Effect of Green Human Resources Practices on Job satisfaction: Evidence from IT Sector in India

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ABSTRACT: Environmental concerns are of utmost importance for any industry, be it service industries like IT. Today is the day when every region is implementing Go Green policies to reduce environmental problems. IT have taken these green initiatives to expand the IT industry along with humanity. The Indian IT industry now knows that there should be a green sense of social ethics and credibility, so the IT industry is expanding its HR functions to align its goals and policies with sustainable goals that reflect an eco-vision are. In Indian Perspectives, this research seeks to find the impact of green HR practices on IT employee job satisfaction. A total of 273 responses from the IT sector were collected and empirically analysed. It is well-known that green HR practices have an important relationship with job satisfaction (JS). In growth, Human Resources Planning (HRP), Welfare and Training and Development (TND) has found a progressive impression on job satisfaction (JS). It has also been established that TND has the most impact on JS. Educators, educators, policymakers, experts, scholars, local and foreign entrepreneurs from India and other parallel countries can benefit from this paper by rethinking the meaning between Green HR practices and job satisfaction.
Key words: Green HR Practices, job satisfaction, IT sectors

I. INTRODUCTION
Concept of Green HRM: The green Human Resources Management has performed for companies attractive in practices associated with the protection of the situation and protective environmental steadiness. Green HRM is the usage of human resource management strategies to encourage the supportable use of resources within business organizations and, most commonly, recommends the source of environmental sustainability. The determination of successful green is to usage crops and approaches that would not negatively affect the environment concluded pollution or depleting natural resources. Thus, Green HRM includes eco-friendly, human resource strategies and applies that, on the one hand, will support administrations realize its economic goal through environmental labelling and on the other indicator, defend the environment from any harmful influences that strength source of the policies & movements by the organizations. According to, the incorporation of commercial ecological administration into human resource management is designated as green HRM.

Green HR: According to, "Green HR mentions to expending every employee edge to promote sustainable practices and complement employee responsiveness and obligations on the problems of sustainability." Established that green HR shows the significant part in organizations to sustenance the environment associated difficulties by accommodating it and in management viewpoint HR policies and practices, training people and implementation of rules related to environmental security. Thus, Green HR is an employee, which is well conscious about environmentally friendly accomplishments, dedicated to explaining environmental concerns by involved green traditions both in his individual, and expert subsists.

HRM applies are the self-possessed human resource plans, procedures and systems that essentially are implemented in the organization or business part. Likewise, green HRM performs are the trustworthy green HRM plans, procedures and

methods that essentially get executed the organisations in instruction to decrease undesirable environmental impacts or improve optimistic environmental impacts of the organization. The eventual purpose of green HRM practices is to progress the organisation supportable environmental concert and as well as employee job satisfaction.

Job Satisfaction: In the perception of Job satisfaction, there exists an amalgamation of positive & negative psychological feelings of individual employees in the workplace. Job satisfaction exemplifies the level to which opportunities are equal to the actual honours. Industries' growth & productivity directly depends on the employee's job satisfaction. The importance of job satisfaction especially arises in case of the numerous negative significances of job dissatisfaction such as lack of loyalty, increased absenteeism, increased number of accidents etc. Situational Factor.

Job satisfaction is the crucial occupation of all these and several individual arrogances put together. Job satisfaction indicates towards high productivity, attentive leadership value, promotional opportunity & work as retention tools. Job satisfaction is the most important factor for the HR manager to practice Green HR policies in the company, the absence of which can lead to dissatisfaction and negativity in the workplace.

1.2. Research Questions
Precisely, this study accepted to reconnoitre the response to the subsequent research Questions (RQ):
1. RQ1: Is there any association between Green HR practices and Job Satisfaction?
2. RQ2: Do Green HR practices have any impact on Job Satisfaction?

1.3. Research Objectives
The main purpose of the research is to identity the impact of Green HR practices on job satisfaction. In way to emerge this objective, the subsequent precise purposes measured:
➢ To statement the association between Green HR practices and job satisfaction;
➢ To recognize the impact of Green HR practices on job satisfaction;
➢ To propose some methods in direction to enrich the Green HR practices of the selected industrial initiatives.

