



The Impact of Green HRM Practices on the Employees Work-life balance: The Mediating Role of Employee Engagement in the IT Sector

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Abstract

Purpose

This Research paper contends that Green HRM can achieve its full potential by considering workers in their dual roles as producers and consumers. Employees learn a variety of behaviors at work and in their personal lives. Because there are reciprocal relationships between work and personal life, a "green work-life balance concept" is proposed to encourage environmentally conscious behavior in both life domains.

The idea benefits the environment, the company, and employees by improving work motivation and retention. However, issues such as workers' reluctance to allow corporate influence in their personal lives must be addressed.

Methodology

Based on a thorough literature review on green HRM Practices and Employee Engagement, a theoretical model was proposed for investigation, in which the direct and indirect impacts of green HRM (GHRM) on Employee Work-life Balance were tested using Hierarchical Regression on survey data gathered from 256 employees of leadership in Indian IT Companies. Further, The Mediating Role of employee engagement also tests, That directly and indirectly given an impact or not.

Findings

The findings revealed a substantial employee engagement mediation effect in the relationship between GHRM and Employee work-life; Finally, the paper explores the implications of practitioners' results and future research directions.

Keywords: Green Human Resource Management, Work-life Balance, Employee Engagement, Indian IT Sector

INTRODUCTION

Green is the most beautiful colour in the world because it is the colour of nature. Nature and the climate give us peace and prosperity in our personal lives and professional lives. Nature makes us content, comfortable, and free of life's stresses and strains. However, corporations are destroying nature to meet human, and business needs in the modern world.

Companies must incorporate formal green policies to increase global environmental concerns (Daily and Huang, 2001). Traditionally, most corporations worldwide were unconcerned about the climate, opting to pursue green management policies dictated by laws and regulations. However, compared to the previous year, businesses worldwide concentrate on different green initiatives and environmental effects (Govindarajulu and Daily 2004; Daily et al., 2009). They turn from regulation to prevention as a tactic.

The trend of becoming green has influenced human resource management (HRM), considered the most valuable and foremost part of a firm that covers human resources, seen as essential assets (Ahmad, 2015).

Green HRM refers to using and implementing goods, procedures, and systems to conserve the environment. For example, such processes might engross new power resources to meet societal needs and produce creative ideas and strategies to reduce environmental degradation. According to Lee (2009), green initiatives are "the workout in which an organization develops an environmental activity to manage the environment." As a result, constructive green practices are needed (Gonzalez-Benito and Gonzalez-Benito, 2006; Jabbar et al., 2010).

Green practices positively impact organizational performance and financial results (Darnall et al., 2008). In addition, green practices can boost company performance (Jackson et al., 2012), improve corporate culture (Jabbar et al., 2012), reduce costs, increase efficiency, and improve company goodwill (Wagner, 2007a and Molina-Azorin et al., 2009).

Businesses must adopt a corporate green policy, initiative, or event in departments such as human resources, marketing, finance, research and development, and information technology to discourse the current situation.

Green Human Resource Management (GHRM) has evolved into a critical business practice where Human Resource Departments play an active role in going green at work. Green methods must be used to preserve the earth and the planet's most valuable resource, namely human beings. Greening workers from the top down is a difficult challenge, but following a pro-environmental strategy and putting Green human resource management (GHRM) strategies into effect has yielded a positive outcome for the environment.

Since it adds to the feel-good factor at work, the greening philosophy in organisations has made green work-life balance a way of life in most organisations. The term "green work-life balance" refers to programmes to improve occupational and organisational health. Moreover, green work-life balance activities are strongly recommended in today's technological world.

Employee support for social and ecological efforts that protect the environment is sought through green employment relations. Businesses are developing green office spaces that are environmentally friendly and meet environmental criteria.

Green work-life balance activities enable workers to experience personal fulfillment while also improving their ability to focus at work. Furthermore, they absorb a sense of belonging for the company, and they are more productive because happier employees are more productive. For example, the work-from-home movement minimizes carbon emissions while benefiting businesses through lower absenteeism and transportation costs. As a result, employees no longer have to worry about dreaded commutes and better balance their jobs and personal lives.

One of the two significant realms of an employee's life is the company (Workplace). An organisation is a well-structured system with all necessary equipment and services to carry out the required activities and policies. As a result, the most common starting point for creating a favourable Green work-life balance is the employees' workplace.

