# A REVIEW OF LITERATURE ON GREEN HUMAN RESOURCE PRACTICES IN IT INDUSTRY

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**ABSTRACT**
Going green is a huge trend right now. The field of human resource management is also true of this. Therefore, top management in any sector has become interested in green human resource management. Paper discusses the Green Human Resource practices in the IT Industry. Also discuss the benefits of GHRM. This study aims to pinpoint the variables influencing green human resource management. Various literature has been studied for finding out the factors for barriers of green HRM.
**Keywords:** Green HRM, GHRM, HRM, IT Industry.

## Introduction

Mwita (2020) argued that Green HRM is still a new and emerging topic that requires greater attention from scholars and HR practitioners. Green HRM offers numerous benefits, such as enticing customers and shareholders as well as boosting corporate performance through environmental sustainability. The majority of HR managers are aware of the concept of GHRM, but they fall short in practice, according to research done by Al Mamun (2019) to determine the extent of GHRM awareness across different levels of HR managers in various firms in Bangladesh. According to the study, participating in international training, conferences, and seminars is a significant way to raise awareness and put it into effect in the near future. According to Krithika et al. (2019), organizations all over the world are working to embrace Green HRM practices in order to boost their competitive advantages in the corporate world. According to this report, modernizing current HR procedures is necessary for the full adoption of green HRM. With the growing importance of HRM in company, Green HRM has its roots in the pursuit of an environmentally sustainable business. Khan, M. S., and Zubair, D. S. 2019: To ensure that this globe remains a pleasant place to live in, environmentally friendly policies should be put into practice. Public or private organizations contribute significantly to fostering a greener environment. by incorporating a few fundamental environmentally friendly practices into their daily operations.

- Create a community that cares about the physical, mental, and emotional well of its employees.
- Utilizing technology that are both cost-effective and efficient in terms of energy use is another method for small businesses to lower their electricity expenses.
- If a company or group implements a green programme at their place of business, they have the opportunity to improve their public relations.

## Objective of Study

- To study the past researches on Green HRM Practices in IT Industry
- To study literatures based on factors influencing the GHRM Practices and barriers implementing the Green HRM Practices

## Literature Review

According to Tang et al. (2018), this study was the first and most important empirical study in the GHRM sector. Chinese respondents were used in this study to evaluate the measurement of GHRM, and the results showed how important it is for every employee of an organisation to take part in environmental decision-making processes so that their contribution can improve environmental performance.

Bombiak and Kluska (2018) stated their paper on the Green Human Resource Management Tool: Polish Young Company Experience that Green HRM promotes the environmentally friendly company management approach of human resources. The benefits of its adoption can result from an increase in employees' environmental consciousness, reflecting a sustainable practise among organisations. It is also a tool to boost competition by

improving the image, cutting costs, improving client relationships, accepting local government and communities and improving staff happiness, loyalty and motivation.

Almada and Borges (2018) have been studying sustainable competitive advantages Green Human Resource practises: Environmental management framework, they have said that the environmental dimension is the first step towards sustainable development because it is easier to apply. Some measures include recycling, efficient use of energy and waste reduction. These instances, however, cannot be interpreted as isolated endeavours, but constitute the start of a comprehensive process of cultural transformation to environmental sustainability.

Haridas and Chitra Sivasubramanian (2018) have researched the practises of green management and durability of human resources: a literature review, concluded that managing human resources plays a key role and manages the people working in the organisation. Many HR managers in the organisation have discovered and implemented Green Programs in their workspace in this current competitive business environment that can promote social responsibility among employees and assist maintain qualified workers.

Opatha & Pavitra explained [2017] Green Management of Human Resources is any activity for developing, implementing and maintaining a system that strives to make employees of an organisation environmentally friendly.

Chowdhury et.al (2017) reported on "Green HRM Practices as Means of CSR Promotion: Garment Industry Suggestions in Bangladesh," and claimed that organisations are today focusing on profit maximisation and environmental requirements at the same time. Today, the world where the organisation's attention is more on the environment has greater social acceptance. As a result, society's growing awareness of environmental organisations is being pushed to pay greater attention to the environment. Now, more investment in environmental issues can be viewed to minimize earnings.