1.4. Literature Review
In 1990s green management emerged to become imperative globally in 2000s **(Lee, 2009)**. Green-HRM is defined as the steadiness between industrial growth & upholding the environment so that the expectations may flourish **(Daily and Huang, 2001)**. Industries participating in the issues of environmental supervision whereas their present branches of our society and cannot be inaccessible from the environment **(Liu, 2010)**. Enhance the awareness about the impact of eco-friendly concerns in the workplace and home into the low-level employees **(Oates, 1996; Bird, 1996:227)**. Organization measured that the function of HR manager in interpreting Green HR policy into repetition **(Renwick et al., 2008, p.1)**. Green HR policies spotlights on the cooperative and personage capabilities to fetch about green behavior. The aforementioned has remained realized that environmentally relevant accomplishments can be experienced by the workforces in occupied life and secluded life. Hence, Green HRM focuses on employee's environmental behavior in the company, which in turn, employees can bring on such blueprint of utilization in their private life **(Viola Muster and Ulf Schrader, 2011)**.

M W Sheikh (Sheikh, 2014) explains the importance of Green HRM based on the Save the Earth movement. He explained that the Green Audit ISO 14000 Green HRM will help the owner and entrepreneur to implement green branding and rigor. **Shoeb Ahmed (Ahmed, 2015)** discusses the need to foster the interrelationship between HR policies and practices with Green HRM principals for sustainable development. The study suggests that the Green HRM green department can be a key business strategy for an actively participating organization. **Opatha and Arulrajah (Arulrajah O., 2014)** underline the importance of Green HRM and its ability to serve the individual, society and business, and also explain the various characteristics of Green HRM.

Job satisfaction is thoroughly related to that individual's performance & job satisfaction in the workplace **(Davis et al., 1985)**. Job satisfaction is unique of the furthermost considered concepts in the expanses of industrialized structural psychology, social psychology, organizational behaviour, personnel and human resource management, and organizational management. This varieties wisdom in that awareness of the elements, the significances, and other associates of job satisfaction can be energetic to organizational success & image **(Cranny, Smith & Stone, 1992)**. Employers concerned in outstanding economical in

today's world economy essential to essence on retaining excellence employees. "Satisfying employees for an effort well through growths satisfaction and efficiency" **(Walker, 1998, p.18)**. Job satisfaction is adjoining the sensation of the environment of employment. In command of a society to be efficacious, it must endlessly guarantee the acceptably of their employees **(Berry, 1997)**.

In his study of workers in private and public sector banks in Shimla district of Himachal Pradesh, **Shallu Sehgal (2012)** reported that social, economic variables, age, gender and financial

benefits are significantly associated with worker satisfaction. Researchers reported that those who worked in the adolescent classroom were happier than others. **Suman Devi and Suneja (2013)** testified that there are significant differences between workers in public and private sector banks in various aspects such as job satisfaction, salary and margin, monitoring, coaching and development. However, these differences are not significant when it comes to associates, employee management, supervision, performance evaluation, and the nature of the job.

1.5. Theoretical Framework
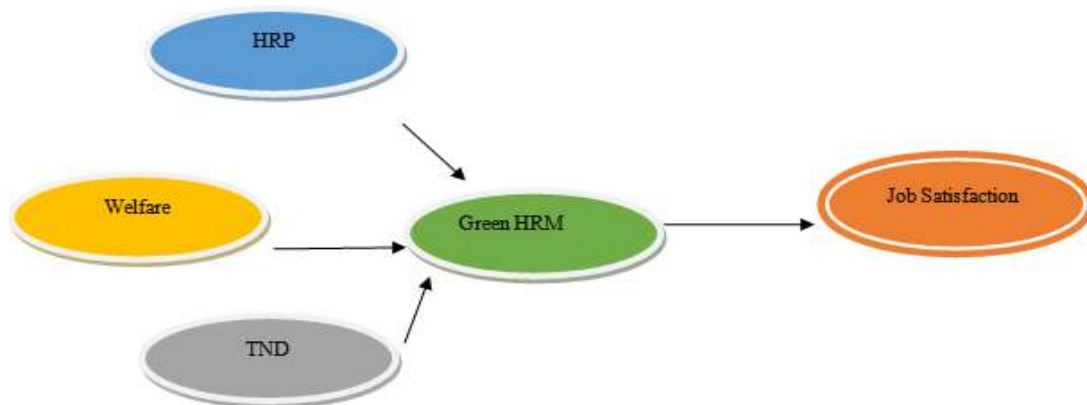
1.6. Research Hypothesis
H0: Green HR Practices have no significant association with job satisfaction
H1: Green HR Practices have significant association with Job Satisfaction
H0: Green HR Practices have no significant impact on Job Satisfaction
H2: Green HR Practices have significant impact on Job Satisfaction

