AWARENESS OF GREEN HRM PRACTICES AND THEIR BENEFITS AMONG EMPLOYEES OF IT COMPANIES IN AMBATTUR IT PARK

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Abstract:

Green HRM practices are widely accepted and adopted in number of organizations in the present scenario. This is due to growing concern for environment due to global warming and climatic change. Some companies include these practices as a part of their CSR agenda. In this regard, HR department act as the live wire in designing and inculcating such practices among employees. The study examines the GHRM practices adopted in Medium scale IT companies in Ambattur tech park. The study was conducted among 75 employees and 50 responses were used for the study. The results shows that there is an increasing awareness among employees on such practices and the GHRM practices influence the benefits to a greater extent. The study serves as a pilot study which can be undertaken in broader context in future.

Key words: Green Practices, Environment sustainability, E practices, Loyalty

Introduction

Human Resource is the live wire of an organisation. The present volatile business environment presents numerous challenges to HR professionals and to organisation as well. The attrition rate has become uncontrollable beyond certain level and workforce attrition poses threat to organisations. High labour turnover increases the training and recruitment cost, hence the HR professionals and organisation are forced to innovate and implement new strategies that will help to achieve cost cutting.

Green HRM is an emerging trend in Indian organisations that provides much scope for further research. The current paper reviews the concept and background of Green HRM through literature survey method. Though Green HRM is a much needed and adopted technique in abroad, still it is in its budding stage in India. Only a few companies have adopted this in full fledge. But Entire HR activities can not be brought under the purview of Green HRM.

Green HRM

Jabbour, et al. (2010) define GHRM as adopting 'Go Green' concepts in the HR functions starting from Job description to reward system. It provides competitive advantage to a firm.

Green Human Resource Management (GHRM) means inclusion and incorporation of environmental aspects and objectives into organisational objectives to achieve effective Environment management system. (Haden et al., 2009). It refers to the adoption of HR policies to attain sustainable and optimal use of organisational resources. A specially and consciously designed orientation programme on Green HRM can bring positive result in employee attitude towards Green HRM practices. (Deshwal, 2015)

Opatha and Arulraja (2014) found that Green HRM is the environmentally beneficial use of policies, procedures and systems to produce positive impact on. Individual, business, society and environment. Further they stated that the concept of Green HR consists of four requirements namely Green Competencies [Developing knowledge & skills on HR], Green Attitude [Cognitive aspect, Affective Aspect, Behavioural Aspect], Green Behaviour and Green Innovations.

Reduction is utility cost, concessions is tax, enhanced public image, sustainable use of resources, compliance with legal aspects of Environment, enhanced image among employees were some of the benefits of Green HRM. (Pawar, 2016)

GHRM is designing and implementing innovative HR methods, policies and technologies that would reduce the carbon footprint. It undertakes eco-friendly HR activities which in turn would result in cost reduction and can also depict the organisation's socially responsible attitude. It is the activity that aligns eco- friendly objectives with HR function such as recruitment, selection, training and compensation.

Literature Review

Green HRM element consists of environment friendly HR practices and preservation of knowledge capital. **Renwick et al. (2008)** found that carefully designed policies in recruitment, Performance management and appraisal, training and development, employer relations and pay policy can act as strong initiatives of adoption of GHRM practices.

Implementing green (eco-friendly) policies in the functional dimensions of Job description and analysis, recruitment and selection, training, performance appraisal-based rewards in termed on GHRM. **(Jabbour, et al., 2010)**

Nowadays organisations are keen in creating positions for environment management issues. **Mankotia, Shambhu and Tiwari (2011)** studied the Green Governance is IT companies. The study aimed at assessing the involvement of IT companies implementing green practices. The findings revealed that awareness among employees on GHRM is growing rapidly. Companies adopt GHRM practices as they receive a larger clientele base.

Snape, et al. (1994) opined that a performance relate pay could motivate the employees to adopt Green the practices. Can pooling and or vehicle sharing facilities can be introduced to employees **(Wehrmeyer, 1996)**

Increasing rate of carbon emission and greenhouse effect alarms the human lives on the earth. Urbanisation has resulted in deforestation and eradication of waterbodies. The Environmental imbalance poses threat to life on earth and global level attention is directed towards this. Having realised the fact, environment standards have become part of organisation standards. GHRM aim at eliminating/reducing negative impact on environment.

Parida R et al (2015) studied the awareness and attitude of IT employees towards the Environment Management System activities of their organisation. It was found through the study that Green HR policies contribute towards the profit of the companies. At the same time, it was felt that the cost of implementation and maintenance of Environment Management System is the major barrier in adoption of Green HR activities. Legal regulations, sense of responsibility towards environment, convenience, cost reduction were the major drivers towards Green HR activities.

