

GREEN HRM: AWARENESS AND EFFECT ON MILLENNIALS PERFORMANCE

Nanditha M¹, Kalsang Lhamo², Dinesh Kumar R³
Student, Student, Assistant Professor
Department Of Commerce
CHRIST (Deemed to be University), Bengaluru, India.

Abstract: Green human resource management refers to sustainable practices carried out inside an organization involving its employees to attain efficiency in all the tasks carried out by them. It undertakes HR practices that are eco-friendly which benefits them in various strategies like cut down in cost, efficient employee management and lowers their employee turnover. This research has been done to find the awareness level of Green HRM among employees, their perceptions about it and to find the influence of green practices on their performances. This involved collection of data from 100 respondents (Millennials- born from 1979 to 1994 presently aged between 24 years to 39 years) working in organizations across Bangalore using snowball sampling. Data were collected through E-questionnaire.

Index terms- Green HRM, performance of Millennials, Job Satisfaction, Green Practices.

I. INTRODUCTION

Green practices in organizations includes policies like taking double-sided printouts, less use of paper, encouraging carpooling, switching off lights and other power consuming resources like ACs after 6 pm, using energy efficient electronic equipment, encouraging online application for jobs and conducting interviews through video-conferencing, etc. (Parida Ruchismita, March 2015). Owing to the wastage of resources that are happening around the world, adaptation of green practices has become necessary. Green practices in organizations have been a topic of concern in the present corporate scenario. Green human resource management (Green HRM) refers to sustainable practices carried out inside an organization involving its employees to attain efficiency in all the tasks carried out by them. It undertakes HR practices that are eco-friendly which benefits them in various strategies like cut down in cost, efficient employee management and lowers their employee turnover. To attract employees who have the potential and skill for the right job, transforming into a green employer may enhance the employer branding.

Millennials (born between 1979 and 1994) (Sutton, June 2002) is the major workforce in today's world. In the growing need for sustainability, they are the decision makers to bring in innovative ideas to create energy-efficient office space. The idea of being efficient in every aspect right from coming to the workplace till leaving back is what will attract millennials more to join the workforce.

Every company in the IT sector has the policy of Corporate Social Responsibility (CSR) which makes the employees concerned in contributing towards the wellness of the society. Encouraging Green HRM along with CSR will not only make the company socially responsible but also environmentally responsible. If environmental factors are considered in the process of staff appraisal and other measures like online training and development, there will be a correlation between both sustainable development and human values. Since millennials are said to work in organizations to drive changes within (Epstein, June 2010) they will be more driven towards working efficiently without compromising on the resources of the environment. This will boost their performance and job satisfaction of working without wasting any resources.

II. REVIEW OF LITERATURE

Green HRM

Green HRM plays a significant role in creating efficiency among both the organization and the employees. There is a growing need to implement these practices in all the organizations.

There are few more organizations which are unable to use these practices in their day to day key areas. (Deshwal, 2015)

Strategic HRM

The researches on strategic HRM reveals the effectiveness in human resource management practices; it should be followed as a whole and be at par with the goals and strategies of a business. The basic way by which organizations can have an impact and enhance the skills of individuals is that the strategic HRM must be coherent to the goals of the organization. (Sudin, 2011)

Green HRM Practices

Green HR majorly focuses on increasing the competency levels inside techniques, reducing and terminating environmental desecrate, restoring HR practices, equipment and related approaches consequential to enhance better performance and decrease prices. The effects blanketed: digital submitting, digital interviews and teleconferencing, journey sharing, recycling, activity sharing, online education, telecommuting and increasing the energy green workplace areas. Societies are turning more environmentally responsible; organizations are beginning to consist of green proposals into their ordinary paintings environment.

