

A Study on the Employee Perception on Green Human Resource Management Practices of Selected Firms in the IT Industry

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Abstract - Human resource department of an organization play an important role in designing an organization's sustainability culture. Earlier the success of the firm was strongly dependent on promotion of economic value. Today, organizations have to consider the reduction of ecological footprints and give importance to social and environmental factors along with economical and financial factors, to achieve sustainability. Such is the concept of Green HRM. Green human resources refer to using every employee touch point/interface to promote sustainable practices and increase employee perception and commitments on the issues of sustainability. Effective human resource policies and practices are essential to provide an effective green HR environment among IT professionals. The present study has been designed and planned to find out the perception of employees towards green human resource practices followed in selected firms in techno park, Trivandrum, Kerala. The perception of employees towards GHRM is measured on the basis of variables such as Green recruitment, selection, training, performance appraisal, rewards, employee relation and welfare. The study throws light on the importance of green HR practices in any industry, especially in the IT industry and the need to promote environment friendly practices. It creates awareness among employees to utilize natural resources effectively and to initiate Green HR practices which further helps the organization in finding alternate ways to cut down costs.

Key words: Green HRM, Green recruitment & selection, Green training & development, Green performance appraisal & rewards, Green employee relation & Green employee welfare.

I. INTRODUCTION

Being environment friendly has been the buzz over the past few years. Industries have thus become cautious to bring in green practices to all functional domains of the business. Hence the concept of green human resource management and its applicability needs further investigation. Green human resources refer to using every employee touch point/interface to promote sustainable practices and increase employee perception and commitments on the issues of sustainability. Going green is becoming increasingly attractive as a business strategy. Greening is a holistic process aimed at smarter energy usage, low costs, low wastage using sustainable resources or recyclable materials for end results that are products, targets etc. which are environment friendly. Green Human Resource Management plays an important role in every industry to resolve environmental related issues by adopting green HR policies, practices and by providing training and awareness programs among employees. This make changes in organizational climate and culture and also it reduces waste management, pollution, reduction in carbon footprints etc. It leads to maximum utilization of resources by employees, increases level of awareness among employees about energy conservation, reduction in carbon emission, and also inspires them to use eco-friendly products. The HR function can become the driver of environmental sustainability within the organization by aligning people related practices and policies with sustainability goals reflecting on eco-focus. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement & retention. This helps organizations to reduce employee carbon footprints by adopting electronic filing, car-sharing, job sharing, teleconferencing & virtual interviews, recycling, telecommuting, online training and building energy efficient office spaces. Green HRM refers to using every employee to support sustainable apply and increase employee responsiveness and commitments on the problems of sustainability.

II. GREENHRM

Human power is most important of all assets in an organization, as this is the factor that contributes mainly to the profits, market value and sales figures. Successful employees meet deadlines, make sales and build the brand via positive customer interactions. When employees do not perform effectively, consumers feel that the company is apathetic to their needs, and seeks help from elsewhere. So, there is a need for making employees more efficient. Here comes the importance of Human Resource Management. Human resource management (HRM or HR) is the strategic approach to the effective and efficient management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize an employee's performance in service in accordance with an employer's strategic objectives. HR management helps bridge the gap between employees' performance and the organization's strategic objectives.

The concept of Green HRM has emerged with the initiation of Green Movement. Green Movement is a political movement which advocates four important principles: Environmentalism, Sustainability, Non-violence and Social justice. The term green HR is often used to refer to the contribution of HR policies and practices towards the environmental issue & which broadly categorized into two elements i.e. environmentally friendly HR practices and the preservation of human capital. The human resource departments have a great role to play in transforming the organizations into green, since they have the responsibility of acquiring and maintaining the workforce with a sense of awareness of the most serious and current issues including political, social and environmental. Hence, there exists a powerful competition among the organizations to become green thereby boosting their recruiting leverage to attract and retain the most talented, innovative workforce possessing more environmental consciousness. It aims at creating, enhancing and retaining green thinking by the employees of the organization, motivating them to give their best contribution to the organization as a preservationist, conservationist, non-polluter, and maker. Opatha & Arulrajah (2014) defined it as policies, practices, and systems that make employees of the organization to adopt green initiatives for the benefit/welfare of the individual, society, natural environment, and the business. The corporate world today has started adopting green practices in all their functional areas as an initiative to protect the environment. Organizations can be successful if they can motivate people to develop their attitude towards green HRM by controlling the behaviour of the people in the organization.

