



SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT AND EMPLOYEE GREEN BEHAVIOUR AT WORK WITH REFERENCE TO FUSION SOFTWARE SOLUTIONS

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ABSTRACT

This study aims to explore the determinants shaping employee attitudes and behaviors towards environmental sustainability and evaluate the efficacy of current Human Resource Management (HRM) strategies in fostering green practices within organizations in India. By integrating insights from organizational behavior and sustainability literature, the research identifies key factors influencing employees' pro-environmental attitudes and behaviors, such as organizational culture, individual values, and perceived organizational support. A survey of 50 employees was conducted. The data were analyzed using Simple random sampling technique. The results showed that the company which supports environment friendly activities does affect the employee behavior. This study suggests that effective HRM strategies, including green recruitment, performance management, and reward systems, are instrumental in reinforcing sustainable practices. This study provides actionable insights for HR professionals and organizational leaders to refine their strategies, thereby contributing to the broader goal of environmental sustainability.

Keywords: Employee green behavior, sustainability, employee attitude.

INTRODUCTION

Over the past few years, Socially Responsible HRM practices have been improved drastically among organizations. These practices are adopted to nurture employee attitudes and behaviors to improve the performance of organizations' internal and external socially responsible initiatives. Socially responsible Human Resource Management (SRHRM) is a strategic practice that includes the traditional HRM functions, and ethical and fairness issues. Implementing socially responsible HRM can increase awareness of a business's impact on employees beyond organizational boundaries and time frames. Additionally, adopting socially responsible practices may lead to a more ethical and sustainable workplace. According to Del-Castillo-Feito et al. (2022),

incorporating socially responsible HRM is vital for gaining social acceptance and aligning organizations with CSR principles, thereby fostering sustainable development.

Employee green behavior (EGB), defined as scalable actions and behaviors that employees engage in that are linked with and contribute to or detract from environmental sustainability, is an increasingly important construct in the study of organizational behavior (OB). Studies demonstrate a clear connection between human behavior and pressing global issues like pollution and climate change. By actively promoting Employee Green Behavior (EGB), organizations can make significant contributions to environmental protection and sustainability endeavors.

Social responsibility refers to a person individual or company's accountability to fulfill their civic duty and take some positive steps that will help the individual and society to develop. And Employee Green Behavior (EGB) refers to employees' activities to accomplish work-related duties in an environmentally friendly way which includes rational resource usage, recycling, adopting more environmentally friendly policies, active engagement in environmental projects.

According to [Zhang et al. \(2022\)](#), there is a potential research gap in the understanding of the theoretical implications of socially responsible Human Resource Management (HRM) practices on societal impact. Additionally, the literature review highlights a scarcity of studies investigating how employees' perceptions of socially responsible HRM relate to their individual attitudes and behaviors.

For example, Shen and Zhu (2011) illustrated a positive correlation between socially responsible HRM and organizational commitment. Sobhani et al. (2021) revealed that socially responsible HRM exerts a notable positive effect on employee organizational citizenship behavior and concurrently has a significant negative impact on turnover intention. Moreover, a recent research trend has emerged focusing on socially responsible HRM, driven by its beneficial effects on both individual employees and organizations. Therefore, this study seeks to fill these research gaps by examining the impact of socially responsible HRM and employee green behavior at work by considering the Employees' perceived organizational response to a crisis refers to employees' general perception that their organization has reacted appropriately and effectively in assisting and supporting them during the crisis. During times of crisis, employees' perception of organizational support, which encompasses how much the company values their contributions and prioritizes their well-being, is considered a direct consequence of the organization's supportive actions.

LITERATURE REVIEW

Cai Li, [Fazeelat Aziz](#), [Shoaib Asim](#), [Asim Shahzad](#) & [Asad Khan](#) (2023)

In this study, we employ the natural resource-based view (NRBV) of the firm as a theoretical framework to explore the interconnections among various factors in the context of China's automobile manufacturing industry. Specifically, we investigate the relationships between corporate social responsibility (CSR) practices, employees' green behavior (EGB), the cultivation of a green culture within organizations, environmental performance (EP), and the fostering of green innovation (GI). A survey of 465 employees was conducted. The data were analyzed using partial least squares structural equation modeling. The results showed that CSR positively influences EGB and GC, which in turn improves EP. It suggests managers should promote green values, foster eco-innovation, and encourage employees' discretionary green actions. Overall, the research offers insights into translating green strategic intent into performance outcomes through cultural and behavioral transformation.

Heliyon (2022)

Amidst the backdrop of economic uncertainty and the expansive reach of globalization, the significance of socially responsible human resource management (HRM) in nurturing the sustained growth of organizations cannot be overstated. In this study, we utilized both social exchange theory and social identity theory as theoretical lenses to delve into the associations among employees' perceptions of socially responsible human

resource management (HRM) practices. By integrating these two perspectives, we aimed to comprehensively examine the relationships between various dimensions of socially responsible HRM and employee perceptions and behaviors within organizations. Through the meticulous analysis of survey data collected from 367 respondents, utilizing partial least squares structural equation modeling (PLS-SEM) facilitated by SmartPLS 3.2 software, the findings revealed a positive outlook. This research sheds light on the pivotal role of socially responsible HRM in navigating challenges while concurrently providing support to employees, thereby elucidating their dynamic responses to prevailing circumstances.