There seems to be a promising future for green HRM policies that are being practiced by the stakeholders at various levels of HRM. To enhance the environmental performance of the organization, the employers can encourage the employees to initiate waste management, recycling, creating green products, etc. The employees, in turn, can help the employers in embracing Green Human Resource Management policies which will safeguard and improve the health of the workers. (Mandip, 2012)

Various environmental aspects can be specified with the help of typical job descriptions. These job descriptions involve environmental reporting roles, safety and health tasks, which harmful substances the staff is exposed to (and their extent), and matching environmental competencies needed to personal attributes, i.e., hiring or training the competent specialists. Induction is essential for the recruits to ensure they understand the environmental culture of the corporate and approach it seriously (Wehrmeyer, 1996).

Millennials: Generational Differences

The significance of new ways of research focusing generational differences is to facilitate both the research community and practitioners to understand the true differences and similarities between the generations and not depend on stereotypes or urban myths. Behavior seems to be majorly affected due to environmental factors such as the economy, life stage, maturation, or other factors that leads to change in generational attitudes. (Jennifer J. Deal, June 2010) The followership and leadership style of Millennial has been different from the rest of the generations. Managers and organizations can structure workplaces in such a manner to maximize performance by understanding the followership and leadership styles of millennials in their workplace. (Chou, 2012) Findings suggest that there is a difference in work values of the generations. i.e., there is a significant change in the work values as the employee grow old. (Sutton, June 2002)

When work attitude is taken into consideration, then there is less difference found between different generations. Wherever there is any difference, the millennials are observed to have more positive feeling towards their work than the elder generation which makes it a constant curvilinear trend. If there is a proper structure made with regards to period, generational effects and age, there can be more convergence on the literature about generational differences at workplace. (Brenda J. Kowske, June 2010)

Millennials question about sustainability issues as to “why” and not on “how” (Gaudelli, 2009). The reputation of an employer regarding corporate social behavior might bring in a difference in situations where job applicants of higher quality need to be hired when the other things remain same. (B.Turban, 2000)

Performance of millennials

Millennials seem to be slightly impacted by the effects of information technologies and communication, economics, globalization, and socialization. They often are found to have different perspectives and views towards cultural diversity, world market, tasks and performances, relationship between the supervisor-subordinate and measures that can be adapted to increase the performance of organization and productivity. Most of these characteristics and behaviors of millennials can be seen by the organizations as opportunities than obstacles. (Sadaghiani, June 2010)

The millennials considered that for their job choice, attributes related to work and people are important. Millennials focus more on the social aspect rather than just working in the organization. (Lynne C. Lancaster, 2002)

Career growth and expectations of millennials

For millennials, there is always a high expectation concerning their careers. Firstly, they are focused on career advancement that will lead to possibilities of quick promotions and pay hikes. They have huge expectations on their first jobs immediately after graduation. (Eddy S. W. Ng, June 2010)

Recession is in cohesion with decreased level of optimism. When there is recession, the expectation of millennials is mostly low with regards to social atmosphere and the way they balanced their life and work. However, when it comes to career development, job content, financial reward and training the expectations always remain high. The expectation of millennials is majorly affected by careerism, optimism and individual variables. (Vos, June 2010)

III. OBJECTIVES

- I. To find the level of awareness among employees on Green HR practices provided by the organization.
- II. To know the perception of employees regarding implementation of Green HR practices in the organization.
- III. To find the effect of Green HRM practices on the performance of Millennials

IV. RESEARCH METHODOLOGY

This research has been done by collecting primary data from 100 respondents (Millennials- born from 1979 to 1994 Presently aged between 24 years to 39 years) working in organizations across Bangalore using snowball sampling. Data was collected through E-questionnaire.

V. DATA ANALYSIS AND INTERPRETATION

Data was collected through e-questionnaire. A total of 100 respondents participated from various organizations. This non-probability, snowball sampling was done to reduce bias among employees working in a same organization favoring their organizations.