HR processes of recruiting, selection, training, development and compensation can play significant role in translating Green HR into practice (Renvick, 2008). The fact needs to be acknowledged that the intersection of sustainability, environment and HR are new areas in development among HR professionals. Ulrich, Brockbank, and Johnson (2009) observed that different HR functions need to be aligned with each other in order to increase the likelihood that the organization will achieve its green strategy and its goals. Cherian and Jacob (2012) in their study found that recruitment, training, employee motivation, and rewards are significant HR functions which will contribute significantly in the implementation of green management principles. GHRM is directly responsible for creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firm's human capital (Mathapati, 2013, p. 2). Therefore, a study in this field is worth undertaking in the present scenario.

2.1 GREEN RECRUITMENT AND SELECTION

Kiruthiga and Viswanathan (2014) defined Green recruitment as a paper-free recruitment process with a minimal environmental impact. Applications are invited through online mediums like e-mail, online application forms or the Global Talent Pool. Generally, green recruitment and selection is the process of using eco-friendly methods, tools and technologies in attracting and selecting suitable job candidates who are willing and able to fill available vacancies in a particular firm. When making selection for the job vacancies some companies consider candidates environmental concern and interest as a selection criteria.

2.2 GREEN TRAINING AND DEVELOPMENT

Green Training and Development activities make employees aware of different aspects and value of environment management. It helps them to embrace different methods of

conservation including waste management within an organization. Further, it sharpens the skill of an employee to deal with different environmental issues. After sustainable training and education employees educate the customers regarding the advantages of becoming more environment-friendly and the need for buying green products.

2.3 GREEN PERFORMANCE APPRAISAL AND REWARDS

Green performance management consists of issues related to environmental concerns and policies of the company. It also concentrates on use of environmental responsibilities. Green compensation and reward is another potentially powerful tool for supporting environmental management activities which may help to make effort for the attainment of environmental goals.

2.4 GREEN EMPLOYEE RELATIONSHIP

The relationship facilitates increasing the motivation and morale of employees which in turn increases the productivity. Providing opportunities to the employee to involve and participate in green suggestion schemes by introducing green whistle-blowing & help-lines; providing training to the union representatives in environmental management and joint consultations in solving environmental issues of the organisation goes a long way in implementing GHRM. The employees get opportunity to express their personal ideas and they take initiative to create a climate which leads to green management practices and systems.

III. REVIEW OF LITERATURE

Deshwal (2015), in his study on green HRM focused on it as a strategic initiative by the corporate to promote sustainable business practices. The research shows that Green HRM encompasses two major elements: environmental-friendly HR practices and the preservation of the knowledge capital which helps the industry people to become conscious of their business and corporate social responsibilities in a better way.

Lulu's (2018), study on employee's green recovery performance highlights the importance for the mediation role of employee environmental commitment for the positive effects of green HR practices on employee's green recovery performance. Moreover, serving culture was found to play a moderating role to strengthen the impacts of green HR practices on employee environmental commitment as well as for the effect of employee environment commitment on their green recovery performance.

Chowdhury, Sanju, & Asaduzzaman (2017), studied the Green HRM practices in the garment industry in Bangladesh and stated that GHRM implies eco-friendly human resource management practices like video recruitment, electronic file maintenance, online interview and test, using shared cars, environmental training, green initiative-based reward, etc. The study added that Green HRM practices results in developing sustainability because it focuses on reservation and preservation of natural resources, minimization of wastage, in fact initiation of GHRM in an organization can also facilitate the CSR practices of an organization without sacrificing its profit.

SR & R's (2016) study on green HR practices in the IT sector has suggested that due to lack of online training programs for employees, the management is not providing E-performance management system for measuring employee's environmental performance and thus they fail to recruit green employer or employees. The study suggest that management should provide online training programs for employees regarding environmental issues, recruit employees who are aware about green HRM which increases employee engagement and participation by reducing employee turnover.

Prasad (2013), in the study on Green HRM for sustainable growth, mentioned Green HRM encompasses all activities aimed at helping an organisation carry out its agenda for environment management, by reducing its carbon footprint in areas concerning on boarding and acquisition of human resources, their induction, performance management, learning & development and compensation & reward management. Green HR plays an important role in making the employees aware of the need for preserving the natural resources, contributing towards pollution control, involving in waste management and engaging in manufacture of eco-friendly products.

