

An Analysis of Employee Awareness on Green Human Resource Management Practices: A Special reference to Chennai city

S.Lakshmi Kothiswari, M.com,M.Phil

Ph.D research scholar,

Allagappa University, Karaikudi.

Dr.K.Uthayasuriyan

Professor & Head,

Department of International Business,
Alagappa University, Karaikudi.

Abstract

The purpose of this study is to examine the extent of awareness of Green Human resource Management among different levels of HR Managers from various organizations in Chennai. Design/methodology/approach – A combination of quantitative and qualitative research methods are employed to gather information. Specifically, data are collected from 221 managers in selected firms. Descriptive data analysis is presented with respect to the awareness level and causal research approach executed to find out the significant factors which increase the employees' awareness on green HRM. Findings – This study provides significant current information on Green HRM though the practice of Green HRM in Chennai is insignificant. The findings reveal that Green HRM knowledge depends on various factors. Practical implications – The study identified the awareness level on Green HRM among the Managers from different sectors in Chennai. Organizations should employ requisite Green HRM practices to achieve excellent organizational performance. Furthermore, the government may create policies to promote the above practices, since, in the long term, achieving organizational excellence will reflect positively on the economy. All these may be facilitated through proactive organizational and national human resource development initiatives.

Keywords: Green Human resource management, Awareness, Sustainable Environment, Strategic Human Resource Management

1. INTRODUCTION

Now a days green human resource management Being green is not about that people are conscious and aware about the environment; it is a challenge for them to protect the environment and save the planet earth from future disasters. In today's business world, realize that they have to develop a powerful conscience and green sense of responsibility in order to meet the needs and wants of people. Now a day's business world is about efficiency, power consumption and applying green policies and practices for making smart business decision making. Now a day Green Human Resource Management will play an important role in every industry to resolve environmental related issues by adopting green HR policies, practices and 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 it will inspire and encourage them to use eco-friendly products[1].

GHRM is responsible in 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 firms' human capital [2]. It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business. Green HRM involves two essential elements: environment friendly HRM practices and preservation of knowledge capital Green HRM also involves reducing carbon footprint via less printing of paper, video conferencing and interviews, etc. [3]

An employee who is nature lover, eco-activist, non-polluter, preservationist and conservationist of resources of the organization. To identify green employee in organization, the following questions should be asked:

- Does he switch off his computer when he finishes work?
- Does he use a mug rather than disposable cups?
- Does he print out his emails on both sides of the paper?
- Does he use public transport or walk/cycle to work?
- Does he recycle any garbage/rubbish he creates at work?
- If he is the last to leave, does he make sure all
- Unnecessary lights and equipment are switched off?[4]

Objectives of the study

The objective is to analyze the awareness level of the employees about the Green HRM practices.

- 1) To assess the awareness of Top level HR manager about Green HR practices.
- 2) To assess the awareness of Mid-level HR manager about Green HR practices.
- 3) To assess the awareness of Junior HR employees about Green HR practices.
- 4) To identify the factors that increase awareness on Green HRM of employees.

Hypotheses

- H1: Top -level HR managers are not aware of Green HR practices.
H2: Mid- level HR managers are not aware of Green HR practices.
H3: Junior HR employees are not aware of Green HR practices.

2. LITERATURE REVIEW

The below reviews show an enormous usability of HRM functions in organizational green operations and greening employees. The major barrier in front of HR professionals is to realize the capacity and profundity of green HRM in converting their organizations as green unit.

Milliman and Clair (1996) were among the first to propose an exploration of the great role of HRM in environmental management. They built a model of Environmental HRM practices involving four main steps. First, a firm requires an environmental vision as a guideline for shaping its strategy. Second, employees must be trained to understand the firm's philosophy of environmental vision through its goals and strategy. Third, employee environmental performance needs to be evaluated using an appropriate appraisal system in line with these goals. Fourth, recognizing pro-environmental activities carried out in the workplace [5].

Renwick et al. (2013) also summarized three core components of the HR aspects of environmental management (EM). The first core component is related to the development of green abilities and implies practices such as selecting, recruiting, training and developing environmental knowledge, and encouraging EM leadership. The second core component is related to the motivation of green employees and implies appraisal and rewards. The third core component is related to the stimulation of employee involvement and implies valorizing tacit knowledge, empowering employees, and creating a green organizational culture [6].

Saraswa (2015) found that employees are not aware of the term Green HRM but they are aware about the environmental friendly vehicles like electricity & hybrid vehicles. The employees are also aware about that their organization is using such practices for sustainability.