V.1. Awareness among employees about green human resource management

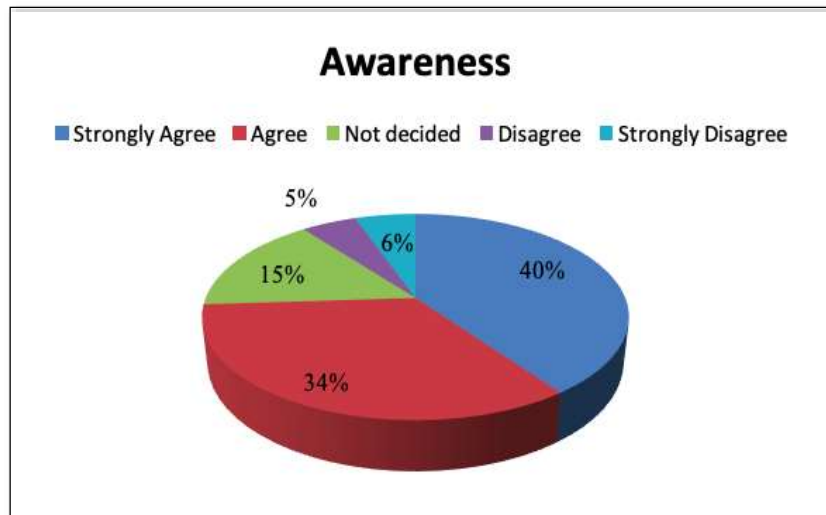


Chart 1- Awareness

It can be inferred that about 74% of the employees are aware of this concept. Few have no idea about it, and very few have said that they are not aware of it. This makes it clear that most of the employees know about Green HRM.

V.2. Applicability of Green HRM Practices in organizations

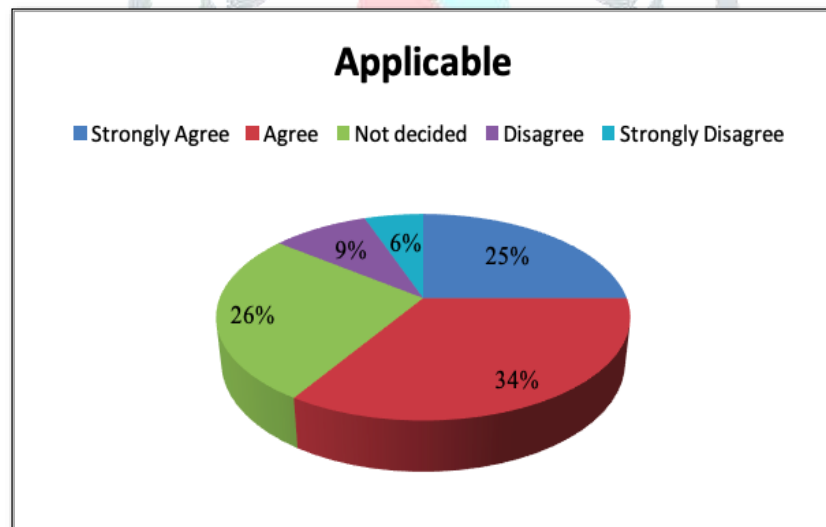


Chart 2- Applicability

Only 59% of the employees think that it is an applicable concept and can be applicable in Indian organizations. Majority of the remaining population has a perception that it's not applicable. Employees might have a convention which they keep following, and they resist sudden changes. Due to such change resistance, it might be perceived that green human resource practices cannot be applicable for our society.