Although many studies have been conducted in this area, the ones conducted from the perspective of employees are scanty. The present study is undertaken among employees of selected IT firms, employees have an indispensable role in introducing and implementing Green HRM practices in an organisation which facilitates better management of these practices. In the current situation of covid pandemic this is the only possible way in which employees can be recruited and selected. When employees are recruited in this manner, they are likely to become aware of the need for Green HRM practices right from the beginning and it becomes easier to inculcate the practices of recycle, reuse and restore in them through further training and development.

IV. EXPERIMENT AND RESULTS

The study is descriptive in nature. Primary and secondary sources are used for collection of data. The primary source of data was collected with the help of structured questionnaire and Secondary data was collected from related research works and journals. Techno Park consists of above 400 companies with more than 56000 employees. Because of inconvenient and inaccessibility, out of these 5 companies have been selected through random sampling for the present study and convenient sampling for selecting 120 employees from these companies.

The details of statistical tools adopted in the study are Percentage analysis, Independent sample t-test and ANOVA. The main objectives of the study are

- ❖ To analyse the perception of employees towards green practices related to Recruitment, Selection, training performance & employee welfare.
- ❖ To find the perception of employees in relation to demographic.

Profile of the sample includes various demographic factors like age, gender, educational qualification, marital status, annual income, accommodation, no. of family members and year of service. These factors are analyzed using percentage analysis. Percentage Analysis displays the frequency of various demographic aspects of sample respondents.

- Majority of the respondents (46.7%) belong to the age group of 25 – 29 years.
- Most of the respondents (55%) belong to the male category.
- 57.5% of the respondents are qualified to graduate level.
- 68.3% of the respondents are unmarried.
- 40.8% of the respondents come under the income level of 200001-400000.
- Majority (70.8%) of employees are staying at rented houses.
- Regarding the number of family members, majority of the respondents(45.8%) belong to the category of 4 familymembers.
- 33.3% of the respondents belong to the category of < 2 up to 3 years ofservice.

Ho1: There is no significant difference between male and female (gender) with respect to employee's perception about green HR practices.

The independent t-test, also called the two-sample t-test is an inferential statistical test that determines whether there is a statistically significant difference between the means in two unrelated groups. Here, independent t – test was used to find is there any significant difference between male and female respect to employees' perception of green HR Practices.

Table No. 1 – Relation between Gender and Factor of Team Effectiveness

Variable	Male		Female		T value	p value
	Mean	SD	Mean	SD		
Recruitment & Selection	23.7846	5.99868	22.9074	4.30563	0.899	0.37
Training & Development	14.6667	2.58	14.6296	2.63715	0.077	0.938
Performance appraisal & Rewards	13.2424	3.31459	13.6111	3.01203	0.638	0.525
Employee relationship	16.1364	2.23872	16.0741	2.43289	0.146	0.884
Employee welfare	32.4848	4.73365	31.8148	5.1837	0.739	0.461

Source: primary data

Above table shows significant difference between gender with regard to all the factors of team effectiveness. Since p value is greater than .05 the null hypothesis is accepted at 5% level of significance with regard to all Green Human Resource variables. Hence, conclude that there is no significance difference between male and female with respect to all variables.

Ho2: There is no significant difference among educational qualification of respondents with respect to perception towards Green HR Practices.

The one-way analysis of variance (ANOVA) is used to determine whether there are any significant differences between the means of three or more independent (unrelated) groups. So ANOVA was used to find whether any significant difference among educational qualification of respondents with respect to perception towards Green HR Practices and among year of service with regard to Green HR Practices.

Table No. 2- Relation between Educational Qualification and Green HR Practices

Factors	Educational qualification			F value	P value
	Graduation	Post-graduation	Professional degree/Diploma		
Recruitment & selection	19.4058 (3.65947)	19.8929 (3.3259)	19.5652 (2.7440)	.201	.818
Job design & analysis	22.7101 (3.67464)	22.3929 (4.6852)	22.4348 (3.6410)	.085	.918
Training & development	14.9855 (2.37940)	13.9643 (2.9374)	14.4783 (2.7114)	1.62	.202
Performance appraisal & rewards	13.5217 (3.04674)	13.1071 (3.3812)	13.4348 (3.4088)	.168	.845
Employee relationship	16.1884 (2.22470)	16.3571 (2.8830)	15.5652 (1.7793)	.831	.438
Working environment	32.5507 (4.160)	31.2857 (6.370)	32.1739 (5.176)	.652	.523

(Source: primary data)

Values in parenthesis indicate standard deviation

There is no significant difference among the educational qualification with respect to Green HR Practices since the P value is greater than 0.05. Hence the null hypothesis is accepted at 5% level of significance.