Ian M. Katz, Rachel S. Rauvola, Cort W. Rudolph, Hannes Zacher (2022)

Amidst the imperatives of climate change, the imperative to safeguard biodiversity, curb pollution, and comply with governmental regulations, there's a notable shift among organizations towards enhancing environmental sustainability. Within this evolving landscape, both researchers and practitioners are displaying heightened interest in understanding and fostering employee green behavior (EGB). Over the past two decades, EGB has been a focal point of numerous empirical studies, owing to its connections with demographic characteristics, individual variances, perceptions related to work, and attitudes towards one's job. To systematically synthesize the rapidly growing literature on EGB, we conducted a meta-analysis ($k = 135$ independent samples; total $N = 47,442$ employees). Results showed positive associations between EGB. We further report the results of a meta-analytic path model based on the theory of planned behavior, which showed that pro-environmental attitude, norms, perceived behavioral control, and intentions positively predicted EGB.

Afshin Omidi and Cinzia Dal Zotto (2022)

Over recent years, a distinct research niche has emerged at the intersection of corporate social responsibility (CSR) and human resource management (HRM), fueling the development of what is termed "socially responsible human resource management" (SRHRM). This ongoing discussion seeks to proactively enhance employees' work experiences and meet their personal and social expectations in ethical and socially responsible ways. The present paper is addressed by systematically reviewing 57 scholarly articles published in this research domain. It integrates previous insights on the topic to provide a far-reaching theoretical framework that highlights antecedents, practices, and outcomes of SRHRM research. As the results show, between 2011 and 2021, the *Sustainability* journal published most of the empirical papers in this area, while the past few years experienced a significant surge of publications on the topic. Our framework provides a comprehensive understanding of the SRHRM domain and discusses the various elements in this area. Through a critical analysis of recent literature on SRHRM, we demonstrate the prevalence of utilitarian approaches in prior studies. Consequently, we propose a research agenda that emphasizes the necessity of process-oriented investigations and underscores the significance of critical scholarship within the field of SRHRM.

Hongdan Zhao, Oiongyao Zhou, Peixu He & Ceiling Jiang (2019)

Based on the person-organization fit theory, this research aims to investigate how socially responsible HRM positively affects employees' organizational citizenship behaviors toward the environment by increasing person-organization fit. This study also captures the moderating effect of the perceived role of ethics and social responsibility in influencing the indirect effect of Socially Responsible HRM on Organizational citizenship behavior towards the environment (OCBE) via fit theory. Data was collected from 302 employees in a state-owned chain hotel in Shanghai, China. The results indicated that SRHRM indirectly influenced employees' engagement in OCBE through person-organization fit. The positive relationship between SRHRM and person-organization fit and the indirect effect of SRHRM on OCBE via person-organization fit was more significant when employees held high rather than low levels of ethical and social responsibility.

RESEARCH METHODOLOGY

RESEARCH GAP

As per past research and publications many findings are done, but with the combination of both SRHRM and Employee green behavior at work are not done. Now this research helps us to understand how SRHRM initiatives can contribute to sustainable development goals and organizational performance metrics could also be a fruitful area of inquiry, and furthermore, understanding the impact of green behavior on organizational sustainability goals and performance outcomes would contribute to filling this research gap.

NEED OF STUDY

Studying socially responsible human resource management (HRM) and employee green behavior at work is crucial for several reasons.

- It helps organizations understand how they can effectively integrate environmental sustainability into their HR practices, such as recruitment, training, and performance management.
- It sheds light on the factors that influence employee attitudes and behaviors towards environmental sustainability in the workplace, enabling companies to design strategies that promote green behaviors among their workforce.

PURPOSE OF STUDY

The purpose of studying socially responsible human resource management and employee green behavior at work is, it aims to:

- Understand the relationship between HRM practices and environmental sustainability initiatives within organizations.
- Identify factors influencing employee attitudes and behaviors towards environmental sustainability in the workplace.
- Develop strategies and policies to promote green behaviors among employees.
- Assess the impact of socially responsible HRM on employee engagement, job satisfaction, and organizational performance.

OBJECTIVE OF STUDY

The primary objectives of studying SRHRM and EGB at work typically include:

- Identifying the factors influencing employee attitudes and behaviors towards environmental sustainability.
- Assessing the effectiveness of existing HRM strategies in promoting green behaviors among employees.

These objectives collectively aim to deepen understanding and offer actionable insights for both academia and practice in promoting environmentally responsible behavior in the workplace.

RESEARCH DESIGN

Research design refers to the framework or plan that guides the collection, analysis, and interpretation of data in a research study. It outlines the overall strategy for conducting research, including the methods and procedures that will be used to address the research questions or hypotheses in the form of surveys. They are used to collect data on employees' opinions, perceptions, and attitudes towards various SRHRM practices and EGB at work.

Research Type: Descriptive in nature

Sampling technique: Simple random sampling technique is used for the study

Simple Random sampling: Simple random sampling involves randomly selecting individuals from a population, ensuring that each member has an equal chance of being chosen.

DATA COLLECTION METHODS

Primary data: To this study, primary data is collected personally and it is obtained by direct sources. The data which is collected from direct sources is referred as original data. It obtained through surveys using questionnaires as a model.

Secondary data: It refers to the data collected from various sources which is not directly obtained by us such as from articles, publications, journals and some other sources which already exist in the web.

Population: 100

Sample size: 50 **Sample unit:** Hyderabad

QUESTIONNAIRE

For collecting data, a clear and well-designed questionnaire form was utilized. It consists of multiple choice questions regarding the employee's perception and behavior at work.

