

***Impact of Green Training and Development on Employee Performance in IT Companies  
Hyderabad, Mediating Role as Motivation***

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**Purpose:** The main objective of this study is to determine the influence of Green Training & Development Strategies on Employee performance motivation plays as moderating role in IT sector

**Research Methodology:** Descriptive research design is used for this study. With the framework of hypothesis as to find the relation between Green Training and Development has positive impact on employee performance through motivation plays moderating role. Structured questionnaire with Likert five point scales is prepared and tested to collect primary data from respondents; the targeted population for this study was selected from 5 different IT companies in Hyderabad, with approximately 250 employees from all departments and data also collected from senior managers and Senior HR, simple random sampling method is used for distribution of questionnaire. The data obtained from the respondents are represented through tables, charts, bar diagrams and graphs to analysis the hypothesis and test the hypothesis.

**Results:** From this study it is exposed that Green Training and Development has a positive relation with Employee Performance as moderating role of motivation. The management should search for employee training staffs that are familiar with Green HRM practices like Green Recruitment & Section, Green T&D, Green Performance Appraisal, and Green Motivation and they should ready to apply their skills and knowledge for better performance of employees and organizational sustainability. It Concluded that in fact any new changes made in the organizations require certain time for employees to adjust and need to adopt the that changes during the initial period proper training and development should provide to employees to overcome the problem and perform well for organizational sustainability due to environmental safety for our future generations.

**Keywords:** Green Training & Development, Employee Performance, Motivation Organizational Sustainability.

## **Introduction:**

Due to global warming there is a lot of changes in the environment and due to that environmental disorder is happening, now it is a problem facing by all countries, according to WHO there is change in climate due to global warming and we need to safe guard the environment, so to safe guard the environment organizations are trying to implement green practices, if organizations are suddenly made changes it is difficult for employees to adopt the change, so slowly they need to made changes by motivating the employees .Organization uses renewable resources and holds itself accountable for the human resource aspect of their activities.

Currently, the Green Human Resource Management would play an important role in almost every industry to resolve the environmental related issues by adopting the green HR policies, practices and providing the training and awareness programs among different employees

Human Resource Management play a vital role to motivate the employees for new changes made in the organizations. Recently GHRM also playing an important role in almost all Organizations to determination the environmental issues implemented by Human Recourse department by providing training and development awareness program to employees to motivate them to adopt new changes for their satisfaction.

GHRM practices containing green recruitment, green training and development, green motivation, green performance significantly affect the organization performance.

Motivation is also important for employees this study is mainly focusing on Employee Performance with Implementation of Green Training and Development in IT Companies Mediating Role as Motivation.

## **Green Training and Development**

Providing training and development of employees in the organization, to develop their skills to performance their task in the better way. By implementing green training and development in organizations to reduce the waste management and to encourage recycling and design the training programs according to the characteristic of employee by arranging telecommunication, video conference, voice calls to reduce the long distance corporate travel, organizations also conduct awareness programs on green practices to reduce undesirable environmental impact on organizations by organizing workshops, seminars at administrative level to provide environmental education how to safe guard our environment for sustainability and it will result the change in employees behaviour and attitude for better implementation green and going green in organisation by motivating them to increase their performance.

## **Motivation:**

Organizations are failed to understand the importance of employees in the organizations, without employees and their hard work they cannot achieve the organizational goals.

Motivation plays a vital role in organizations to understand the employees, through motivating organizations can attract the employees, retain the employees and increase their performance and maintain satisfaction level of employees. Researchers study that only 13% of Employees are engaged at their work. So motivating the employees can also improve the engagement of employees towards their work. Motivation is important mainly to employee to meet the company goal, if no motivation companies are in risky position to achieve their company goals.

According to Bob Nelson “An employee’s motivation is a direct result of the sum of interactions with his or her manager.”

According to Anne M. Mulcahy “Employees who believe that management is concerned about them as a whole person – not just an employee – is more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability.”

