



# AN EXTENSIVE STUDY OF ATTITUDE & PERCEPTION OF ENTREPRENEURS OF JALGAON DISTRICT TOWARDS GREEN HR PRACTICES

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## Abstract –

In green management, there is integration between environment management and human resource management. The HR strategy must reproduce and motivate the goals of the HR team and other employees, support the organization's approach, values, and culture, and bring sustainable returns to investors. The Green HRM is very important in the 21st century. Green Human Resource Management is critical no longer simplest on the organizational stages however, additionally at the employee stage. An employee has a private life in addition to employee life. Similarly, employers or entrepreneurs of organizations play the same role in environmental sustainability. Organizations today are more aware of the green HR practices that help them to keep the environment green but some organizations are not able to put it into practice in different functional areas. There are many large organizations in India that have started implementing green HR practices and also spreading environmental awareness among their employees. However, there is the majority of small and medium-scale industries which are untouched of this recent phenomenon of green HRM. The purpose of this study is to provide a fundamental understanding of Green HR, and the attitude and perception of entrepreneurs towards implementing Green HR practices. Jalgaon district comprises small, medium, and large-scale industries that are basically established and run by entrepreneurs.

**Keywords:** Green Human Resource Management, Review of Literature, Go Green, Green Environment

## (1) **Introduction**

The emerging worldwide concern for the environment and the expansion of international standards has forced businesses to take up recognized strategies and implement them onto their organizations. Today, companies are realizing the need of strong grip of social moral sense and responsibilities towards green sense, building brands and having all essential tools for its survival. The HR function can become the driver of environmental sustainability within the organization by aligning people related practices and policies with sustainability goals reflecting an eco-focus. The prime agenda for organizations in initiating innovative practices is optimum utilization of resources with less consumption of time, ultimately leading to cost-effectiveness. Ignoring green factor leads to increase in operating cost and also affects the company brand. As per the study, the excessive consumption of natural resources as a raw material by the commercial organizations and other business industries has badly impacted the environment. The scenario is so distressed that environmentalists are discussing the problems of ecological imbalances and biodiversity. It is prima facie important to study the attitude and perception of entrepreneurs towards green HR practices to understand their willingness to implement the green practices.

### 1.1 Defining Green HR -

Green HRM scheme within HR form a wider form of corporate social responsibility. Green human resources refer to using every employee touch point / interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations to reduce employee carbon footprints by the likes of electronic filing, car sharing, job-sharing, tele-conferencing and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces etc.

This paper highlights the attitude and perception of entrepreneurs of Jalgaon District towards green HR practices.

## (2) **Green HRM in India:**

Green HRM is the latest buzzword in organizations today. With a lot of emphasis and focus of the top management on sustainability, Green practices are being adopted and corporations today are developing human resource policies for promoting environment management initiatives. Earlier the success of a firm was strongly dependent on promotion of economic value. However today, organizations have to consider the reduction of ecological footprints and give importance to social and environmental factors along with economical and financial factors in order to enable the organization to be successful in the corporate sector there by enabling attainment of profit by the shareholders.

In India many firm adopt Green HRM which help in environmental sustainability like Wipro Technology, Suzlon Energy, ONGC, ITC Limited and many more.

**Wipro Technologies** - It was the 1st IT Company which launch eco-friendly desktops and note book in India. It takes an incentive to decrease in the organization's carbon footprint. Also manage its water and energy efficiency, and develop new benchmarking in reutilizing waste. Suzlon Energy - Suzlon Company has the most energy efficient building built in India with green roof, energy efficient and renewable energy based hot water system. Many other policies like carpooling; zero waste management, green management etc. are practiced by the companies.

**Tata Consultancy Services** - TCS mainly focus on agricultural demands of community. It provides consultancy services and it is also a largest software services exporter.

**Oil & Natural Gas Company** ONGC had taken many incentives to go green and help to reduce wastages by producing oil and gas, which help to create sustainable development.