TOOLS USED: Google forms, MS Excel, Charts, Graphs

HYPOTHESIS:

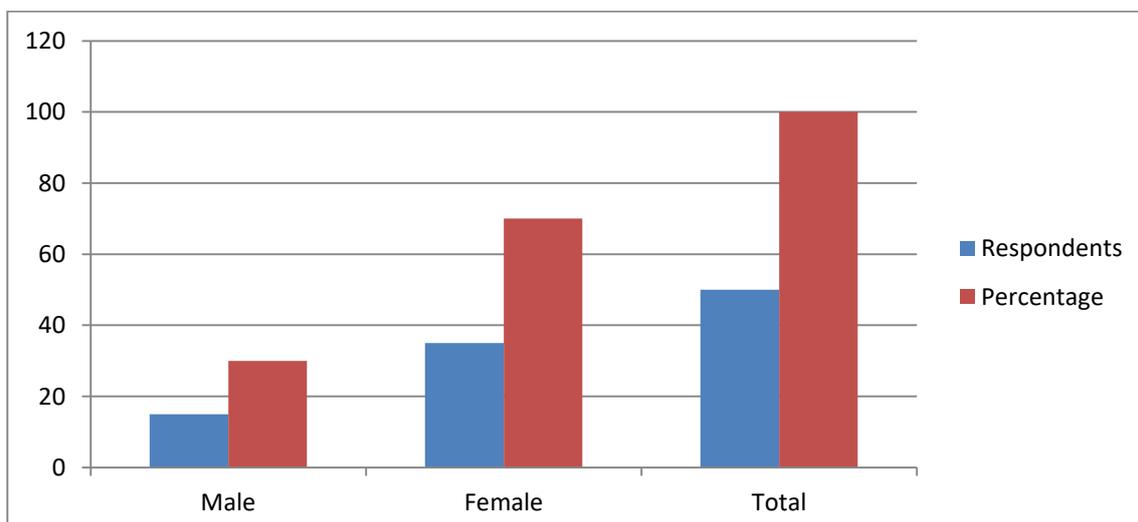
H0: There is no significant difference in employee behavior at work which effects the employee performance and their opinion about the company.

H1: There is a significant difference in employee behavior at work which effects the employee performance and their opinion about the company.

DATA ANALYSIS

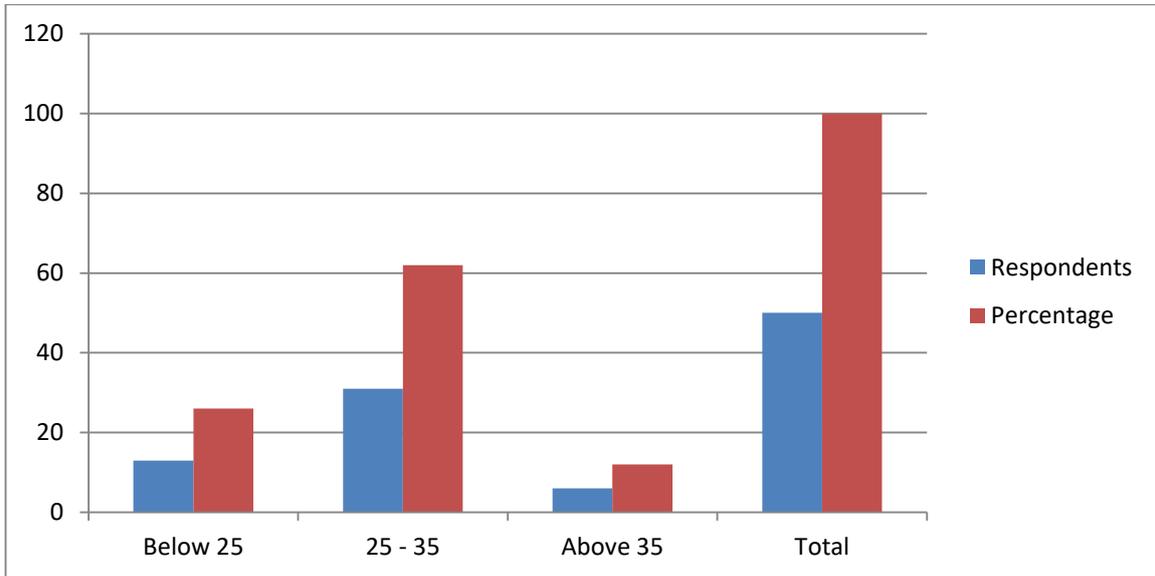
Gender

| Gender | Male | Female | Total |
|-------------|------|--------|-------|
| Respondents | 15 | 35 | 50 |
| Percentage | 30 | 70 | 100 |



Interpretation: The total respondents are 50 out of which 30% are male and 70% are female.

