

GREEN HRM & ORGANIZATIONAL EFFECTIVENES: AN EMPIRICAL STUDY

With Special Reference to Selected Information Technology Companies, Whitefield, Bangalore

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Abstract:

GREEN HRM is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, promotes the cause of environmental sustainability. Natural resources are vital resource for an organization .It is the responsibility of every organization to implement an ecofriendly system to create a healthy environment for long term sustainability. One emerging concept in the field of management is Green Human Resource Management (Green HRM). Green initiative in HR practice is a corporate social responsibility itself.

Green HRM focuses on rules, regulations, recruitment, selection, induction, training, performance appraisal, counseling, safety and welfare concern of employees. This paper highlights on the same .A study was done on a sample of 92 employees working with selected IT companies ,Whitefield ,Bangalore .The survey adopted for this study involved physical interaction as well as online questionnaire to assess employee awareness on Green HRM Practices & its effectiveness i.e., Green Recruitment ,Green Selection ,Green induction, Green training ,Green appraisal, Green counseling ,Green safety & welfare in selected Information Technology companies. The present study also highlights the implications of Green HRM practices on organizational effectiveness.

Keywords: *Green HRM, Sustainability, Ecofriendly, Corporate Social Responsibility*

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Introduction:

Green Human Resource Management is the integration of HR practice with environmental management. For organizational sustainability every organization are using green practice in their manufacturing process. Now a day's organizations are using HR strategies to create environment friendly product and services for society. By aligning organizational goal with Human Resource Management for business sustainability is known as Green Human Resource Management. Many companies adopting less paper, mail communication, E-meeting, E-training, video conferencing interview and also encouraging employee to switch off light and computer when they are not in use. Green HR is using environment friendly HR practice as well as develops of knowledge capital of employees by which it helpful to employees for their career development as well as organization sustainability.

Practices of Green HRM in present scenario:

- Paperless office
- Turn off lights, Computer and Printer after work and on weekends.
- Mail communication.

- Electronic filing.
- Encouraging use of laptop instead of desktop.
- Waste Management.
- Online recruitment.
- Video conferencing meeting.
- Paper less training.
- Performance management on basis of green practices.
- Car pooling
- Job sharing

Components of Green HRM:

Green Recruitment: Now organizations are giving their advertisement through their web-site. This method is very fast, cheap and easy to assess.

Green Selection: Interviews are conducted by group discussion, personal interview, and different activities and in online test. Candidates could be given preferences that are more environment friendly for an organization.

Green Orientation: Induction and orientation programmes are framed in such a way that facilitates the new comers about green practices. Green issues like health and safety, use of material and cleanness of area in work place etc.

Green Training: Training should be given on increase of green management. Trainer should give their training on presentation or by video conferencing. Trainer should use more soft materials rather than printed handouts to reduce the use of paper

Green Performance Appraisal: In performance appraisal use of green practice should be one of the key performances Area (KPA). Green performance appraisal motivates employees for use of green practices in organization.

Green Compensation and Reward: Compensation and reward system should be directly linked to use of green skills. Special bonuses given to employees for their effort of less carbon foot print.

Green Counseling: Top level managers and counselors can take initiative to motivate employees for implementation green practices and business sustainability.

Green Welfare Practices: Now a day's many organizations changed the concept of health, safety and welfare of employees to health, safety and environmental management. These companies have continuously giving their effort to reduce stress occupational disease and hazards at work place.

Objectives of the Study:

- To know the concept of Green Human Resource Management.
- To study the effectiveness of Green HRM practices in selected IT companies in Whitefield, Bangalore.

- To find employee perception towards Green HRM practices in organization.

Literature Review:

Bauer & Aiman-Smith (1996) identified the impact of pro-environmental factor recruitment that employees are encouraged to work in a firm which promotes green practices. Frank (2003) identified the relationship between perception of employee and ethics of company and found that employees are interested to work in eco-friendly Company.

Dechant and Altman (1994) suggested on perception of employees that they are working when they feel it develops their career. A positive relationship between employees and employers facilitate productivity participation and Empowerment (Daily & Hwang 2001).

Sarkaris (2010) suggested that employees presented better training on environmental training Programme. Daily (2007) suggested Green training will help the employees to identify the challenges of green HR principles. Jabbar (2012) studied that human dimensions impacts the organizational performance as well as environmental management system or organization.

Forman and Jorgensen (2001) suggested rewards help to improve employee commitment to environment management programmes. There is a positive effect of green HR on business environment that leads the firm to compete with others Sudin (2011). The compensation and rewards systems in an organization could contribute to environment management. Intrinsic and Extrinsic rewards encourage and increase loyalty of workers to be environmentally friendly. HR practices such as performance management, compensation management and reward system also concerned for environment management. It increases the ability to adopt green HRM practices towards environmental safety issues (Carter & Dresner, 2001).