Improvement in productivity, attraction of better employees, positive public image, enhanced sustainable use of resources, rebates and tax concessions are the perceived benefits of Green HR. E-recruitment, virtual interview, e-payroll systems, e-filing, online training are some of the Green HR activities. (Bangwal & Tiwari, 2015). Inclusion of environmental awareness training as a part of employee training programme is suggested by many researchers. **(Cook & Seith, 1992; Renwick, et al., 2008; North, 1997; Jackson, et al., 2011)**

Aggarwal & Sharma (2015) Employee resistance, high cost, time duration to develop concluded that Green culture, Difficulty in measuring the performance hinder the adoption of GHRM practices in organizations.

Linking rewards with Green HR activities such as recognition awards, monetary and non-monetary environment rebled rewards, linking career growth in with green initiatives can prove to be highly motivating the employees and make them to realise the need for sustainable environment practices. **(Crosbie & Knight 1995; Renwick, et al. 2008)**. Green recruitment is recruiting employees possessing knowledge on eco-friendly activities and systems and can contribute to the organisation in this regard. (**Wehrmeyer, 1996**)

According to **Zoogah (2011)**, Green training is training the employees with the objective of importing skills on waste reduction, optimal utilisation of resources, reducing environment degradation and developing environmental problem- solving skills. Green performance management should involve appraisal on Environmental concerns of employees as a part of them evaluation. **Opatha (2013)** stated that Green recruitment is recruiting workforce possessing knowledge and skills about environment as a whole and role of EMS in the organisation. **Swathy and Silky Madan (2016)** attempted to examine the need for GHRM, its prerequisites and Barriers through a literature survey. The study concluded that Future scope, inspired employees, Better workforce, improved employee retention were the reasons for adopting GHRM and knowledge on greening, Innovation on greening, positive attitude towards GHRM, Innovations are the predicted prerequisites. Further the study found that the conversion cost, lack of support of employees and management, fear of loss of data, lack of metrics to measure the impact were the barriers in effective implementation of GHRM.

Need for the study

Today, Go green policies are widely adopted throughout the world to reduce environmental impacts. Every industry is keen on developing eco-focussed policies and systems to establish their social consciousness. Initiatives are taken at national and international level to delineate carbon trace. Growing population and multiplicity of industries and advanced technologies dump their effect on environment. Green policies would help the organisation to express their consciousness towards society and also benefits the organisation in terms of easy work systems and cost reduction due to paperless governance. But at the same time, it is a herculean task to convince the existing employees and prospective employees about the change in work system. Employees will accept the practices only if they are convinced of its benefits to them. Hence it is a tough task for HR department to act as the driver of go green policies and inspire the employees towards the adoption of Green HRM. Thus, this study aims to assess and examine the level of awareness on Green HR practices and the benefits of Green HRM.

Objectives of the study

- To identify the GHRM practices in IT companies.
- To examine the perception of employees towards benefits.
- To Trace the influential GHRM practices

Research Methodology

The study adopted descriptive and analytical designs. The data were collected through a questionnaire consisting of variables of GHRM practices adopted in IT companies and its benefits. The instrument was distributed to 75 employees of Medium Scale IT companies in Ambattur IT park, Chennai. Of these 64 instruments were collected and 50 responses were found usable. Percentages, Ranking by Scoring technique and Regression were used to analyse the data and draw conclusion.

Table showing Awareness level among employees on GHRM practices

Demographic variables		Yes (%)	No	Total
GENDER	Male	20 (71.42)	8 (28.58)	28
	Female	18 (81.8)	4 (18.2)	22
INCOME	Less than 3 Lakh	4 (57.14)	3 (42.86)	7
	3.1 Lakh to 5 Lakh	11(84.6)	2 (15.38)	13
	5.1 lakh to 7 Lakh	13 (72.22)	5 (27.78)	18
	More than 7 lakh	10 (83.33)	2 (16.67)	12
EXPERIENCE	Less than 3 years	6 (54.54)	5 (45.46)	11
	3 – 5 years	8 (66.67)	4 (33.33)	12
	5-7 years	14 (93.33)	1 (6.67)	15
	More than 7 years	10 (83.33	2 (16.67)	12

Awareness level is found to be more among Female employees with 81.8% awareness level. The awareness level is higher with the group of employees earning higher income. Similarly it is also found that the awareness on GHRM practices is high among the employees with experience of 5 to 7 years.