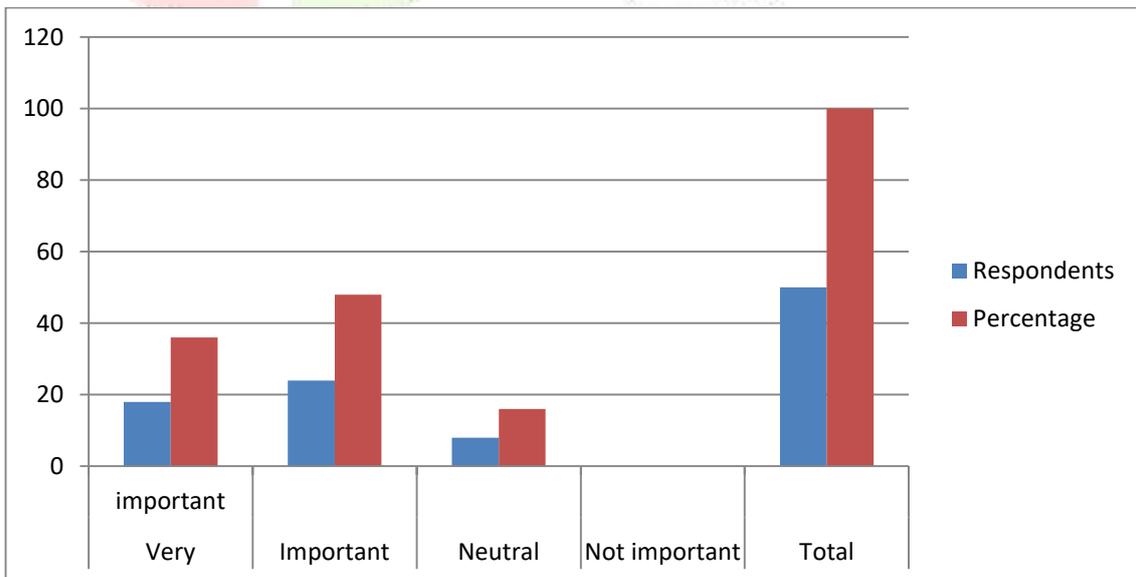
| Age | Below 25 | 25 - 35 | Above 35 | Total |
|-------------|----------|---------|----------|-------|
| Respondents | 13 | 31 | 6 | 50 |
| Percentage | 26 | 62 | 12 | 100 |



Interpretation: Among 50 respondents 26% of them are below 25, 62% of them are between 25-35, and 12% are above 35.

How important do you believe social responsibility is in the workplace?

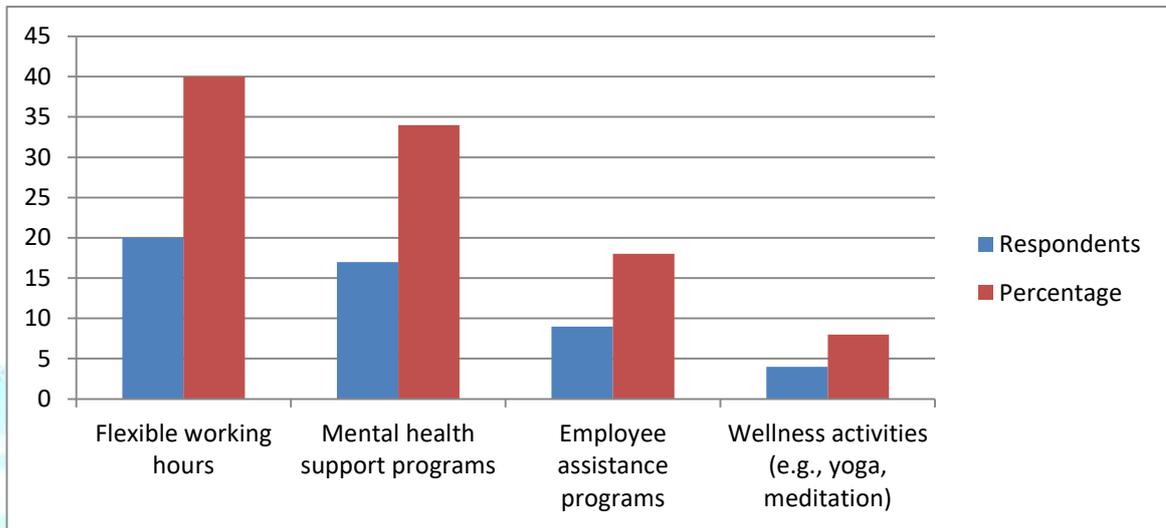
| | Very important | Important | Neutral | Not important | Total |
|-------------|----------------|-----------|---------|---------------|-------|
| Respondents | 18 | 24 | 8 | 0 | 50 |
| Percentage | 36 | 48 | 16 | 0 | 100 |



Interpretation: Among the respondents most of them believed that social responsibility at workplace is important.

Are there any specific initiatives you would like to see implemented to support employee well-being?

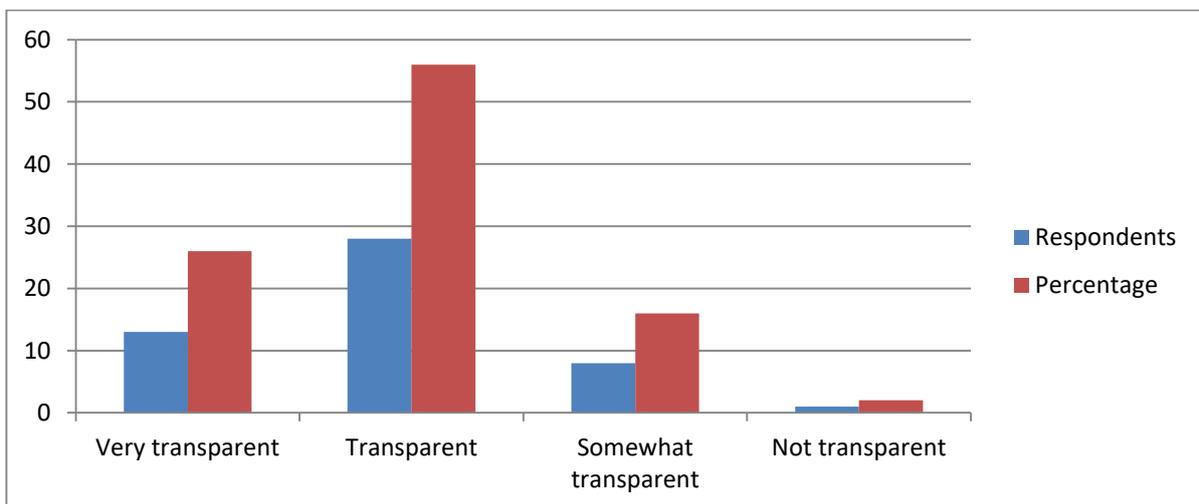
| | Flexible working hours | Mental health support programs | Employee assistance programs | Wellness activities (e.g., yoga, meditation) |
|-------------|------------------------|--------------------------------|------------------------------|--|
| Respondents | 20 | 17 | 9 | 4 |
| Percentage | 40 | 34 | 18 | 8 |



Interpretation: Major portion of the respondents thought flexible working hours would support employee well-being.