Idea Cellular, HCL Technologies, ITC Limited, Tamil Nadu Newsprint and Paper Limited, Indusland Bank and many other also practices green HRM which are discussed in details in upcoming chapter.

### **(3) Research Methodology**

Research Methodology of present research work is as follows –

#### **3.1 Objectives of the Study**

- To study the attitude and willingness of entrepreneur about green HR practices in manufacturing and processing industries
- To evaluate the industrial feasibility and acceptability for green HR practices.
- To find out the prospectus of green HR practices under study area.
- To analyze the status of present green HR practices under study area.

#### **3.2 Sample Size and Sampling**

There are 4276 registered units under District Industrial Corporation. Out of that approximate 40% industries possess more than 10 employees (according to experts and District Industrial Corporation authorities). Out of the proposed population 50 entrepreneurs will be respondents for the study. Judgement sampling technique will be used for selection of sample with the help of structured schedule.

### **(4) Analysis and Interpretation**

The extensive analysis was conducted to study the attitude and perception of entrepreneurs of Jalgaon district towards green HR Practices. Below analysis also shows the current scenario of implementation of green HR practices under the study area.

**Table 4.1 Awareness about the term “Green HRM” practices (Q.01)**

Factor	Response	Frequency	Percent
Awareness about the Green HRM practices	Known	20	40%
	Partially Known	27	54%
	Can't Say	3	6%
	Total	50	100%

Above table represents the data collected from 50 respondents who are entrepreneurs of Jalgaon district. In response to the question on awareness about the Green HRM practices, 40% entrepreneurs are known about it whereas 54% respondents are partially aware about the term Green HRM practices. There are 6% respondent entrepreneurs which mark can't say option and stated they are not aware about the term Green HRM practices.

**Table 4.2 Existence of formal Environmental Management System (Q.02)**

Factor	Response	Frequency	Percent
Existence of formal Environmental Management System	Currently exists	5	10%
	Plan to implement within 12 months	18	36%
	Plan to implement in more than 12 months	26	52%
	No plans to implement	1	2%
	Total	50	100%

Table 4.2 evinced the existence of formal environment management system. Out of 50 respondents, there are only 10% respondent entrepreneurs who currently have formal environment management system. 36% respondents mentioned that they have planned to implement the same within 12 months and 52% respondents mentioned that they have planned to implement environment management system in more than 12 months. There are 2% respondents who stated that they do not have any such plan to implement the same in future.

**Table 4.3 Green Initiatives followed in Industry (Q.03)**

Factor	Response	Responses		Percent of Cases
		N	Percent	
Green initiatives followed in Industry	Biometric attendance	32	21%	64%
	Electric Filing	9	6%	18%
	Car sharing	12	8%	24%
	Teleconferencing and virtual interview	8	5%	16%
	Recycling and waste disposal	27	18%	54%
	Online training	4	3%	8%
	Energy efficient office spaces	24	16%	48%
	Paperless office	2	1%	4%
	Conservation of energy - turning off PCs and TVs when not in use, solar lighting	35	23%	70%
	Other, please specify	0	0%	0%
	Total	153	100%	306%

With a view to know the exact green initiatives followed in the industries, researcher has asked the questions to 50 respondent entrepreneur and as the question is multiple type, total 153 responses have come which are listed in above table no.4.3. Out of 50 respondents 23% were marked “Conservation of energy - turning off PCs and TVs when not in use, solar lighting”. There are 16% respondents who marked implementation of “energy efficient office spaces”. In addition to that 6% respondent entrepreneurs are providing electric filing option to their employees. Out of 50 respondents 20% who opt for teleconferencing and virtual interview, 5% of them have biometric attendance system, whereas 8% of respondents implements car sharing, online training and paperless office as a green initiatives.