Organizations are changing their structure and adopting new environment to upgrade their system for sustainability. Green HRM is a new concept that organizations are following for environment sustainability. Suddenly if organizations are implementing green concepts are going green impact more on employees to adjust the change, at this movement HR need to motivate the employees to retain the employees and increase their performance.

### **Literature Review:**

All organizations are planning to implement Green practices in all departments for their Sustainability and Development by 2030. Organizations are using 3R concept for green practices in organization for sustainability development of organizations. 3 R’s Are

1. Reduce
2. Reuse
3. Recycle

Reducing the waste by proper utilization of Resources and save energy by conducting seminars workshops through video calls to reduce the transportation cost and distance. Maintain central files rather than using several files for individuals. Use electronic mail or main bulletin board. Use cloth napkins instead of paper napkins. Use a dish cloth instead of paper towels. Reuse the products and try to go for recycling the products when and where require. During the induction program for the new employees Organizations are also providing training to them on these concepts to maintain green environment for sustainable development. The performance of the organization is mainly dependent upon the employees output it will happen only when they are trained and developed accordingly. The green Training and development is new practices using in organization to maintain eco-friendly environment. But we need to check whether the employees can able to develop their skills through Green T&D, if they are lacking to improve their performance, motivation plays important role for employees to adopt the new changes and to increase their performance and achieve organizational goals and Maintain Eco-Friendly Environment. Through social learning theory organizations can judge the person self-efficacy and can design and implement the Green T&D Practices. According to Jabbour et al, (2010),

the greening of functional dimensions of human resource management such as job description and analysis, recruitment, selection, training, performance appraisal and rewards is defined as green HRM. If employees are engaged and retained, it helps organizations to reduce employee carbon paths. Green HRM involves addressing the company carbon footprint by cutting down on usage of papers, reducing unwanted travel.

### **Research Questions**

This study challenges to answer the following questions:

- a) What is Green HRM? What are GHRM Practices in IT Sector?
- b) How does Green HRM affect the organization?
- d) How an organization can implement Green HRM policies and practices?

### **Objectives of the study:**

1. The main objective of the study is to find Green HRM practices in IT organization.
2. To investigate the impacts of Green T&D on the employees Performance
3. To identify how the motivation can impact on employee performance during implementing of Green T&D in organization.

### **Frame work of Hypothesis for this study**

Hypothesis (H1): There is no significant association between Green Training & Development and employee performance.

Hypothesis (H2): There is no significant association between Motivation and employee performance

Hypothesis (H3): There is no impact of Motivation on green T&D and Employee Performance.

### **Research Methodology**

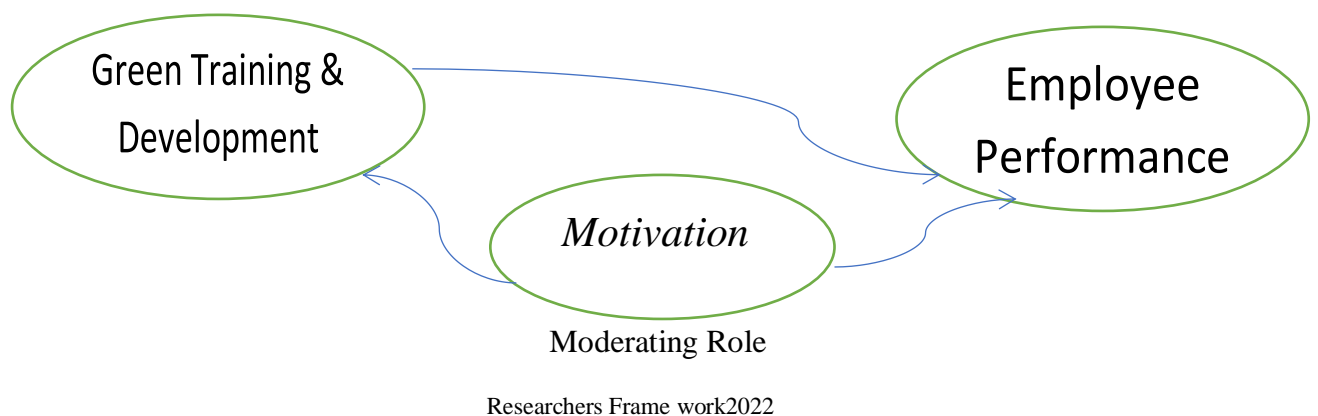
1. **Descriptive research** is used in this study for investigating the impact of Green T&D on Employees Performance, moderating role as motivation in IT industries.
2. **Simple Random Technique** is used to choose the sample from the selected IT companies by using Rao sample calculator i.e., (n=252) (two hundred and fifty two) with 95% of confidence level at margin of 5% error.
3. To measure the variables Self-administrated likerred five point scale questionnaire is prepared and undergone pilot study to test the questionnaire, and modified.
4. Cronbach's Alpha value is also calculated for more accurate measurement. The Reliability value of the test Falls between 0.7-0.8.
5. To analysis the data correlation test is used to find the relation between Green T&D and Employee Performance.
6. Chi Square test is also used for demographical factors impact on implementation of Green T&D and their Performance.