V.3. Implementation of Green HRM Practices in organizations

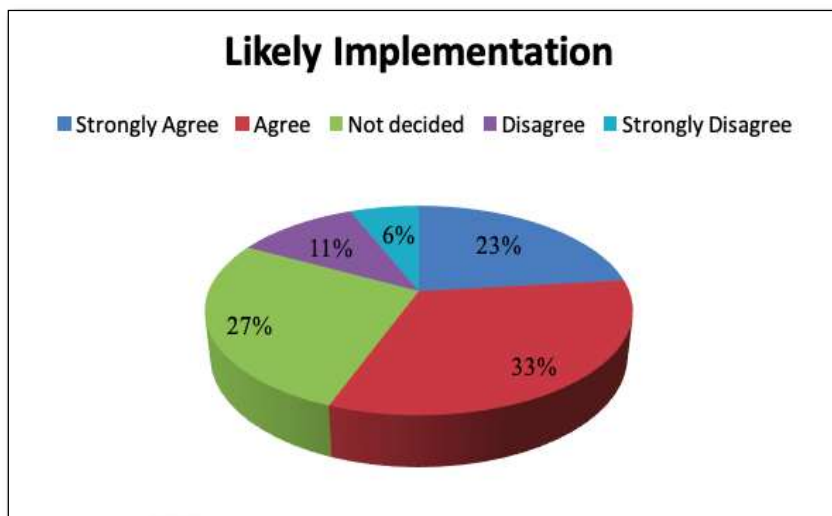


Chart 3- Implementation

Only 56% of the employees out of the whole sample think that it can be implemented in organizations practically, it can reduce unemployment and increase productivity. Majority of the rest of the population feels that it cannot be smoothly implemented in all the organizations and has a lot of limitations.

V.4. Training provided to increase knowledge and skill regarding green management



Chart 4- Training

Regarding the setting of green goals and providing training for employees to promote green value and to develop their knowledge and skills required for green management, there is a mixed response from the sample population. Since they are from different organizations, their experiences and the practices of their organizations vary. Hence, there is an equal measure of people both agreeing for training being provided and not provided.

V.5. Influence of reward, compensation, and promotion on performance of employees

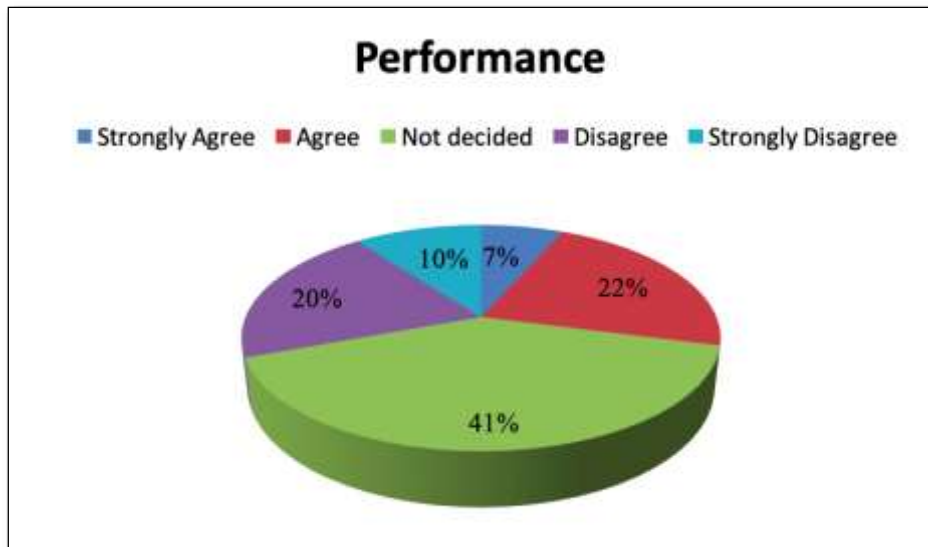


Chart 5- Performance

There is a mixed response. Most of the employees have no idea how the green human resource management practices influence their performance. A good number of them feel that there has not been any compensation, reward or promotion provided individually for adopting green human resource management practices in their organizations.