Most employee wellness programmes are focused on improving physical well-being, leaving little space for mental and spiritual well-being. Training programmes in spiritual management will encourage employees to live a healthier lifestyle at work, and such programmes will help achieve a more substantial work-life balance.

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Employees feel better when they have a work-life balance, which decreases internal tensions and, as a result, promotes engagement. A balanced employee can help the company's productivity and prevent conflicts among employees and between employees and management by feeling inspired and less stressed.

As a result, the purpose of this study is to address a research gap by investigating the impact of each green HRM practice on the Employees Work-life balance, the Mediating Role of Employee Engagement in the IT Sector. The study's purpose is to find out how green HRM practices can help employees improve their work-life balance. Structural equation modeling (SEM) was used to analyze the data and evaluate the relationship between the variables.

Objectives:

- To comprehend the green human resource management and work-life balance conceptual frameworks.
- To highlight Green HRM policies and strategies.
- To explore different green work-life balance practices for building a green workplace

Literature Review

The technique of incorporating sustainability into corporate operations is gaining traction, and it is now considered one of the most important organisational activities (Lopes et al., 2017; Van Buren, 2020; Chillakuri and Vanka, 2020). The increased awareness of corporations to environmental issues is one of the most significant developments in sustainability issues (Severo et al., 2017; Rajala et al., 2016; Nejatiet al., 2017; Zawawi and Abd Wahab, 2019).

To achieve environmental sustainability, a company must investigate how green human resource management (GHRM) influences employees' pro-environmental behaviour, ultimately ensuring the organization's overall environmental performance (Kim et al., 2019).

Though there is evidence of development in GHRM and employee pro-environment behaviours in the workplace (Renwick et al., 2013), new study suggests that understanding of the influence of GHRM on green service behaviour, which is particularly important for empirical investigations, is lacking (Dumont et al., 2017; Su and Swanson, 2019; Hameed et al., 2020).

According to Boudreau and Ramstad (2005), the human resource department should assess and motivate employees' sustainability-related knowledge, attitudes, motivation, and actions. Organizations would find it easier to use HRM to successfully elicit sustainable, environmentally friendly employee behaviours with capabilities and activities (Dumont et al., 2017). Green training practices are especially vital for newly hired staff to boost engagement (Jyoti, 2019).

(Jackson et al., 2011) proved these criteria by finding that monetary and nonmonetary rewards have a distinct role in helping environmental management actions. Employees that participate in these natural activities have a greater level of green behaviour (Chaudhary, 2020).

Employees that participate in these environmental activities have a greater level of green behaviour (Chaudhary, 2020). Several studies have discovered a link between green incentives and employee environmental participation (Aktar & Islam, 2019). Employee engagement is routinely boosted via green rewards and pensions (Ahmed, AlZgool, & Shah, 2019; Daily & Huang, 2001; Renwick et al., 2013).

Green performance management systems provide timely feedback to employees and help the firm achieve its environmental goals through continuous development (Jackson et al., 2011).

Green selection, according to (Jabbour et al., 2010), is the "selection of personnel committed and sensitive to the environmental issue, with the capacity to contribute to a company's environmental management" (p.1057). accordingly, environmental management-oriented organisations should pick personnel with great commitment and sensitivity toward environmental challenges (Jabbour, 2011). (Jabbour, 2011).

In a nutshell, GHRM is an environmentally friendly HRM programme that aims to secure and mobilise employee participation in superior green efficiency and lower costs to encourage an organisation to save and condense resource consumption wherever possible. Job sharing, teleconferencing, virtual interviewing, recycling, online training, and the construction of energy-efficient office facilities are just a few examples.

The green team and their green practises will help organisations reduce environmental degradation activities, reap the benefits of environmental conservation, and contribute to the future welfare of all organisational stakeholders (Jackson, Renwick, and Jabbour, and Muller-Camen, 2011).