How transparent do you think the company is about its social responsibility efforts?

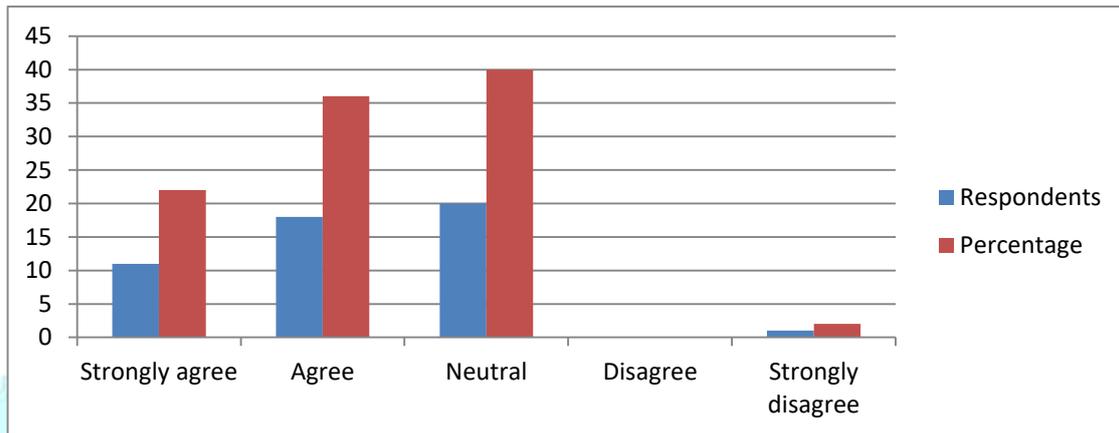
| | Very transparent | Transparent | Somewhat transparent | Not transparent |
|-------------|------------------|-------------|----------------------|-----------------|
| Respondents | 13 | 28 | 8 | 1 |
| Percentage | 26 | 56 | 16 | 2 |



Interpretation: 56% of the respondents trust their company is transparent about SocialResponsibility efforts.

Do you feel empowered to voice concerns about social responsibility issues in the workplace?

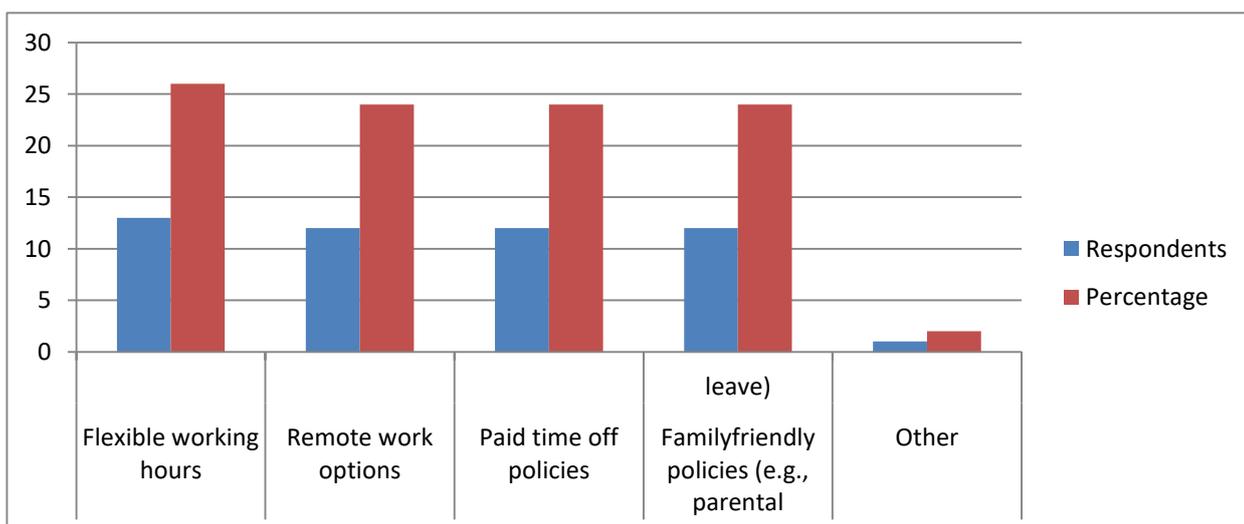
| | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|-------------|----------------|-------|---------|----------|-------------------|
| Respondents | 11 | 18 | 20 | 0 | 1 |
| Percentage | 22 | 36 | 40 | 0 | 2 |



Interpretation: Major portion of employees feel empowered to voice concerns about SocialResponsibility issues at Workplace.

How does the company support work-life balance for its employees?