An ecologically conscious, resource-wise, and socially responsible workplace (Sathyapriya et al., 2013). It also includes green buildings and a virtual workplace. Google is setting the bar high when it comes to environmental policies and environmental transparency (Kaur, 2013). Most companies may use suitable human resources management (HRM) techniques to inspire employees to work toward environmental sustainability objectives (Paille et al, 2013). Green human resources uses every employee's interaction to encourage sustainable behaviours in order to increase employee understanding and commitment to sustainability. In other words, "green HR" refers to the use of HRM guidelines to promote resource efficiency within commercial organisations and, more widely, to promote environmental sustainability (Sathyapriya et al., 2013). It should be noted, nonetheless, that green HRM subsystems have unique properties that set them apart from traditional HRM subsystems.

The significance of green recruitment has been underlined by green organisations (Hussain, 2013). It can be characterised as the organisational activity intended to identify and inspire prospective candidates for current and anticipated job opportunities. As a result, the recruitment process aims to affect the number and type of candidates for a particular opening. The complexities of incorporating environmental considerations into a company's hiring process are poorly understood. Typically, when an activity has an environmental component, the company's environmental performance is used as a tool to recruit talent (Jabbour, 2011). By ensuring that new hires comprehend and uphold an organization's green culture, recruitment processes can assist efficient green management.

The company's website and other readily available research resources should explicitly state the company's efforts to go green, and the job descriptions should reflect the sustainability goal (Mandip, 2012). The incorporation of environmental sustainability skills into the education and development of human capital was the subject of research by Olusanya (2013). He came to the conclusion that a green organisation would need to integrate learning related to sustainability and the environment as an integral and ongoing part of the social responsibility process. In order to adopt green management, training and development are crucial components (Delmas & Pekovic, 2013). The right tools for promoting business sustainability and pro-environmental policies are training and development procedures, which can open up opportunities for the growth of intellectual capital (Olusanya, 2013).

Green training stands out among the green HRM activities that are seen to be crucial for the accomplishment of green management at firms. According to Teixeira et al., one of the most important strategies for developing human resources and facilitating the transition to a more sustainable society is green training (2012).

Through recruitment, selection, training, development, performance appraisal, rewards, compensation management, and exit policies, as well as by articulating values and corporate culture, human resource management plays a crucial part in advancing organizational policies and practices that are green.

The concept was reorganized by Singh and colleagues using the AMO framework, with the opportunity dimension including employee involvement activities, the ability dimension including hiring and training techniques, and the motivation dimension including performance evaluation and rewards. It is clear that the GHRM measurements included, as well as the differences and rearrangements, are essentially the same. These categories generally attest to the importance of several aspects and the significance of the AMO framework in characterizing them. However, it is still not obvious whether other aspects of GHRM are ignored for other reasons or simply because they are difficult to fit into the aforementioned frameworks.

In reality, anything related to understanding, acceptance, and implementation of HR practices that have an influence on sustainability falls under the area of GHRM studies. In light of the corporate sustainability requirements, GHRM specifically refers to all practices that support an organization's economic, environmental, and social (the latter of which refers to employee safety, health, equity, and wellness) sustainability dimensions from the perspective of employees.



Figure 1. Green human resource management model
(Source: www.semanticscholar.com)

**Benefits of Green HRM**
It is necessary for businesses to conduct out environmental audits that should centre on recycling and provide assistance to both society and its citizens. The employees and members of the organisations will be better able to grasp the utilisation of natural resources and promote environmentally friendly products as a result of this. The following is a list of some of the benefits of using green HRM:

● It can help firms reduce their costs without having to sacrifice their skill pool.
● When a business gets more efficient in its use of resources like power, water, and manufactured goods, its overall expenditures are reduced. This can be a significant benefit.
● It contributes to increasing levels of job satisfaction and dedication among workers, which ultimately results in increased levels of production.
● Utilizing technology that are both cost-effective and efficient in terms of energy use is another method for small businesses to lower their electricity expenses

- If a company or group implements a green programme at their place of business, they have the opportunity to improve their public relations.

**Barriers to GHRM:**

The organisations in encounter a number of obstacles putting in place sustainable methods for managing human resources. The hurdles that businesses must overcome include a lack of a thorough understanding of the green human resource Management Concept, Difficulty in (Likhitkar & Verma, 2017) shifts in employee attitudes, a scarcity of trained and skilled people Due to the high initial cost of implementation and difficulty, lengthy time commitment (Hosain & Rahman, 2016). challenge with evaluating new hires and green staff of environmental effectiveness (Deshwal, 2015).