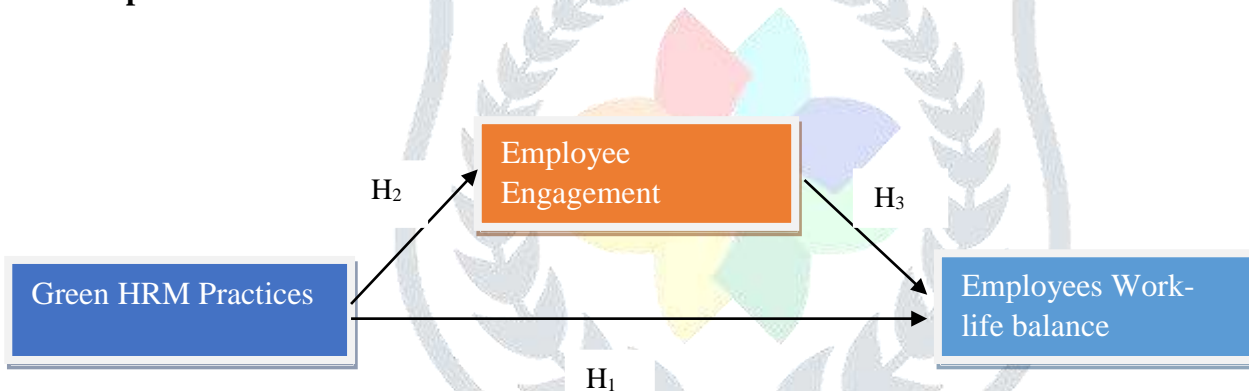
Green employee engagement can be defined as "the energy an employee puts into his green work-related duties, the willingness to expend efforts at the green level, and the green work's absorption level," depending on what was said. (Page 4 of Aboramadan, 2020).

Firms' sustainability goals and corporate social responsibility can also affect green employee engagement through green HRM practices (Casey & Sieber, 2016).

Acquired green competencies are valued more than innate green competencies, which is why green training is critical for improving employee capacities and allowing them to work better (Subramanian et al., 2016).

When an organisation adopts green behaviour and practises and facilitates the exchange of those ideas across departments, it improves its corporate reputation. It's greatly impacts corporate reputation and employer branding, allowing businesses to attract the best people available. (Webley & Lea, 1997) in addition (Fombrun et al 2000)

A Conceptual Frame Work Of Green HRM Practices



Hypothesis

H0: Green Human Resource Management Practices (GHRMP) do not positively impact Employees' work-life balance.

H1: Green Human Resource Management Practices (GHRMP) positively impacts Employees' work-life balance.

H0: Employee Engagement is not responsible for moderating Green Human Resource Management Practices (GHRMP) and Employees' work-life balance.

H2: Employee Engagement is responsible for moderating Green Human Resource Management Practices (GHRMP) and Employees' work-life balance.

Research Methodology

Data was collected from 256 personnel linked with IT Sector, India, through a standardized questionnaire.

According to the demographics of the collected questionnaires, 72 percent of respondents were male, and 28 percent were female. In terms of education, approximately 47 percent of respondents were graduate employees, 40 percent had a master's degree, and the remaining 13 percent had professional certifications such as Business Analytics and Data Structure. Similarly, 66% of respondents have been with their current organization for less than 5 years, while 34% have been with them for more than 5 years.

Closed-ended questions were used to elicit responses from the respondents. A five-point Likert scale was used to create the questionnaire instrument (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree).

Results

Table 1 shows descriptive statistics and inter-correlations. According to this table, the GHRM strongly relates to employee engagement and employees' work-life balance. The data were examined with SPSS 25, and descriptive statistics were used to calculate the application of GHRM procedures. Regression was used to test the hypothesized direct and moderation hypotheses, and analysis of associations was used to establish the degree of relationship between different GHRM activities. The moderation was accomplished by using the Preacher and Hayes methods.

Table 1-Descriptive statistics and inter-correlations

		Mean	SD	1	2	3
1	GHRMP	3.36	0.71	(.79)	0.428**	0.455**
2	WLB	3.60	0.69		(.79)	0.435**
3	EE	3.72	0.72			(.71)
**. Correlation is significant at the 0.01 level (2-tailed). N = 256						

The variables in the sample's descriptive statistics and correlations are displayed. GHRM Practices actions were discovered to be linked. Overall GHRM practices reveal a substantial relationship with employees' work-life balance. While GHRM practices and procedures were discovered to be strongly associated with employees' work-life balance, a regression analysis was utilized to confirm their expected ability. First, the total GHRM is evaluated as a predictor of green employee behaviours.

Hierarchal Regression

Using the Preacher and Hayes procedure, the whole and direct effect of the hypothesis was verified. Gender, age, education, tenure, and role all impacted the organizational hierarchy, which was controlled by including them as covariates in the model. Overall, the model shows a robust positive relationship between GHRM and Employees' work-life balance (0.54, p.01); as a result, H1 is supported.