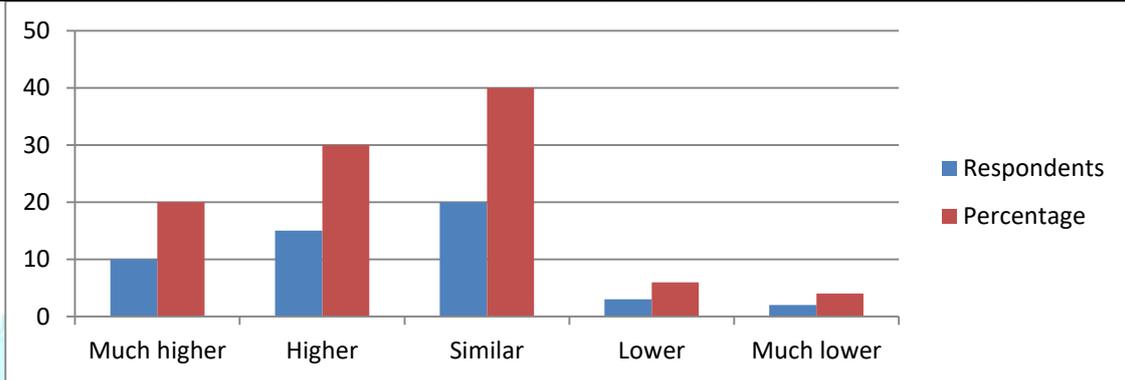
| | Flexible working hours | Remote work options | Paid time off policies | Family friendly policies (e.g., parental leave) | Other |
|-------------|------------------------|---------------------|------------------------|---|-------|
| Respondents | 13 | 12 | 12 | 12 | 1 |
| Percentage | 26 | 24 | 24 | 24 | 2 |



Interpretation: Employees opinioned Flexible working hours, Remote work options, Paid TimeOff and Family friendly policies would support work life balance.

How would you rate the company's commitment to corporate social responsibility compared to other organizations?

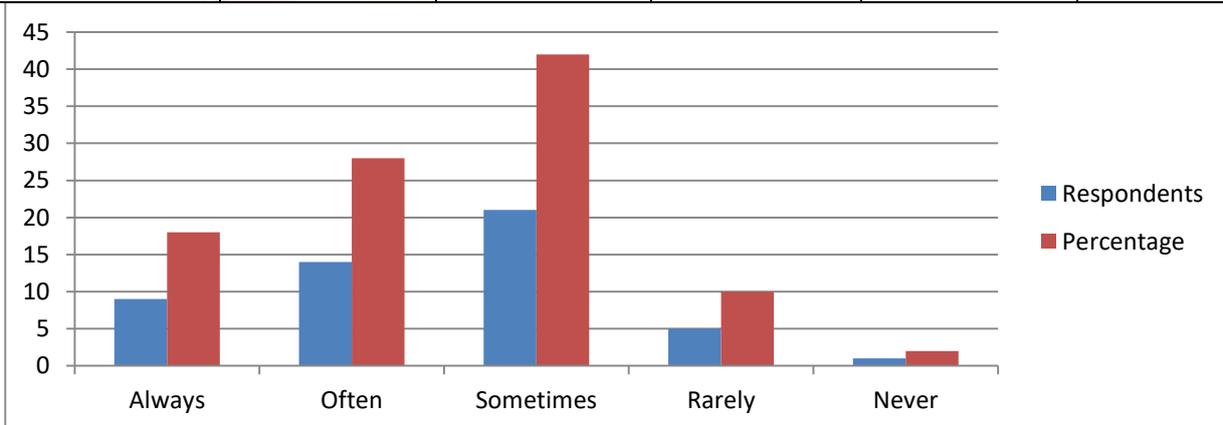
| | Much higher | Higher | Similar | Lower | Much lower |
|-------------|-------------|--------|---------|-------|------------|
| Respondents | 10 | 15 | 20 | 3 | 2 |
| Percentage | 20 | 30 | 40 | 6 | 4 |



Interpretation: Significant number of respondents felt that their company put the similar efforts when compared to the other organizations.

How often do you recycle paper, plastic, and other recyclable materials at work?

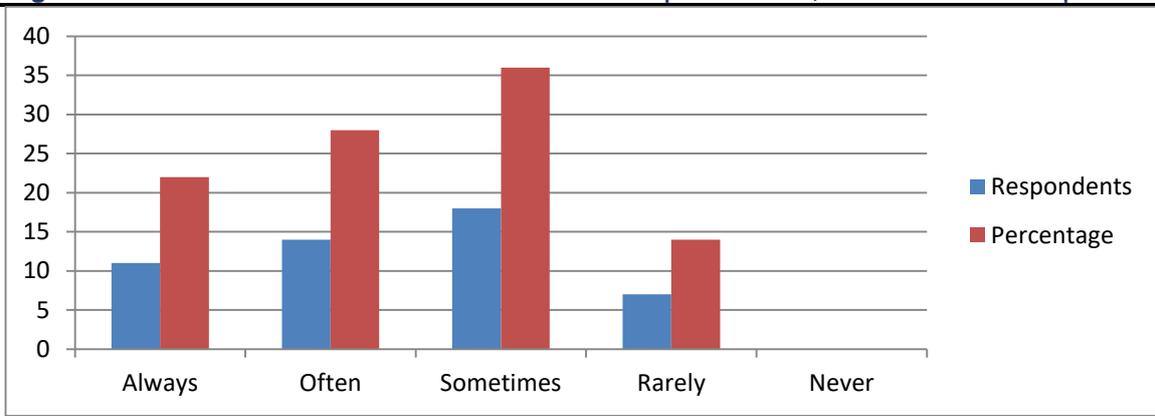
| | Always | Often | Sometimes | Rarely | Never |
|-------------|--------|-------|-----------|--------|-------|
| Respondents | 9 | 14 | 21 | 5 | 1 |
| Percentage | 18 | 28 | 42 | 10 | 2 |



Interpretation: 42% of respondents sometimes show interest in Recycling material at workplace.