V.6. Benefits of Green HRM Practices

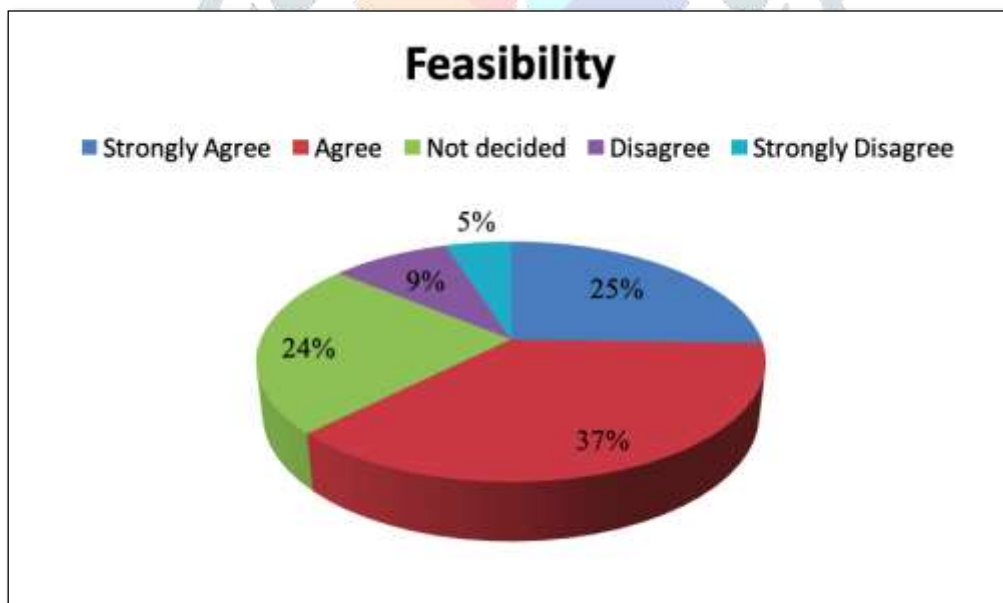


Chart 6- Feasibility

Almost 62% of them agree that green human resource management practice is quick and easy to follow and is helpful to the society too. So, this concept is feasible. A lot of resources can be used sustainably and re-used in the future. It saves time, cost and energy consumption at a large scale.

V.7. Efficiency of Green HRM Practices

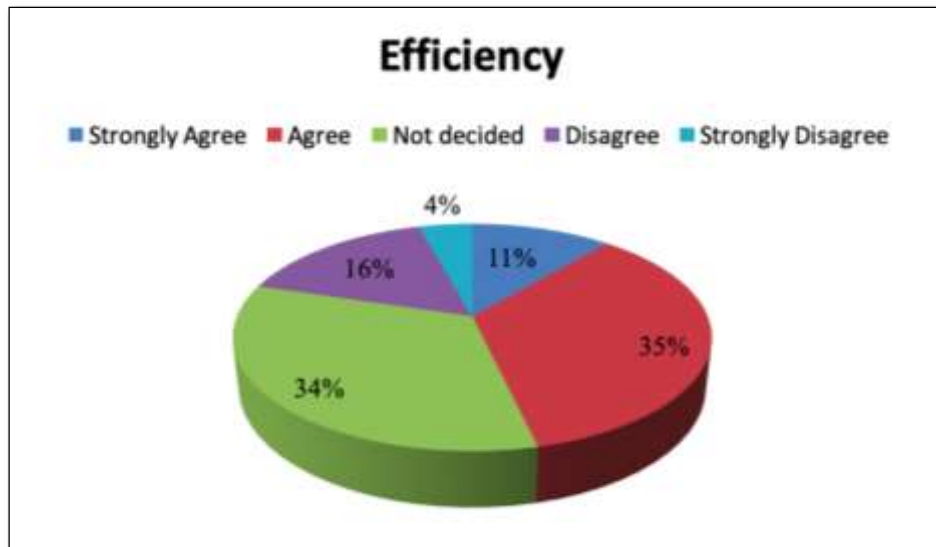


Chart 7- Efficiency

Most of them think that it contributes to their work efficiency, their opinions are considered, and their company has a potential to grow by following green human resource management practices. While a lot of them have not decided.