1.7. Research Design & Methodology
This segment is separated into six sub-sections. The primary sub-section offerings the research design. In the subsequent sub-section, the research approach has discoursed. The third sub-section exemplifies the sampling design. In the fourth-sub, data sources are revealed. The fifth sub-section affirms the variety of processes and the assets of tools. The sixth sub-section clarifies the reliability and validity whereas the last sub-section highlights the types of statistical procedures employed to test the hypotheses.

➤ **Research Design**
This study is essentially an exploratory study. Exploratory studies are an appreciated

means of finding out 'what is happening; to seek new perceptions; to ask enquiries and to assess occurrences in a new light' **(Robson, 2002)**. It can be connected to the accomplishments of the traveller or explorer **(Adams and Schvaneveldt, 1991)**. Its great benefit is that it is flexible and adaptable to modification **(Naipul, 1989).**

➤ **Research Approach**
As this study is a professional and management research, it has appearances of positivist and explanatory approaches and it includes the empirical approach **(Hussey and Hussey, 1997; Robson, 1993)** as adequate as the inductive methodology **(Easterby-Smith, Thrope and Lowe (2002)**.
Construction these two research approaches in the same part of the research is effortlessly conceivable and beneficial for research.

➤ **Sampling Design**
A sampling frame of 273 respondents from various IT sectors in India were selected randomly and all respondents were selected as per convenience.

➤ Data Sources and Instrumentation

As the data collection instrument, the questionnaire was circulated among IT sectors in India. The sample size was contained of 273 respondents for further study. For sample size calculation, the criteria of **(Chou, Bentler, & Satorra, 1991)** was accepted. In this research, three substances for GHRM were involved from **(Green, Wu, Whitten, & Medlin, 2006)**. Five items were acknowledged Job Satisfaction from **(Davidson, 1979)** as it is alleged to be an easier methodology to collect data **(Haque and Taher, 2008; Yu and Egri,2005)**.Also, four substances were applied per each for recruitment & selection, five items for performance appraisal, and five items for rewards systems from **(Harrison, Price, Gavin, & Florey,2002; Hartog & Verburg, 2004)**. The questionnaire was de-signed into five-point Likert scale from one, strongly disagree to five, and strongly agree. The data were analysed through SPSS 24 for descriptive statistics and measurement reliability for the adopted tools.

1.8. Interpretation & Hypothesis Testing
Respondent Profile

The demographic statistics explored that 92.5% of respondents were males, while only 7.5% were females in this study. In employment status, the maximum response was established from lower managers at 72.9%, while the least response was verified from the higher manager at 1.8%. Maybe, due to the limit time and less availability to higher mangers was the main reason. On the other hand, the maximum respondents were holding a Master's degree at 53.5%. The age distribution showed the maximum response among 31 to 40 years that were 55.7% (see Table 1).

	Frequency	%	Valid %	Cumulative %
Gender				
Male	247	92.5	92.5	92.5
Female	26	7.5	7.5	100.0
Employment				
Lower manager	199	72.9	72.9	72.9
Middle manager	69	25.3	25.3	98.2
Higher manager	4	1.8	1.8	100.0
Education				
Graduation	46	16.8	16.8	16.8
Master	146	53.5	53.5	70.3
Other	81	29.7	29.7	100.0
Age				
21–30	73	26.7	26.7	26.7
31–40	152	55.7	55.7	82.4
41–50	40	14.7	14.7	97.1
51–60+	8	2.9	2.9	100.0

Table 1: Alpha reliability co-effents of composite scales. Reliability statistics

There was a measured reliability test for Green human resource management, HRP, welfare that showed .796, .760 and .954 Cronbach's α, respectively. In addition, TND and Job Satisfaction also reported .720 and .866 Cronbach's α, respectively.

KMO and Bartlett's test

Kaiser-Meyer-Olkin measure of sampling adequacy.		.821
Bartlett's test of sphericity	Approx. χ2	2,953.215
	Df	231
	Sig.	.000

To analyse the linear relationship between all variables, firstly PCA test was piloted to check the sampling acceptability. KMO showed the .821 with significance of .000. The degree of freedom showed 231 with χ2 of 2,953.2 that is acceptable for further study.