How often do you utilize electronic documents instead of printing them?

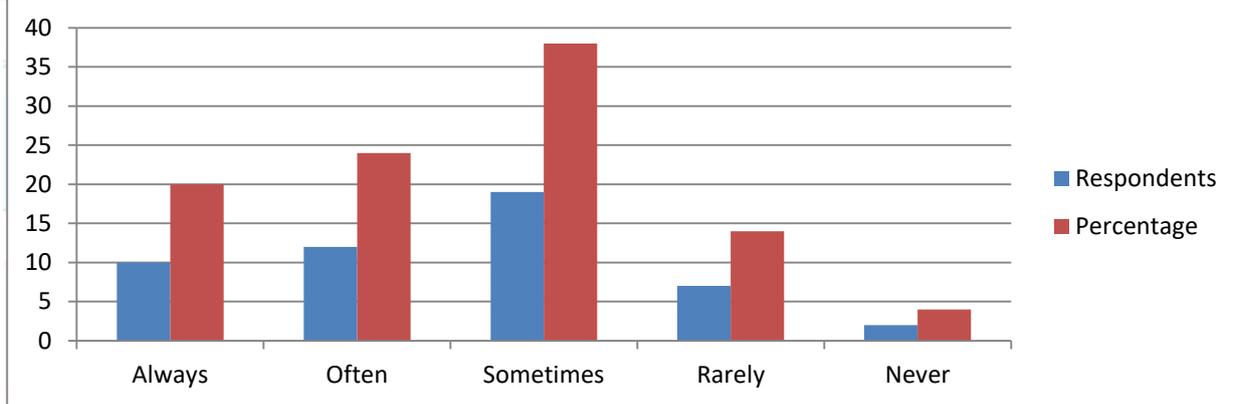
| | Always | Often | Sometimes | Rarely | Never |
|-------------|--------|-------|-----------|--------|-------|
| Respondents | 11 | 14 | 18 | 7 | 0 |
| Percentage | 22 | 28 | 36 | 14 | 0 |



Interpretation: 32% of employees always and 28% of employees often use Electronic documents at workplace instead of printing them.

Do you carpool, bike, or use public transportation to commute to work?

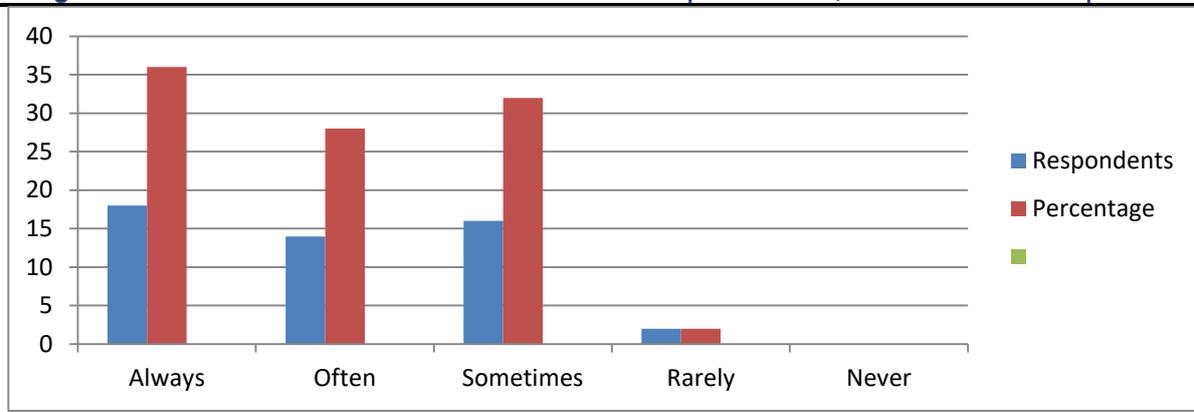
| | Always | Often | Sometimes | Rarely | Never |
|-------------|--------|-------|-----------|--------|-------|
| Respondents | 10 | 12 | 19 | 7 | 2 |
| Percentage | 20 | 24 | 38 | 14 | 4 |



Interpretation: 36% of employees always and 28% of employees often use Public transport to commute to work.

Are you conscious of water usage and actively try to conserve water in the workplace?

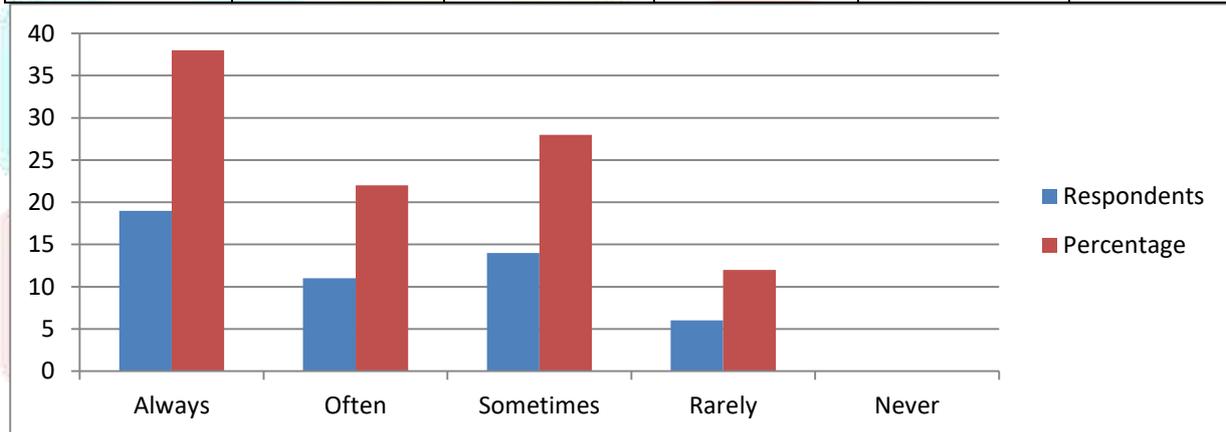
| | Always | Often | Sometimes | Rarely | Never |
|-------------|--------|-------|-----------|--------|-------|
| Respondents | 18 | 14 | 16 | 2 | 0 |
| Percentage | 36 | 28 | 32 | 2 | 0 |



Interpretation: Most of the employees are conscious about the water usage and only 2% of them are rarely bothered about water conservation.