**Table 1. The barriers of GHRM**

| Dimension | | Sub-criteria |
|---|---|---|
| organizational | 1 | Financial costs and lack of sufficient financial resources to implement the green actions |
| | 2 | Lack of appropriate organizational structure |
| | 3 | lack of environment experts |
| | 4 | Absence of professional environmental consultants |
| | 5 | Lack of education related to environmental issues |
| | 6 | Lack of green culture |
| | 7 | Lack of support and commitment of top management to environmental issues |
| | 8 | Lack of green leadership |
| | 9 | Conflict between stakeholders in the field of green issues |
| | 10 | Lack of green actions in the organization's perspective, mission, and strategy |
| | 11 | Absence of green organizational rules and standards |
| | 12 | Lack of criteria for measuring green costs in processes |
| | 13 | Lack of appropriate technologies in line with environmental standards in the manufacturing sector |
| | 14 | Lack of research and development and green innovation |
| | 15 | Lack of information on green issues |
| | 16 | Lack of using the information technology |
| | 17 | Complexity of design and implementation of green processes |
| | 18 | Lack of appropriate job description based on environmental standards |
| | 19 | Lack of environmental reward system |
| | 20 | High cost of obtaining environmental certifications |
| | 21 | Lack of social moral values in the organization |
| | 22 | Weak communication and lack of sharing the best environmental actions |
| environmental | 1 | Lack of customer knowledge in the field of green products |
| | 2 | Customer unwillingness to buy green products |
| | 3 | Market uncertainty |
| | 4 | Political instability and related issues (such as sanctions against companies and institutions, etc.) |
| | 5 | The statehood of large manufacturing companies and exclusivity of the market |
| | 6 | Economic instability |
| | 7 | Lack of green raw materials |
| | 8 | Absence and shortage of ethical and environmental values in suppliers |
| | 9 | Lack of government incentives and subsidies for customers to use green products |
| | 10 | Lack of government incentives and low interest loans in green technology |
| | 11 | Lack of pressure and monitoring by the responsible organizations on how to enforce green laws |
| | 12 | Lack of environmental education programs by the government |
| | 13 | Lack of awareness of green rules in the industry |
| | 14 | Poor enforcement of green rules existing in the companies |
| | 15 | Lack of comprehensive environmental management strategy and plan in the government |
| | 16 | Lack of interaction between organizations and green groups with companies |
| | 17 | Lack of appropriate communication with other partners such as the supplier sector in order to implement green processes |
| | 18 | High cost of utilizing green services and innovations for companies and the lack of service providers |
| individual | 1 | Lack of knowledge about environmental issues among employees |
| | 2 | Unwillingness to change conditions and deploy green actions |
| | 3 | Inability of individuals to identify green opportunities |
| | 4 | Unwillingness to share environmental information among individuals |
| | 5 | Wrong beliefs of employees in environmental issues |
| | 6 | Lack of sense of compassion in individuals |
| | 7 | Lack of hope in individuals about changing the conditions |
| | 8 | Employee's understanding on the lack of need in responding in the field of non-environmental actions |
| | 9 | Lack of behavioral control |
| | 10 | Uncertainty in output and the risk of applying green actions to employees |
| | 11 | Presence of positive illusions in individuals that better conditions will be provided in future by continuing the current conditions. |

**(Source: International Journal of Ethics & Society (IJES)2020 *Vol. 2, No.* 2 www.ijethics.com)**
**Figure 2: Barriers in Implementation of GHRM practices**

**Research Gap:**

There are no theoretical justifications and empirical support for the moderating role of Green Human Resource Management in the relationship between the employee's green attitude and the HRM's commitment to

sustainability. It demonstrates that the moderating role of an employee's personal character on the relationship between the green orientation of HRM and green attitude has never been conceptually argued for nor empirically investigated.