V.8. Scope for improvement in the Green HRM Practices

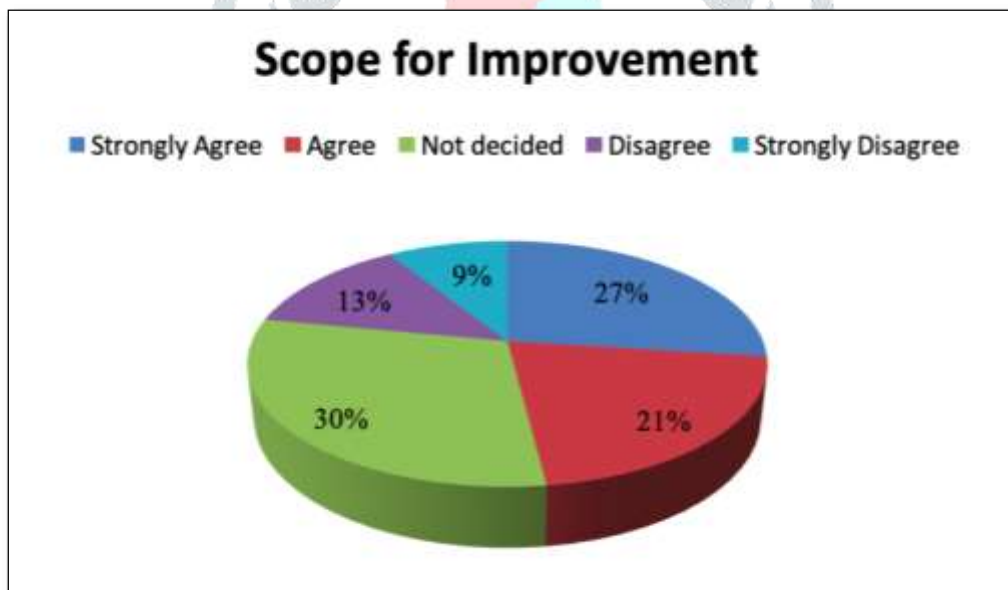


Chart 8- Scope for improvement

Almost half of the sample population feels that there is scope for improvement in the Green HRM practices adapted in their organizations and the prevailing practices are not sufficient for creating a sustainable office space. Very few have agreed that there is no scope for improvement in their respective organizations which shows a good sign that at least few organizations have strong green human resource management practices being followed.

Concerning the objectives, the data shows that-

1. There is good awareness level among employees regarding green human resource management practices in organizations.
2. Their perception is that it is not practically possible to adopt all such policies and bring in change all of a sudden.
3. Performance of employees has not been influenced by monetary terms like rewards, compensations or promotions. But it makes the employees' work quick and easy which increases their speed and saves time, cost and energy. In that way, their performance has an impact due to following and non-following of green human resource management practices.

VI. FINDINGS

- Supporting the previous studies, there is no proper training given in organizations to improve the quality of green human resource management practices even though employees are aware of it. (Dr.A.P.Sarode, April 2016)
- Employees are not motivated by providing rewards and compensations for their contribution in effective implementation of green human resource management practices.
- Employees feel that it is not applicable in the Indian context and cannot be effectively implemented even though they feel it contributes to their work efficiency.
- Green HRM practices are helpful not only to the particular organization but to the society too. It helps increase sustainability and encourages environment-friendly activities as well.
- Green HRM practices that existing are not sufficient, and there is a scope for improvement and innovation in its implementation in the organizations.

VII. CONCLUSION

The study has attempted to know the awareness level among employees about the various Green HRM practices. It also focused on finding the level of perception among the employees about various green practices and the effect of it on their performances. The findings from the study indicate that Green HRM policies are very much helpful for the employees but proper training and rewards and compensation are not enforced. There is lack of uniformity among the organizations in implementing such policies and providing training related to it. There is always a scope for improvement in all the companies when it comes to implementing Green HRM policies.