- For this study the researchers considered two variables, Dependent and independent Variables where, the dependent variable is Green T&D and Independent Variable is Employee Performance, while Motivation is playing as moderating role.

**Problem Statement:**

Due to global warming and environmental sustainability organizations are planning to implement green concepts and practices in all departments. Human Recourse department also trying to go Green, previous researchers and studies explained that implementation of green practices in HRM can effective on employees behaviour and on their performance, but due to lack of motivation for employees it may lead change in their performance, in this study it observed that if motivation is provided to employees while new concepts are implemented to observed that how it will effect significant on the employees performance.

**Conceptual Frame work**



Cronbach's alpha reliability test

Variables	Description	Values	Internal Consistency
K	no of items	21	Excellent
$\sum s^2y$	sum of the item variance	16.03242	
$s^2x$	variance of total score	161.1105	
A	cronbach's alpha	0.945512	

The Cronbach's alpha reliability test is conducted for internal consistency of the questionnaire the result found is lies between 0.9 regions so it was excellent.

Demographical Summary of the Respondents

	Description	Respondents	%
Gender	Male	142	57.72358
	Female	104	42.27642
Age	25-30	37	15.04065
	31-36	112	39.8374
	37-42	66	19.9187
	43-48	31	12.60163
	Above 48 Years	31	12.60163
Education	Bachelors	147	59.7561
	Masters	94	38.21138
	PhD	5	2.03252
Designation	Executive	89	36.17886
	Middle level Executives	84	34.14634
	Senior managers	63	25.60976
	Top Management	10	4.065041
Experience	0-5 Years	35	14.22764
	5-10 Years	101	41.05691
	11-15 Years	65	26.42276
	more than 16 Years	45	18.29268

The above table represents the demographical representation of respondents as Gender, Age, Education, Designation, and Experience. Chi square test is conducted between demographical data with green training and development implementation in organizations and their performance.

Hypothesis formation for demographic factors

	GT&D		Employee performance	
Variables	Chi Square	Decision	Chi Square	Decision
Gender	11.04	Chi-square value is greater than the critical value, so reject null hypothesis and accept alternative hypothesis, so there is gender impact on implementation of GTD	0.86	Chi-square value is less than the critical value, so accept null hypothesis and reject alternative hypothesis, so there is gender impact on implementation of GTD will change in the employee performance
Age	17.63	chi-square value is greater than the critical value, so reject null hypothesis and accept alternative hypothesis, so age is having impact on implementation of GTD	2.5	Chi-square value is less than the critical value, so accept null hypothesis and reject alternative hypothesis, so there is age impact on implementation of