Table Showing Mean rank of GHRM practices

Variable	Total Score	Mean Score	S.D.	Mean Rank
E recruiting	181	3.62	0.92	1
Virtual interview	174	3.48	0.93	2
E training	167	3.34	0.98	7
Online knowledge sharing	168	3.36	1.08	5
Transport sharing	158	3.16	1.25	10
Training on green activities	168	3.36	1.05	5
E payslip	165	3.30	1.11	8
Green work environment	170	3.40	0.93	4
Rewards related	159	3.18	1.10	9
Paperless governance	171	3.42	0.97	3

Responses on the green HR practices followed by IT companies are analysed and te above table depicts the results of such analysis. E recruiting practice ranks first with mean value 3.62 followed by Virtual interviews rank second (3.48). Paperless governance is widely adopted by many companies and is gaining momentum in recent days. Green Environment (3.40) and Online knowledge sharing (3.36) have gained the attention of employees and organizations. Transport sharing and E pay slip are least recognised by employees as an initiative towards eco friendly practices.

Table Showing Mean rank of Benefits of GHRM practices

Variable	Total Score	Mean Score	S.D.	Mean Rank
Reduces cost	201	4.02	0.87	2
Reduces wastage	173	3.46	1.11	7
Saves time	202	4.04	1.03	1
Increases responsibility	190	3.80	1.03	4
Promotes environment sustainability	194	3.88	0.98	3
Makes me proud	183	3.66	1.15	5
Increases my loyalty for organisation	176	3.52	0.95	6

To trace the benefits of GHRM, the Scoring technique was employed and the results are tabulated in the above table. Of the Benefits of GHRM, "Saves Time" ranks first with a mean value of 4.04 and is followed by "Reduces cost" (4.02) and " Promotes Environment sustainability" (3.88). "Increases loyalty" and "Makes me proud" rank least with mean values of 3.52 and 3.66 respectively. The above analysis clearly shows that the employees are aware of the benefits of GHRM but it does not create a big impact on morale which requires attention from HR executives.

Influence of GHRM practices on its outcome

The following linear regression model was postulated with ten influential factors such as E Recruiting, Virtual interviews, E Training, Knowledge sharing, Transport sharing, Training on green activities, E Pay slips, Green work environment, Performance related rewards, and Paperless work practices treated as independent variables. The model runs as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \ldots\ldots\ldots \beta_{10} X_{10} + \mu$$

Where,

Y	=	Benefits score of GHRM
β_0	=	Intercept
β_i's	=	Regression coefficients
μ	=	Random disturbance term; $(\mu_i \sim 0, \sigma_i^2)$

Table showing Influence of GHRM practices on its outcome

Independent Variables	Coefficient	t-value
E Recruiting	0.254**	4.089
Virtual interviews	0.450**	4.491
E Training	0.126**	3.383
Knowledge sharing	- 0.135*	- 2.522
Transport sharing	- 0.035	-0.970
Training on green activities	- 0.059	- 1.407
E Pay slips	0.037	0.347
Green work environment	0.014	0.339
Performance related rewards	- 0.056	- 0.865
Paperless work practices	0.449**	4.391
Constant	13.114**	19.690
Dependent Variable	**Benefits score of GHRM**	
R^2	0.976	
Adjusted R^2	0.969	
F	156.486**	
N	50	
*	Significant at five per cent level $(0.05 < p < 0.01)$	
**	Significant at one per cent level $(p < 0.01)$	

The results of multiple linear regression analysis to examine the influence of GHRM practices on its outcome are given in Table.   The   co-efficient   of   multiple   determination (Adjusted R^2) was found to be 0.969, which indicates that 96.90 per cent of variations in the dependent variable explained by the independent variables. The F value was 156.486 which is also found to be significant at 1 per cent level. From the results, it could be observed that among the ten factors presumed to influence the GHRM outcome, only five factors viz., E-recruiting, virtual

interviews, E-training, paperless work practices and knowledge sharing were found to be significantly associated with the GHRM outcome. Out of the five significant variables, E-recruiting, virtual interviews, E-training and paperless work practices were positively associated with GHRM outcome and are significant at one per cent level. Further, knowledge sharing was negatively associated with the GHRM outcome and was significant at five per cent level.

Implications of the Study

Human resource Department plays an inevitable role in designing and implementation of green HR policies and practices. It is high time for HR department to design such policies and practices as concern for environment is growing in recent time. The findings of the study reveal that the employees are aware of green HR practices and understand its benefits but it does not influences their morale significantly. The practices would be imbibed if the employees feel attached to them personally rather than adopting for Organization's compulsion. Involvement of senior management, to engage employees to capture and communicate better practices is necessary to adopt these practices in a full swing.

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