Table 2: Hierarchal Regression

Variable	EWLB		
	M1	M2	M3
Intercept	4.76**	2.765**	
Gender	.029	.145	
Age	-.086	-.080	
Experience	-.071	-.078	
Education	-0.149	-0.137	
GHRMP		.148***	

EE			.311**
R ²	.346	.267	
^Δ R ²	.234	.245	
F	19.078**	27.145**	
N= 350; ***p < .001; ** p<0.01; * p<0.05 (two-tail test) Unstandardized regression coefficients were reported.			

Moderation

The moderation effect of environmental and green values was validated using multiple regression analysis. In the initial phase of the model, GHRM was documented with employee engagement. In the second phase, the interaction terms (GHRM * EE) were calculated by multiplying the values of the predictor (mean-centered) and moderator variables.

Employee Engagement moderates the GHRM and employees' work-life balance connection. The link between GHRM and Employee Engagement accounted for considerably more variation than GHRM and Employee Engagement alone, R² change=.051, p=.000, demonstrating substantial moderation between GHRM and Employee Engagement on employees' work-life balance.

Because GHRM =.74 and moderation =.544, the GHRM and Employees' work-life balance interaction is positively influenced by both positive values.

Table 3: Moderation Analysis

Variable	Employees' work-life balance		
	M1		
	B	SE	t
Intercept	4.76**	0.31	18.4
Gender	0.04	0.08	0.34
Age	-0.06	0.03	-1.45
Education	-0.21	0.07	-4.12
Experience	-0.27	0.04	-3.72
GHRMP			
EE			
GHRM x EE			
R ²	0.511		
^Δ R ²	0.491		
F	23.488**		
N= 350; ***p < .001; ** p<0.01; * p<0.05			

Discussion

The study's primary goal was to look into the impact of GHRM strategies and tactics on employees' work-life balance. According to the findings of this study, the GHRM has a positive influence on employees' work-life balance. The role of employee engagement as a moderator has been explored to gain a deeper understanding of the relationship between GHRM and employees' work-life balance. The literature reveals little research has been done to conceptualise the relationship between green human resource practices and employees' work-life balance.

Through an aggregation of the available research has been done, this study intends to determine the impact of GHRM practices on employees' work-life balance. Previous research has identified the impact of general HRM or GHRM practices on employee green performance behaviour or general performance behaviour. The moderating impact of employee engagement gives further understanding about the relationship between GHRM and employee green actions by eliciting a hypothesis. Using a sample of employees from India's IT sector, this study also provides an empirical test of the predicted research model.

Practical Application and Theoretical Contribution

In terms of theory, the current investigation supports crucial implications. It emphasizes that green sustainability research strives to provide empirical proof of pro-ecological attitudes among staff and employees. It also emphasizes the need for organizations' human resource strategies to be integrated with environmental applications. The following study demonstrates the importance of human resource management in achieving ecological sustainability. This study aids in understanding the role of GHRM and its impact on employee green behaviour by depicting the relationship between green human resource management and employees' work-life balance. The study also looks at the significance of GHRM as a prognosticator in employees' work-life balance, as understanding these behaviours helps organisations meet their green goals. The research also fills a significant vacuum in the literature regarding green human resource management and employees' work-life balance. The study supports the link mentioned above by considering employee engagement as a moderator.

The study also has important implications for human resource strategy and policymakers, as it encourages them to focus on the green idea for future HR practise development. The findings inspire policymakers to adopt green human resource practices within their organisations. Companies must provide their staff with the necessary skills and training to successfully implement green initiatives to achieve efficient and effective execution of sustainable initiatives. Employees must be properly trained to achieve their green goals and ambitions successfully.

Limitations and Future Recommendations

There are certain limitations to this research that will guide future scholars. The first limitation is the study's scope; the current study only looks at employees in the IT sector in the India, and the findings cannot be applied to other industries. Future researchers could look into other fields such as health, petroleum, FMCG, Manufacturing, Automobile and hospitality. Another limitation of this study is that it does not examine the impact of gender as a mediator or organisational identification as a moderator on the relationship between green HRM and employee work-life balance. Future researchers can investigate the impact of gender as a mediator and organisational identification as a moderator to better understand the relationship between green HRM and employee work-life balance.

Conclusion

If management or the organisation does not foster green attitudes and behaviour among staff and employees, successful policies to ensure environmental sustainability will be hampered. This study emphasises that putting green human resource policies and practices into practice helps elicit and promote green behaviour at work. To achieve or achieve green organisation and performance goals, organisations and administration must integrate the "go green" concept with the overall HRM agenda.

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