Yusoff, Othman & et al (2015) has done an exploratory study in order to attempt a conceptual understanding of the concept of Green Human Resource Management (HRM) in multinational companies in Malaysia. The study found that most of the companies are focusing on Green HRM with special attention on five concepts namely: Corporate Social Responsibility (CSR), Electronic HRM (E-HRM), Work-life Balance (WLB), Green Policies and Extra Care Program[7].

Sakhawalkar, & Thadani (2015) has done descriptive research on all IT companies in Pune where non-probability –convenient sampling was used & structured questionnaire was filled by employees of IT companies in Pune City. The study reveals the awareness among employees in IT companies & implementation of various green hr practices. The study found that companies are going towards the environmental friendly initiatives that reduce an employee's carbon footprint. The results included: electronic data filing, Vehicle sharing, video conferencing and virtual interviews, recycling, telecommuting, online training, Work at home and developing more energy efficient office spaces. The study also found that respondents are aware about the electric & hybrid vehicles; however people, who are not aware about - Green HRM“, are aware of the practices and know that their organization is following such practices [8].

Pillai and Sivathanu (2014) focused on the various Green HR Practices followed by the organizations globally. The study also highlighted the challenges and benefits of green HRM. The survey was done through interview session with HR managers in order to understand the implementation of green HR practices at the workplace[9].

Marjan, Saeed, Zahra and Shahbazmoradic (2014) have done their study to identify the barriers of green human resource management in Iran's oil industry. In the study, 12 experts & HR Managers from Oil industry were interviewed; it was found that there is lack of comprehensive plan to implement green HRM & ambiguous Green values were considered as barrier to Green HRM. Addition to this, study also reveals that staff resistance had the lowest importance[10].

Kim (2005) investigated how employees of the hotel industry perceived green practices. The Data was collected from 220 employees working in eight green certified hotels in Orlando where results found that performance levels of green practices implemented by hotels were lower than the importance levels of those same green practices as perceived by hotel employees. The study also reveals that there is positive correlation between organizational commitment and green practices[11].

M W Shaikh (Shaikh, 2014) pointed out the importance of Green HRM based on the Save Earth Planet movement. He explains that Green HRM can help the employer and industrialists in image branding and strictly implementing the Green Audit ISO 14000[12].

Parida et. al., (2015) conducted a study to examine the various Green HRM practices and policies adopted by IT firms and to check employee awareness regarding these sustainable practices in their organizations. The findings revealed that these companies are adopting various methods towards sustainable development like double-sided printouts, less use of paper, encouraging carpooling, switching off lights and other power consuming resources like A.C after 6 pm, encouraging online application for jobs and conducting interviews through video conferencing etc. The findings further revealed that majority of the employees are aware of the practices followed and they follow such practices because of the sense of responsibility towards the environment. The HR managers agreed that GHRM policies had contributed in increasing the profit share of the company. According to the research, the major barriers to implementation of sustainable policies were the cost of implementing programs and the cost of maintaining programs [13].

Mousumi & Nilanjan Sengupta (2015) conducted a research on junior and senior executives working in seven sectors such as IT, Banking, Airlines, Telecom, Automobile, Manufacturing, and Healthcare. The study was meant to investigate the perception of these employees about the Green HRM initiatives implemented by their respective organizations. It was found that these companies have been implementing a number of Green HRM initiatives. However, the more serious approach needs to be taken to implement them, communicate them to the employees, encourage them to adhere to such initiatives and reward them adequately[14].

Pavitra Mishra (2017) carried out a study to understand the status of GHRM practices in the Indian Manufacturing sector and to explore factors that may encourage Green behaviors. The findings suggest that the organizations have certain existing practices of GHRM, but these practices are neither formally organized under GHRM initiatives nor diligently followed. It further reveals though there are instances of organizations making efforts to increase awareness through informal means, only a few provided environmental training. In case of recruitment and selection, organizations are only practicing use of online portals and social media. In case of performance appraisal, there is no particular point about green behaviors[15].

Pooja popli (2014) carried out a study of Green HR practices in industries in Nasik. The purpose was to identify whether the organizations in Nasik are aware of the concept of Green HRM and if the organizations are aware what different initiatives and efforts they take to make their HR practices and environment green. The findings revealed that most of the organizations in Nasik are well versed about the Green HR concept that has been put forward to help them to keep the environment green but still few companies are not able to put it into practice in different functional areas of HRM[16].