**Table 4.4 Use of environmental behaviour criteria in recruitment message (Q.04)**

Factor	Response	Frequency	Percent
Use of environmental behaviour criteria in recruitment message	Not at all	9	18%
	To a slight degree	16	32%
	To a moderate extent	15	30%
	To a great extent	7	14%
	To a very great extent	3	6%
	Total	50	100%

It has been shown from the table 4.4 that out of total 50 respondents only 6% are using the environmental behavior criteria in recruitment message where as it has been factually observed that only 14% respondents

are aligned to use this practice while publishing recruitment message. Further to this analysis, there are 30% respondents who moderately use environmental behavior criteria in recruitment message whereas 32% respondent use environmental behavior criteria in recruitment message to a slight degree. There are 18% respondents who are not at all using environmental behavior criteria in recruitment message.

**Table 4.5 Considering need of environmental issues while analyzing training requirement (Q.05)**

Factor	Response	Frequency	Percent
Considering need of environmental issues while analysing training requirement	Not at all	2	4%
	To a slight degree	8	16%
	To a moderate extent	26	52%
	To a great extent	11	22%
	To a very great extent	3	6%
	Total	50	100%

Above table depicts that out of 50 respondents, 52% have mentioned that they do take into account the need of environmental issues while analyzing training requirement to a moderate extent whereas 22% mentioned that they consider the need of environmental issues while analyzing training requirement to a great extent. There are total 08 respondents, i.e. 16% who slightly consider the need of environmental issues while analyzing training requirement. During the analysis 6% of respondents under the study area are considering the need of environmental issue while analyzing training requirement to a very great extent.

**Table 4.6 Providing environmental training to the organizational members to increase environmental awareness (Q.06)**

Factor	Response	Frequency	Percent
Providing environmental training to the organizational members to increase environmental awareness	Not at all	12	24%
	To a slight degree	20	40%
	To a moderate extent	10	20%
	To a great extent	6	12%
	To a very great extent	2	4%
	Total	50	100%

As shown in the table 4.6, there are total 40% respondents who mentioned that they are providing environmental training to employees to a slight extent whereas 24% respondents stated that they are not providing any such training to their employees. There are 20% respondents who marks that they are following this practice to a moderate extent and 06 respondents i.e. 12% following this to a great extent in

their industry. Also there are 02 respondents i.e. 4% who are providing environmental training to their employees to a very great extent.

**Table 4.7 Recognition for environmental performance (Q.7)**

Factor	Response	Frequency	Percent
Recognition for environmental performance	Not at all	17	34%
	To a slight degree	19	38%
	To a moderate extent	11	22%
	To a great extent	2	4%
	To a very great extent	1	2%
	Total	50	100%

When researcher asked question to employer about whether they recognize their employees on the grounds of environmental performance or not, out of 50 respondents, 38% mentioned that to a slight degree they recognize the environmental performance and 34% respondents mentioned that they do not recognize employees on environmental performance as they do not have any such formal mechanism. There are 22% respondents who recognize their employees for environmental performance to a moderate extent and . 4% are recognizing to a great extent. There are very few respondents i.e. only 2% who are recognizing employee for environmental performance to a very great extent.

**Table 4.8 Awareness about the use of air hand dryers in washroom (Q.8)**

Factor	Response	Frequency	Percent
Use of Air hand dryers in the washroom	Not at all	2	4%
	To a slight degree	9	18%
	To a moderate extent	15	30%
	To a great extent	18	36%
	To a very great extent	6	12%
	Total	50	100%

As depicted in the table 4.8, out of 50 respondents, 18 respondents i.e. 36% have mentioned that they are aware about the air hand dryer to a great extent. There are total 30% of respondents who have selected the option of moderate extent which means they are somewhat aware about this technology. Total 9 respondents i.e. 18% have mentioned that they are slightly aware about this trend and have heard through multiple sources. 06 respondents i.e. 12% have mentioned that to a very great extent they are aware and have installed the air hand dryers in their office washrooms. There are only 4% of respondents who are not at all aware about this trend.