Ho3: There is no significant difference among year of service of respondents with respect to perception towards Green HR Practices.

TableNo. 3- Relation between yearsofserviceofRespondents withGreenHR Practices

Factors	Yearofservice					Fvalue	Pvalue
	Up to1year	<1up to2	<2up to3	<3up to4	Above4		
Recruitment &selection	20.400 (3.887)	19.666 (72.590)	19.550 (3.902)	18.600 (2.772)	19.531 (3.253)	.523	.719
Job design&analysis	21.866 (4.103)	23.111 (3.89)	23.050 (4.006)	20.667 (4.386)	22.938 (3.292)	1.34	.258
Training &development	14.733 (2.404)	14.389 (2.8726)	14.925 (2.347)	13.533 (2.800)	14.938 (2.723)	.953	.436
Performanceappraisal&reward	12.333 (2.468)	14.111 (3.270)	14.000 (2.829)	11.267 (4.026)	13.781 (3.003)	3.00	.021
Employeeerelationship	16.067 (1.222)	15.333 (2.6565)	16.375 (2.498)	15.667 (2.769)	16.438 (2.031)	.932	.448
Workingenvir onment	29.733 (3.305)	30.888 (4.8250)	32.650 (5.187)	32.00 (5.265)	33.563 (4.812)	2.02	.096

(Source: primary data)

Valuesinparenthesisindicatesstandarddeviation

There is no significant difference among the year of service with respect to Green HR Practices except in the case of Performance appraisal & rewards, since the P value is greater than 0.05. Hence the null hypothesis is accepted at 5% level of significance other than Performance appraisal & rewards. But in the case of Performance appraisal & rewards, P value is less than 0.05. So, the null hypothesis is rejected at 5% level of significance in the case of Performance appraisal & rewards. There is significant difference among year of service of respondents with respect to performance appraisal and reward.

V. CONCLUSION

Today, most educated and affluent consumers look for companies that are environmentally conscious and comply with the environmental standards. On the other hand, organizations pursuing environment-friendly human resource policies are also immensely benefitted. This may help in arriving at greener products and green savings from waste elimination. The promotion of such values may also indirectly improve consumer satisfaction.

From the study, it is clear that Green HRM concept has great potential towards saving current environment and resources for future generations and gaining current competitive advantages in the current industry gradually shifting towards the environmental sustainability. With people becoming more and more environment conscious, businesses have started to integrate green initiatives into their daily work environment. It is also found that by green recruitment of employers/employees, which may improve employer branding and employee engagement, and also by providing online training programs on reducing carbon emission, recycling and energy conservation the employee's consciousness on green environment increases. The green HRM efforts result in increased efficiencies, sustainable use of resources, less wastage, improved job-related attitude, improved work/private life, lower costs, improved employee performance and retention which help organization to reduce employee carbon footprints by means of Green HRM.

On the basis of this study among employees in Techno park, it can be concluded that most of the respondents have perception regarding Green HR Practices. They are implementing green HR Practices in the area of recruitment, training,

performance appraisal, employee relations and working environment. This research concluded that there is no significant difference between male and female with regard to Green HR Practices. It reveals that there is no significant difference among educational qualification with regard to Green HR Practices. However, there is significant difference among years of service of respondents with respect to performance appraisal and rewards. More concentration on the following areas are also recommended.

- Saving power by installing timers to automatically turn off lights when not required.
- Usage of environment- friendly gadgets & reuse of products.
- Taking action in case employees violate GHRM policies and practices.
- Establishing standards for waste disposal, usage of environment-friendly gadgets, recycling & reusing of products.
- Regular audits for measuring the actual standard with the desired & finding any deviation will help in taking further steps to achieve the desired goals.
- Public recognitions should be given to employees for their effort in maintaining environments sustainability which further enhances their morale & dedication.
- raining should be given to employees pertaining to environmental issues & its solution.
- Water saving mechanisms should be promoted in the organization.
- Rewards in both monetary & non-monetary should be given to employees for contributing to sustainable development.
- More involvement of employees in implementing Green HR practices in the organization.
- Employees should be given flexibility in modifying or creating new processes which are eco-friendly within the organizations framework and policy.

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