How often do you bring reusable items (e.g., water bottles, coffee mugs, utensils) to work instead of using disposable ones?

| | Always | Often | Sometimes | Rarely | Never |
|-------------|--------|-------|-----------|--------|-------|
| Respondents | 19 | 11 | 14 | 6 | 0 |
| Percentage | 38 | 22 | 28 | 12 | 0 |



Interpretation: 38% of the employees bring reusable items to the offices to support eco-friendly practices.

STATISTICAL TOOLS FOR ANALYSIS

H0: There is no significant difference in employee behavior at work which affects the employee performance and their opinion about the company.

H1: There is a significant difference in employee behavior at work which affects the employee performance and their opinion about the company.

| | Yes | No | Marginal row total |
|-------------------------------|------------------|-----------------|------------------------|
| Male | 5(11.10) [3.35] | 10(3.90) [9.54] | 15 |
| Female | 32(25.90) [1.44] | 3(9.10) [4.09] | 35 |
| Marginal columns total | 37 | 13 | 50(grand total) |

The chi-square statistic is 18.419. The p-value is .000018. The result is significant at $p < .05$.

| Results | | | |
|----------------------|-------------------|-------------------|-------------------------|
| | yes | no | Row Totals |
| <25 years | 6 (7.80) [0.42] | 7 (5.20) [0.62] | 13 |
| 25 to 35 years | 21 (18.60) [0.31] | 10 (12.40) [0.46] | 31 |
| >35 years | 3 (3.60) [0.10] | 3 (2.40) [0.15] | 6 |
| Column Totals | 30 | 20 | 50 (Grand Total) |

The chi-square statistic is 2.0627. The p-value is .356533. The result is not significant at $p < .05$.

FINDINGS

- There are total of 50 respondents, out of which male candidates are 30% and female candidates are 70%.
- Among all the respondents, 62% of them are from the age group of 25-35, 26% of them are below 25 and 12% of them are above 35.
- Majority of the respondents thought that social responsibilities important in workplace, 36% of them are believed that social responsibility very important and no one thought about social responsibility not important.
- Major portion of the responding thought Flexible working hours would support the employee wellbeing and second highest that is 34% of them thought that mental health support programs will help employee well-being.
- 56% of the respondents trust their company as it is transparent about their social responsibility efforts.
- Major portion of employees feel empowered to voice concerns about Social Responsibility issues at Workplace and 36% of them are agreeing to it.
- 26%, 24%, 24%, 24% of Employees opinioned Flexible working hours, Remote work options, Paid Time Off and Family friendly policies would support work life balance respectively.
- Significant number of respondents felt that their company put the similar efforts when compared to the other organizations and 30% of them felt that their company put bit more effort on socially responsibility activities compared to other.
- Majority of the respondents believed that increased environmental consciousness, enhanced employee engagement, improved job satisfaction and strengthened organizational commitment do affect the employee behavior.
- 42% of respondents sometimes show interest in Recycling material at workplace, 28% of them are often shows interest and 18% of them always follow the eco-friendly policies.
- 32% of employees sometimes, 26% of employees often and 26% of employee always make an effort to minimize energy consumption at workplace.
- 32% of employees always and 28% of employees often use electronic documents at workplace instead of printing them.
- 36% of employees always and 28% of employees often use Public transport to commute to work.
- Most of the employees are conscious about the water usage and only 2% of them are rarely bothered about water conservation.

- 38% of the employees bring reusable items to the offices to support eco-friendly practices.

SUGGESTIONS

From the survey we found that most of the respondents believed that social responsibility at workplace is important, so by considering the concern that the employees are expecting from the company like flexible working hours, mental health support programs, employee assistance programs, Wellness activities etc will help the firm and the employee to increase the productivity, increases trust and job satisfaction.

It increases environmental consciousness which raise the awareness about environmental issues, promoting employees to adopt eco-friendly behavior. Commitment to sustainability through green HRM fosters pride and motivation among employees, leading to higher engagement level. Employees experience greater satisfaction when their organization prioritizes environmental sustainability, contributing to their overall well-being and fulfillment at work will helps the company to grow faster. Doing employee wellbeing activities and following eco-friendly policies will help the company to sustain and maintain the healthy environment and gain the employee loyalty and commitment.

CONCLUSION

Implementing socially responsible human resource management practices and fostering green behavior among employees at work is crucial for organizations committed to environmental sustainability and corporate social responsibility. By educating, incentivizing, and empowering employees, organizations can create a culture of environmental consciousness and action.

Through initiatives such as education and training, green office policies, and community engagement, organizations can inspire employees to embrace sustainable practices both at work and in their personal lives. By leading by example and continuously improving green initiatives, organizations can not only reduce their environmental footprint but also enhance employee satisfaction, engagement, and organizational commitment.

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