Promoting Green HRM policies through more workshops, training programs and rewards might bring in some effectiveness in the implementation of the same. Awarding "Green Employee of the month" by identifying the employee who shows improvement in performance by adapting such policies will be encouraging and might lead to more employees effectively taking part in driving the organization towards a sustainable future.

VIII. LIMITATIONS

Perspective of employees was studied but of the HR managers was not feasible during this study. That would have provided some more insights regarding this subject matter of research.

REFERENCES

- B.Turban, D. W. (2000). Corporate Social Performance As A Competitive Advantage In Attracting A Quality Workforce. *Business and Society*, 254-280.
- Brenda J. Kowske, R. R. (June 2010). Millennials' (Lack of) Attitude Problem: An Empirical Examination of Generational Effects on Work Attitudes. *Journal of business and psychology*, 265-279.

- Chou, S. Y. (2012). Millennials in the Workplace: A Conceptual Analysis of Millennials' Leadership and Followership Styles. *International Journal of Human Resource Studies*, 71-83.
- Deshwal, D. (2015). Green HRM: An organizational strategy of greening people . *International journal of applied research*, 176-181.
- Dr. Douglas Renwick, P. T. (April 2008). Green HRM: A review, process model, and research agenda. *Discussion Paper No 2008.01, University of Sheffield Management School* , 1-46.
- Dr.A.P.Sarode. (April 2016). A study of green HRM and its evaluation with existing HR practices in Industries within Pune Region. *International Journal of research in engineering, IT and social sciences*, 49-67.
- Eddy S. W. Ng, L. S. (June 2010). New Generation, Great Expectations: A Field Study of the Millennial Generation . *Journal of business and psychology*, 281-292.
- Epstein, A. H. (June 2010). Millennials and the World of Work: An Organization and Management Perspective . *Journal of business and psychology*, 211-223.
- Gaudelli, W. (2009). Heuristics of global citizenship discourses towards curriculum enhancement. *Journal of Curriculum Theorizing*, 68-85.
- Jennifer J. Deal, D. G. (June 2010). What We Know and What We Need to Do (If Anything). *Journal of business and psychology*, 191-199.
- Lester, B. (October 05, 2007). Greening the meeting. *Science, New Series, Vol. 318, No. 5847* , 36-38.
- Levenson, A. R. (June 2010). Millennials and the World of Work: An Economist's Perspective . *Journal of business and psychology*, 257-264.
- Lynne C. Lancaster, D. S. (2002). *When Generations Collide: Who They Are. Why They Clash. How to Solve the Generational Puzzle at Work*. HarperCollins.
- Mandip, G. (2012). Green HRM: People Management Commitment to Environmental Sustainability . *Research Journal of Recent Sciences* , 244-252.
- Parida Ruchismita, R. S. (March 2015). Green HR: Analysis of sustainable practices incorporated by IT firms in India. *SIMS Journal of Management Research*, 12-17.
- Sadaghiani, K. K. (June 2010). Millennials in the Workplace: A Communication Perspective on Millennials' Organizational Relationships and Performance. *Journal of business and psychology*, 225-238.
- Schulenberg, J. S. (June 2010). Millennials and the World of Work: Experiences in Paid Work During Adolescence. *Journal of business and psychology*, 247-255.
- Sudin, S. (2011). Strategic Green HRM: A proposed model that supports Corporate Environmental Citizenship . *International Conference on Sociality and Economics Development*, 79-83.
- Sutton, K. W. (June 2002). Generational Differences: Revisiting Generational Work Values for the New Millennium. *Journal of Organizational Behavior*, 363-382.
- Vos, S. D. (June 2010). Millennials' Career Perspective and Psychological Contract Expectations: Does the Recession Lead to Lowered Expectations? . *Journal of business and psychology*, 293-302.
- Wehrmeyer, W. (1996).