Green HRM in welfare and safety management may an effective way to enhance eco friendly HR practices (Milliman and Clair, 1996). Govindarajulu and Daily (2004) have found out that employee involvement Programme may help the organization to adopt green practices which improve health, safety and welfare of workers. Green HRM is the use of HR policies for sustainable business organization Madip (2014).

Research Methodology

This study is basically a survey based research, which was done in two phase's viz., personal interview with employees and organizations and a structured questionnaire was designed with 35 questions to collect information about the perception of employees about Green HRM practices and its effectiveness on organization. For collection of primary data, a sample size of 50 (Exhibit-1) was picked by convenience and random sampling techniques but unfortunately only 38 gave usable responses among those 92 employees were participated in the survey and expressed their views & perception about Green HRM practices in their companies. Primary data relating to companies was collected through structured questionnaire and personal discussions. Secondary data is gathered from publications of companies, journals, newspapers and web sources. The respondents' views and level of satisfaction could have been influenced by their most recent experience, from which generalizations must be drawn with great caution.

RESPONDENT PROFILE & DISCUSSION OF RESULTS

While carryout this survey, we found out only few (48%) companies implemented green practices strictly within their campus as sense of **responsibility** towards environment. Majority responded it was helping in **reducing cost** of the organization and so it was their driver in following green practices.

78% responded Green HRM practices increases **employee morally**. 69% responded It preserves the **natural resources**. 92% expressed It **improves the relationship** between stake holder, customer, supplier, employees and the media. 88% of companies said It reduces the overall cost. Majority (79%) of respondents said It increases the **company's image**. 83% responded It motivates **innovation and growth** and provides competitive advantage.

52% of employees responded their management provides **green working environment**. 61%, 54% responded **environmental friendly work environment, comfortable space** for having Tea & lunch respectively. 66% responded organization is conducting **green campaigns** for employee & society awareness regarding company green practices.

19 % feels that **lack of support by employees** is the biggest barrier for effective green practices. 32% feels **cost of implementing program** is major barrier for effective green practices. 28% & 18% feels **lack of support from management**, government respectively for effective green practices. Very meager percent that is about 21 % of employees reveal that organization provides **green rewards** and incentives for employees. 22%, 39% responded for video conferencing, telecommuting as **green commuting habits**.

Exhibit 1: List of Participant organizations.

SN	COMPANY NAME	SN	COMPANY NAME
1	Intel Technology India PVT LTD	26	Alltech Biotechnology Pvt Ltd
2	IBM Global Service	27	Absolute Infotech PVT LTD
3	Sharp Software Development India Pvt Ltd	28	Micro Genesis Techsoft Pvt Ltd
4	Samsung India Software Operations Pvt Ltd	29	Accelrys Software Solutions
5	Talisma Corporation PVT LTD	30	Quick Logic Software India Pvt Ltd
6	IBM Global Service	31	Questnet
7	Manhattan Associates India	32	Lisle Technology Partners PVT LTD
8	Airvana Networks India Pvt Ltd	33	Rmz Corporation
9	Saint Gobain Crystal & Detectors In...	34	Ness Technologies India Ltd
10	Microsoft India R & D Pvt Ltd Suppo...	35	Bharti Airtel LTD
11	Fidelity Business Services India PV...	36	Aris Global Software Pvt Ltd
12	Kelly Services India Pvt Ltd	37	Red Hat India Pvt Ltd
13	Sap Labs India Pvt Ltd	38	ESPN Software India Pvt Ltd
14	Mcafee Software India PVT LTD	39	Citagus Software PVT LTD
15	Texas Instruments India PVT LTD	40	Sanovi Technologies India Pvt Ltd
16	Ericsson India PVT LTD	41	Apw President Systems Ltd Mo
17	KPMG India PVT LTD	42	Webex Communication India Pvt Ltd
18	Network Appliance Systems India PVT...	43	Juststyle Inc.
19	Airbus Engineering Centre Of India	44	Image India PVT LTD
20	Yodlee Infotech PVT LTD	45	Kyocera Asia Pacific (India) PVT ...
21	Fair Isaac India Software Pvt Ltd	46	Convergys India Services Pvt Ltd
22	Accord Software & Systems Pvt Ltd	47	CGI Information Systems & Mgmt Cons...
23	Xora Software Systems Pvt Ltd	48	Siemens Information Systems Ltd
24	Impelsys India PVT LTD	49	Cisco Systems India PVT LTD
25	Novellus Systems India Pvt Ltd	50	Mico Ltd

Conclusion:

Green HRM appears promising for all the stakeholders of HRM. The employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programmes to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products. Green HR aims at reducing wastages and very much concern for environment. Green HR initiative results higher productivity and build a developmental climate for business. By doing so, organizations would add value to their brand image. The green recruitment, green selection, green induction, green performance appraisal, green compensation and rewards system are powerful tools in making employees more eco-friendly for business sustainability. Unions and employees can help employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being.

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