Additional, a multiple regression analysis was performed to recognize the predictors of JS as Hypothesized in the model. An enter wise variable collection was used in the regression Analysis and table-2 and table-3 show the summary measure and ANOVA of the model.

Table 2. Predictors of JS - model summary

Construct	Cronbach's α	Cronbach's α based on standardized items	No. of items
Green HRM	.796	.786	5
HRP	.760	.720	8
Welfare	.954	.848	5
TND	.720	.664	5
Job Satisfaction	.866	.802	5

Model	R	R^2	Adjusted R^2
1	0.720(a)	0.518	0.464

Predictors: (Constant), Green HRM, HRP, TND, Welfare

Table 3. ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.958	6	6.160	9.497	.000(a)
	Residual	34.375	53	.649		
	Total	71.333	59			

Predictors: (Constant), Green HRM, HRP, TND, Welfare

Dependent Variable: JS

The Green HR practices (Green HRM, RNS, RNPS, PNA) in the overhead model exposed the aptitude to predict JS (R^2 = 0.518). In this model, value of R^2 signifies that 51.8 percent of the experimental variability in JS can be explained by the Green HR practices namely Green HRM, HRP, TND, Welfare. The residual 48.2 percent is not explained which means that the interval 48.2 percent of the variation of JS is related to additional variables which are not represented in the model. This modification is highly significant as specified by the F value (F=9.497 and P = 0.000) [For details please see table-3]. An investigation of the model summary presented by the table-3 in conjunction with ANOVA, presented by the table-3, specifies that the model clarify the most possible combination of predictor variables that could donate to the relationship with the dependent variable.

Table 4. Coefficients for Predictors of JS

	Models	Unstandardized Coefficients		Standardized Coefficients		t	Sig	
		ß	Std.Effor	Beta				
1	Constant	-.698	1.086			-.643	.523	
	Green HRM	.323	.170	.334		1.892	.064	
	HRP	.160	.342	.079		.469	.641	
	TND	.404	.164	.354		2.460	.017	
	Welfare	-.071	.314	-.056		-.226	.822	

Sources: Survey Data

The table-4 shows that Green HRM and RNPS are positively influencing on JS. For Green HRM, the value of t is 1.892(p=0.064, df=53), for TND, the value of t is 2.460 (p= 0.017, df=53). Thus, we accept Hypothesis 2. But for HRP, Welfare which fall in the area of rejection. Hence, it can be determined that Green HRM have significant impact on JS. Therefore, hypothesis-1 is also accepted.

II. CONCLUSIONS

From the Model, the highest positive value of correlation between Green HRM and JS explains that the establishments of selected industrial enterprises are essential to focus on Green HRM for receiving excellent employees' job satisfaction followed by HRP, TND and Welfare. It is also initiate that Green HRM and TND have substantial influence on JS. The present study only composed perceptual data.

III. POLICY IMPLICATIONS

While the present study was limited to classify the impact of Green HR practises on job satisfaction, it may be suitable to formal concisely the policy implications for the study. In this perspective, the following policy activities may be careful valuable.

➢ Organizations should offer extensive training and development programs for the employees
➢ Organizations should go for thorough Green HRM Practices.
➢ Organizations should sensibly conduct HRP process.
➢ Organizations should familiarize appropriate Training & Development systems.
➢ Organizations should progress good working environment. This simplifies employees to do their work efficiently.
➢ Organizations should encourage employees to perform well. This can be realized by providing reward, motivations, and other benefits etc.
➢ Employees should be skilled to implement new technology and or advance their career.
➢ Organizations should offer dispassionate promotion. That is promotion should be offered based on the qualification of employees and /or experience.
➢ Organizations should implement equal employment opportunities. That is employees

should not differentiate against female, and minority or old worker.

3.1. Limitations

Small sample size was one of the main restrictions of the current study. The study did not cover all the Green HR practices of the surveyed IT Sectors.

3.2. Directions for Future Researches

Numerous proposals that productive for future research developed from this present study. In order to authenticate the findings of this study, case study is another interesting method that can be done by forthcoming research. Furthermore, the research model of this study can be retested in Manufacturing firms or any other sector, so that the research model can be generalized to other fiscal sectors.

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