopt a mindset that emphasises the value of green practises, which have become more important as a result of attention to health and safety concerns (Mandip, 2012; Grabara, 2017). Companies utilise an array of organisations for training and development, and Nisar et al. (2021) found that green training and development is one of the primary indicators of green intellectual capital, which has a favourable influence on pro-environmental behaviour.

**Green Compensation and benefits:**

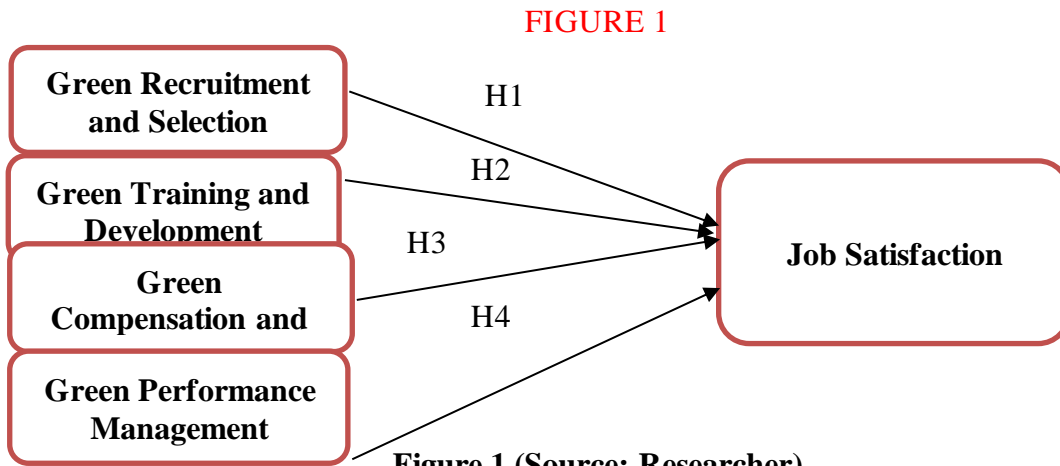
Employee Satisfaction with eco-friendly initiatives is significantly impacted by green rewards and compensation (Renwick et al., 2013). Rewards and compensation might be considered viable measures for promoting environmental initiatives in organizations when discussing green HRM. Modern businesses are implementing incentive programmes to support their employees' environmental actions. This is corroborated by a survey done in the UK by CIPD/KPMG, which found that 8% of UK businesses reportedly encourage environmentally friendly behaviour with various kinds of prizes or cash incentives (Phillips, 2011). According to Ardiza and Nawangsari (2019), one of the HR tools that is positively correlated with employee performance is green compensation. To continue to actively involve individuals in the green agenda and keep recognising their contributions, green rewards might include the utilisation of workplace and lifestyle advantages, ranging from free bicycles to carbon credit offsets (Pillai & Sivathanu, 2014).

**Green Performance Management:**

The green performance management system is put into place to collect data that can be used to evaluate employee environmental performance. When performance management is included in a green management system, it functions better because it aligns employee performance with the company's environmental requirements (Jabbour & Santos 2008). Since we live in an era of electronically sophisticated technology, environmental performance can be assessed via electronic methods. These programmes are helpful for enabling staff to monitor their own ecological footprints (Marthouret & Sigvardsson, 2016). According to Chaudhary (2019), one of the important determinants of task-related and spontaneous employee green behaviour is green performance management. When employing individuals with environmental understanding, organizations tend to achieve higher levels of environmental performance, and adding to that Saylee and Varsha (2018), green practices should be considered for appraisals as well as for key performance areas and indexes.

**THEORETICAL FRAMEWORK AND DEVELOPMENT OF HYPOTHESIS**

The following theoretical framework was developed in accordance with the available literature review and the discussion of various green human resource management practices and their effect on job satisfaction that was previously mentioned:



### **HYPOTHESIS**

H1: Green recruitment and selection has a positive impact on job satisfaction

H2: Green training and development has a positive impact on job satisfaction

H3: Green Compensation and benefits has a positive impact on job satisfaction

H4: Green Performance management has a positive impact on employee job satisfaction

### **RESEARCH METHODOLOGY**

After a thorough analysis of the appropriate prior literature, a hypothesis was developed using a deductive research approach. Data was gathered using pre-tested questionnaires for both the dependent and independent variables, and both explanatory and descriptive research methodologies were applied (Guerci et al., 2016; Wesis et al., 1967). 150 people from three of Chennai's top IT firms contributed to the research population. This study followed a convenient sampling technique to approach the respondents of the targeted firms. To conduct the survey, only managers and senior executives were approached. A Likert scale rating from 1 to 5 was given after each question, allowing respondents to select an answer from the available options. With the assistance of a statistical package for social sciences (SPSS) regression analysis and Pearson's correlation were used to analyze the data.