				GTD will change in the employee performance
Education	14.8	chi-square value is greater than the critical value, so reject null hypothesis and accept alternative hypothesis, so education is having impact on implementation of GTD	3.5	chi-square value is greater than the critical value, so reject null hypothesis and accept alternative hypothesis, so education is having impact on implementation of GTD
Designation	4.3	chi-square value is less than the critical value, so accept null hypothesis and reject alternative hypothesis, so designation is not having an impact on implementation of GTD	3.5	chi-square value is greater than the critical value, so reject null hypothesis and accept alternative hypothesis, so designation is having impact on implementation of GTD
Experience	2.5	chi-square value is less than the critical value, so accept null hypothesis and reject alternative hypothesis, so experience is not having an impact on implementation of GTD	1.5	chi-square value is less than the critical value, so accept null hypothesis and reject alternative hypothesis, so experience is not having an impact on implementation of GTD

Result on Questionnaire Administration

Detailed Response Rate	Distributed Copies	Retrieved Copies	Copies not Retrieved	Used copies
Total	280	246	34	246

Source: Field Survey, 2022

The above table revealed that 280 copies of questionnaire were administered, and 246 were retrieved and 34 were found unusable this shows that response rate is 88 %

Cronbach's alpha reliability test to test the questionnaire and sample

Variables	Description	Values	Internal Consistency
K	no of items	21	Excellent
$\sum s^2y$	sum of the item variance	16.03242	
$s^2x$	variance of total score	161.1105	
A	cronbach's alpha	0.945512	

*Hypothesis1:* Implementing Green Training & Development does not have significant impact on Employee Performance. Below tables show the results of liner Regression analysis effect on the GT&D on Employee Performance.

### Regression Statistics

Multiple R	R Square	Adjusted R Square	Standard Error
0.7957063	0.63314845	0.631644961	0.3675872

The above table shows that there is correlation at  $R=0.79$  between Green Training and Development and employee performance. The result analysed that  $R\text{ square}=0.633$ , with Standard Error 0.36 it means the implementation of Green T&D have significant effect on employee performance by playing motivation as moderating role.

ANOVA of Regression Analysis on the Effect of Developing Green Abilities on Environmental Awareness.

	df	SS	MS	F	Significance F
Regression	1	56.90177022	56.9018	421.1192	4.71904E-55
Residual	244	32.96936523	0.13512		
Total	245	89.87113545			

Dependent Variable. Green Training and development developing green practices in organization shows that impact on employee performance in this study the independent variable is employee performance with moderating as motivation, when organizations are implementing GTD employees need to satisfy and with new working environment and try to adopt new climate and motivate themselves to increase the performance. From this test result it is observed that if motivation is provided to employees when any new implementation in organization they can try to increase the performance, so it conclude that Green Training and development implementation is positively impact on employee performance.

Coefficients of Regression Analysis on the Green Training & development impact on employee performance.

	Standard Coefficients	Standard Error	t Stat	P-value
Green T&D	1.715248178	0.090155581	19.0254	4.18E-50
Employee Performance	0.490488303	0.023901554	20.5212	4.72E-55

Hypothesis H02: There is no significant relationship between Green training and development and employee motivation.

Coefficients of Regression Analysis on the Green Training & development and motivation for employee performance

	Standard Coefficients	Standard Error	t Stat	P-value
Green T&D	1.17452357	0.080155581	17.0254	3.18E-50
Motivation	0.65147211	0.01458964	18.2574	2..72E-55

From the above table it explained that the regression analysis on green training and development and motivation to increase he employee performance. The result shows that there is significant relation between Implementation of Green Training and Development impact on



employee performance if the organizations provided motivation to them. so motivation plays an important role in this study.

### Discussions And Findings:

The results obtained from the hypothesis, that the performance of employees have positive impact on implementation of green Training and developmental strategies while motivation is plays mediating role.

Initially when green Training and development is implemented in organizations employees have problems to perform their task. If motivation is provided to employees the performance of employees is increased.

### Conclusion:

Green Training and Development Practices is an important and recent concept in human resource management, for environment sustainability and organizational development. There are various strategies to determine the employee performance when green training and development practices implemented in organization. Motivation plays a important role in organization to improve employee performance. Finally it conclude that there is positive relationship between green training and development and employee performance.

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