**Table 4.9 Developing and maintaining a culture of Green HR is time consuming (Q.9)**

Factor	Response	Frequency	Percent
Developing and maintaining a culture of Green HR is time consuming	Strongly disagree	1	2%
	Disagree	2	5%
	Neutral	6	13%
	Agree	25	50%
	Strongly agree	15	31%
	Total	50	100%

The above table depicts that 31% respondents strongly agree that the green HR is time consuming process and 50% agree that developing and maintaining a culture of green HR is time consuming. There are total 13% of respondents who kept themselves neutral against the question. Total 5% respondents have disagreed to statement and 2% have strongly disagreed that the developing and maintaining a culture of green HR is a lengthy and time consuming process.

**Table 4.10 Implementation of Green HR practices require high investment and might bring a low return (Q.10)**

Factor	Response	Frequency	Percent
Implementation of Green HR practices require high investment	Strongly disagree	14	28%
	Disagree	24	49%
	Neutral	8	15%
	Agree	4	8%
	Strongly agree	0	0%
	Total	50	100%

Out of 50 entrepreneurs, none of the entrepreneur has strongly agreed that green HR practices require high investment. There are 28% respondents strongly disagree to this point and 49% respondents disagree that green HR practices require high investment and bring low return. There are total 15% of respondents who kept themselves neutral against the question. Total 8% respondents have agreed to statement that Implementation of Green HR practices require high investment and might bring a low return.

### **(5) Findings**

- According to the research conducted by researcher, it can be clearly seen from the analysis that entrepreneurs under study area are not fully aware about the term Green HRM practices. There are 54% respondents who are not fully aware about the green HR practices.

- As per the analysis, it clearly shows that formal environment management system i.e. ISO 14000 has not caught much attention. There are more than 50% respondents who stated that they have planned to implement the EMS in more than 12 months irrespective of the zone of the industry. When asked for the reason for not implementing formal EMS, the majority of entrepreneurs said that it requires lot of paper and administrative work.
- It has been found that entrepreneurs are environment cautious and unknowingly following basic green initiative as a part of business. Few of the green initiatives followed by entrepreneurs are as discussed during the analysis in table 4.3.
- Apart from these green initiatives, analysis of the status of present Green HR practices under the study area has been done by the researcher and it has been observed that entrepreneurs are using the green HR practices to a slight extent.
- It has been observed that entrepreneurs analyze the training requirement of their employees and take into account the need of environmental issues to a moderate extent. There are more than 50% entrepreneurs who have mentioned that they do take into account the need of environmental issues while analyzing training requirement and they realize that there is a need to spread the awareness about environmental issues amongst employees.
- According to the research conducted, there are very few respondents i.e. only 2% who are recognizing their employees for environmental performance to a very great extent. Also there are only 5% of entrepreneurs who reward their employees for achieving environmental target. It can be seen that there is no motivation force provided by entrepreneurs to influence the employees to achieve environmental targets. Hence, there is no formal reward and recognition system available in the industry to motivate the employees to enhance their environmental performance.
- It has been found that there are 37% entrepreneurs who are aware about the air hand dryer to a great extent and 30% of entrepreneurs are moderately aware which means they are somewhat aware about this technology.
- It has been found that majority of entrepreneurs are agree to the statement that developing and maintaining a culture of Green HR is time consuming. This clearly shows the thought process of entrepreneurs under the study area.
- It has been found that majority of entrepreneurs are in opinion that green HR practices do not require huge investment. However, they mentioned that implementation of green HR practices will bring high returns in terms of goodwill and brand value. There are total 49% entrepreneurs who disagree that green HR practices require high investment and bring low return.

## **(11) Conclusion**

From this study it can be concluded that the entrepreneurs of Jalgaon District are not fully aware about the green HR practices. There is a staunch need to spread awareness of green HR initiatives. Also the entrepreneurs should encourage employees to follow the basic green HR activities by rewarding and recognizing the top performers of green initiatives. Also the Government should build some strong action plan to encourage entrepreneurs for implementing green HR practices, specially providing tax benefits and subsidies for implementing green practices. From the study it is worth to mention that the entrepreneurs of Jalgaon District have a plan to implement green HR in long term as they believe that this will bring high returns in terms of goodwill and brand value.

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