**DATA ANALYSIS AND RESULTS**

**Table 1.1 Correlation Analysis**

		<b>Correlations</b>	
		ENVIRONMENTAL TRAINING PROGRAMMES FOR MANAGERS	POSSIBILITY TO WORK INDEPENDENTLY IN MY POSITION
ENVIRONMENTAL TRAINING PROGRAMMES FOR MANAGERS	Pearson Correlation Sig. (2-tailed) N	1  150	-.728**  150
POSSIBILITY OF WORK POSITION	Pearson Correlation Sig. (2-tailed) N	-.728**  150	1  150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

As indicated in the above table 1.1 it is found that there is a positive relationship between environmental training programmes for managers with the possibility to work independently in my position.

**Table 1.2 Regression**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.323 <sup>a</sup>	.104	.098	1.217

a. Predictors: (Constant), satisfaction of working

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.950	.371		5.260	.000
1 SATISFACTION OF WORKING CONDITIONS	.405	.098	.323	4.155	.000

a. Dependent Variable: Environmental training programmes for managers

In the table 1.2 it is identified that there is a positive relationship between the satisfaction of working conditions with the environmental training programmes for managers.

**Table 1.3 Coefficients**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	2.337	.203		11.503	.000	1.935	2.738
1 MANAGERS EVALUATION ON ENVIRONMENTAL OBJECTIVES	.289	.054	.403	5.350	.000	.182	.396

a. Dependent Variable: Satisfaction of opportunity to do different things from time to time

Table 1.3 indicates that there is positive relationship between the independent variable managers evaluation on environmental performance objectives with the dependent variable satisfaction of opportunity to do different things from time to time.



**Table 1.4 Anova****ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.579	1	25.579	17.266	.000 <sup>b</sup>
	Residual	219.254	148	1.481		
	Total	244.833	149			

a. Dependent Variable: Environmental training programmes for managers

b. Predictors: (Constant), Satisfaction of working conditions

The anova table represents that there is positive relationship between the independent variable satisfaction of working conditions with the dependent variable environmental training programmes for managers.

**DISCUSSION**

The findings from this study have demonstrated that green recruitment and selection, green training and development, green benefits and compensation, and green performance management have an important and significant impact on job satisfaction. Researchers like (Stringer, 2009 and Whermeyer, 1996) have drawn a supportive conclusion that recruitment and selection has a positive impact on employee job satisfaction. Literature from (Delmas & Pekovic, 2013) aids that training and development is a key component towards job satisfaction. It is also said that employees can develop new skills and enhance their existing abilities, according to (Bansal & Roth, 2000) through training in compliance with the organization's environmental standards which in turn leads to create a sense of satisfaction among the employees. Consequently, when employees receive appropriate training in line with the organization's green environmental setting, they will promptly perform better and subsequently demonstrate a high degree of job satisfaction. Employee job satisfaction and green compensation & benefits are strongly correlated, it was also further believed that when the personnel performed well in accordance with the organization's green standards, they were bound to receive incentives. Regarding green performance management, studies show that performance management improves the efficiency of a green management system since it links the employee output to the organizations environmental demands and mentioning that (Jabbour and Santos) in the year 2008 found a positive impact of performance management on job satisfaction.

**CONCLUSION**

The current study looked at how green human resource management techniques impacted job satisfaction among employees in Chennai, India, based IT firms. For testing the impact on job satisfaction, the four elements of green human resource management practices were taken into

consideration. The findings of the study reveal that elements of green human resource management, such as green recruiting and selection, green training and development, green benefits and compensation, and green performance management, positively affect job satisfaction. A further conclusion is that although companies in the IT industry implement green human resources practices, further improvisations could be carried out by the associated management.

### **LIMITATIONS**

The current research has certain limitations like previous studies. To begin with, due to time and resource constraints, the study's focus is restricted to the IT-related companies located in Chennai. Second, only four green human resource management practices concerning employee job satisfaction were the only focus of the current research. There are, however, several other green human resource practices in use today. Therefore, future academics and researchers may investigate further green human resource management practices and look at how they influence employee work satisfaction. Similarly, Further studies can also be researched in other industries within the country or even abroad to expand the horizons of Green human resource management practices.

### **COMPETING INTERESTS**

The authors have no competing interests to declare.

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