The analysis of seminal papers and significant meta-reviews showed that (Table 2) prior researchers had not concentrated on mediating effects of green attitude on the relationships between the GHRM and the organizational Sustainability, environmental Sustainbility, economic sustainability and social Sustainability. Additionally, there is no empirical support in the existing literature for the claim that a green awareness mediates the relationships between the green orientation of HRM and the distinct types of green human resource practices with the HR functions Recruitment & Selection, Training and development, Performance and reward management, Employee engagement & Employee Involvement. Previous empirical research has not focused on determining how one's own green behavior affects the perception of perceived green outcomes, such as green inventions and green outputs. If green personal behavior has a major impact on how green results are regarded within the organization, it would be interesting to know. The relationship between green organizational practices and perceived sustainable outcomes has not yet been conceptually argued for and experimentally evaluated locally and possibly worldwide. Research is required to argue for and test if there is a substantial relationship between these two variables.

**Findings**

In findings, our review reveals that: The conceptualization of GHRM still exhibits significant variation, with half of studies focusing on a single construct and the other half taking into account many aspects. The most in-depth research have focused on training and development, performance management and appraisal, reward, pay, and compensation, as well as selection, recruiting, and hiring. The majority of studies focus on organizational results while ignoring the effects of GHRM on specific individuals and their relationships with their employers; these studies fall into the AMO paradigm.

Opatha & Pavitra explained (2017) Green Management of Human Resources is any activity for developing, implementing and maintaining a system that strives to make employees of an organisation environmentally friendly. This study, Sriram and Suba (2017), identified the need of ecological human resources management practises as highly crucial to the advancement of business benefits by adopting the Green Human Resource practises, which enable environment to avoid natural damage. But in some functional workers they feel so difficult to achieve green management of human resources. Because they may feel that this GHRM would lengthen their working speed and time. To eradicate the worker's thinking, the company must undertake certain promotional activities that allow the first organisation to develop some lively GHRM programme, provide work from home options if employees need relaxation and have a better GHRM feel and provide a working efficiency report that can demonstrate changes in stress between two different levels.

**Conclusion**

Overall, by systematizing current knowledge on these subjects, this literature review helps to throw fresh light on how GHRM be implemented, what organizational and employee-related factors impact its implementation, and what organizational and employee-related results are achieved through it. A synthesis of recent research findings could prove helpful for both researchers and practitioners in order to confirm the actual impact of GHRM practices and encourage adoption, especially in light of the large number of theoretical and prescriptive papers on GHRM as well as the financial and nonfinancial resources needed to implement it . Additionally, this analysis helps to identify employee related causes and effects of GHRM practices, so illuminating additional ways in which employees may engage in green initiatives and affect the organization's performance in this area.

The study also focused on different barriers faced in implementation of Green Human resource practices. The higher cost of implementation, employee reluctancy and less awreness among the people are the major barriers in implementation of green human resource management practices.

However, the other restrictions on this work were is conceivable that research papers written in other languages would have made a significant addition to our review; nevertheless, non-English studies were not eligible under our eligibility criteria. Second, we didn't include conference proceedings, which may have resulted in the loss of crucial data regarding ongoing research and GHRM initiatives. Finally, to the best of our knowledge and in accordance with our selection criteria, we considered all of the articles that were eligible, but it's conceivable that some papers were overlooked.

First, using data to contextualize GHRM practices and their causes, effects, and implications on businesses and employees would be beneficial for researchers and policy-makers. To identify specific GHRM actions that

would better match particular situations, it would be useful, for instance, to collect data on the dimensions and culture of the organizations in which GHRM is applied. Second, the majority of the papers included in this analysis obtained information from for-profit businesses, showing an underrepresentation of GHRM practices in public and CSR contexts. Thirdly, knowledge of the businesses' operating environment's macrofinancial, social, and cultural framework would help better orient the organizational initiatives toward greener performance. In other words, organizational factors that, albeit not causally related to GHRM, yet have an impact on its implementation and results could be the subject of future research. Last but not least, despite the abundance of descriptive and prescriptive publications on GHRM, recent evidence-based research on GHRM antecedents and repercussions for individuals and organizations demonstrate a concentration on particular GHRM characteristics, in particular nations and types of businesses. These differences necessitate a deeper comprehension of what GHRM entails for managers and employees, what kinds of requirements it poses to the business as well as to daily employee behaviors, and how it addresses organizational and personal demands and motivations. Governmental, nonprofit, and for-profit organizations may also be subject to these issues. It is conceivable that greater reliance on qualitative techniques would aid researchers and practitioners in addressing these issues and, if necessary, in changing the GHRM concept and the manner in which it is used in study and intervention.

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