3. METHODOLOGY OF THE STUDY

- **Conceptual Framework**

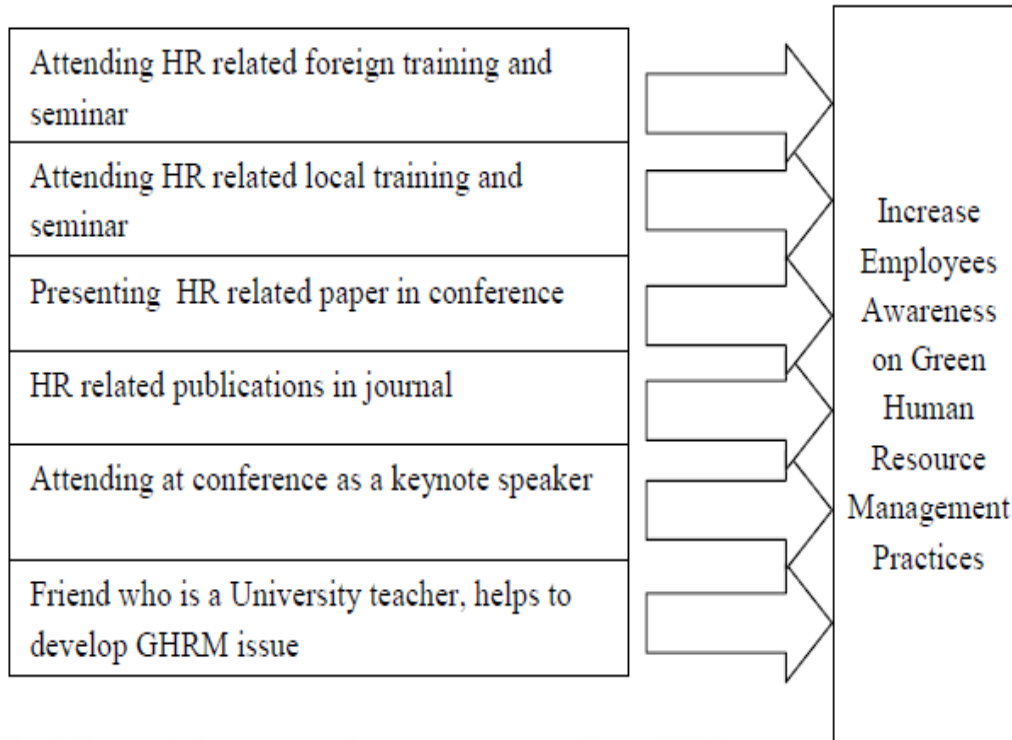


Figure 1. Factors to increase employee awareness on Green HRM

• MATERIALS AND METHODS

Employee awareness on green HRM depends on the various factors. The following framework has been developed based on the literature study and experts' opinion.

Quantitative methods are basically reported in numeric values, while qualitative methods of research are reported in rich descriptive form. The most prominent difference between qualitative and quantitative method of research is the treatment of its analysis, as quantitative formulates and determine the hypothesis, it also tries to find out relationships between hypothesis before actual research is carried out, while qualitative is more of finding and formulating the hypothesis during the process of research. With the differences highlighted above this research is on 'Employees awareness on Green Human Resource Management Practices' and for analyzing the awareness generating hypothesis and testing are important and using statistical tools are mandatory, Primarily quantitative research method is employed and qualitative method is also introduced. Descriptive statistics and logistic regression method applied in this study respectively to know the awareness about Green HRM among the managers and to identify the significant factors that influenced on employees awareness about Green HRM.

Sources of data

To conduct this research primary sources of data are used. A structured questionnaire has been developed based on the literature study and experts' opinion and survey has been conducted to various levels of HR managers in different kinds of organization. Informal interviews are also Conducted with various levels of HR managers.

Sampling design

Simple random sampling is used to survey questionnaires on 221 respondents, which includes Top level, Mid-level and Junior level HR Managers from Telecommunications, Financial institutions, Pharmaceuticals, Readymade garments, Services, NGOs, Information Technology, Manufacturing, Real States and FMCGs; as we know majority of the companies from these industries are contributing more in the national economy of India.

Technique of Data Analysis

The collected data is analyzed through SPSS version 20 software. Frequency table is prepared to analyze the number of respondents' certain answer. Cross tabulation technique is applied to joint frequency distribution of cases based on two or more categorical variables. Reliability and internal consistency of data is checked through the measurement of Cronbach Coefficient Alpha.

4. Findings and Analysis

Analysis part of this study begins with descriptive form of discussion where researcher has observed that 81% (table 1) of Managers from various industries in Chennai are aware of green HR.

Table 1. Employee awareness about green HRM

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes 1	180	81.4	81.4	81.4
	No 2	41	18.6	18.6	100.0
	Total	221	100.0	100.0	

Among them 55% (table 2) employees have mentioned that their organizations are holding a formal policy to execute Green HR practices

Table 2. Cross-tabulation

		Does your company hold any formal policies to execute the Green HR practices?		Total
		1 (Yes)	2 (No)	
Are you aware about Green HRM?	1 (Yes)	100	80	180
	2 (No)	2	39	41
Total		102	119	221

Above table represents 70% (table 3) of employees who do not have any formal Green HR policy, planned to implement it in near future because they already started to realize the importance of the implementation of Green HRM.

Table 3. Cross-tabulation

		Does your company planned to practice Green HR in near future?		Total
		1 (Yes)	2 (No)	
Does your company hold any formal policies to execute the Green HR practices?	1 (Yes)	92	10	102
	2 (No)	83	36	119
Total		175	45	221

INTERPRETATION:

The analysis gives a informative result on Green HR awareness from the respondents who Completed their education at home or abroad. 92% of foreign masters holder are aware of Green HR where as 83% Masters holder who completed their degree from the local country are also aware in this issue. All PhD holders from home and abroad are aware of Green HRM.

Hypothesis testing

H1: Top level HR managers are not aware of Green HR practices.

H2: Mid- level HR managers are not aware of Green HR practices.

H3: Junior HR employees are not aware of Green HR practices

Table 4. Are you aware about green HRM * Employee level cross-tabulation

		Employee Level			Total
		Top level	Mid level	Junior level	
Are you aware about Green HRM	1 (Yes)	38	90	52	180
	2 (No)	5	21	15	41
Total		43	111	67	221

By applying cross tabulation on collecting data,(table 4) researcher can make the decision that all the hypotheses are rejected. Majority of the employees are aware of Green HRM. 88% of Top level employees are aware about GHRM. So, H1 is rejected, which means Top level HR managers are aware about Green HR practices.

Table 5. Item statistics

Items	Mean	Std. Deviation	N
1. Green job design and analysis are properly practiced in your organization	3.35	1.121	221
2. Green human resource planning involves in your organizational decision making	3.41	1.035	221
3. Your organization follows the green recruitment process	3.33	1.106	221
4. Your organization follows the green selection process	3.34	1.017	221
5. Green induction is applied in your organization	3.39	1.063	221
6. Your organization emphasizes on green performance management	3.36	1.085	221
7. Your organization focuses on green training and development	3.28	1.108	221
8. Your organization emphasizes on green reward management	3.20	1.074	221
9. Green health and safety management are properly practiced in your organization	3.38	1.183	221
10. Your organization maintains green employee discipline management	3.30	1.084	221
11. Your organization develops green employee relations	3.30	1.141	221

- 81% of Mid -level employees are aware of GHRM. So, H2 is rejected, which indicates Mid -level Managers are aware about Green HR practices.
- 78% of junior level employees are aware about Green HRM. So, H3 is rejected, which also indicates majority of the junior level employees are aware about Green HRM. However, comparatively Top level managers are more aware about green HRM than Mid-level and junior level Managers.
- Researcher developed few Green HR functions based on the literature and surveyed the questions among the various level of managers, whether their organization emphasize on these or not. The functions are Green job design and analysis, Green human resource planning, Green recruitment process, Green selection process, Green Induction, Green training and development, Green performance management, Green reward management, Green health and safety management, Green employee discipline management, green employee relations.

Reliability/internal consistency

The multi-item scales for the construct is measured by using Cronbach coefficient alpha. The alpha value for this study is .96 (table 6) which is highly reliable. The minimally acceptable reliability for primary research should be in the range of 0.50 to 0.60 (Nounally, 1967).

Table 6. Reliability statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.960	.960	11

Table 7. Green HRM activities in the organization

Opinion	Scale	Frequency	Percent
Strongly Disagree	1-1.99	18	8.1
Disagree	2-2.99	41	18.6
Neutral	3-3.99	104	47.1
Agree	4-4.99	48	21.7
Strongly Agree	5.00	10	4.5
		Total 221	Total 100

It is observed from the above mentioned table 7 that around 26% Managers agree and strongly agree to practice Green HR activities in the organizations. Majority of the respondents are neutral in their response regarding Green HR practice in the organizations.

5. CONCLUSIONS

This study represents that majority of the HR managers from different industries in Chennai are aware of Green Human Resource Management. However, proper Green HR activities are not yet practiced in the organization. Hence, organizations want to execute the Green HR policy in near future. Foreign training and seminars are significant factors to increase the awareness about Green human resource management among various levels of HR managers in the organization. To enhance the Green human resource management practices, Government should incorporate Green human resource management practice in Chennai labor law as well as promote the organizations who practice green HRM. In addition, Universities should introduce green HRM in their syllabus. Furthermore, organizations should develop strategic human resource management policy based on Green HRM concept, specially promote green employee in the organization.

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