



A study of Green HRM and Its Evaluation with Existing HR Practices in Industries within Pune Region

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Abstract

Human Resource department play crucial role in design the strategies to develop sustainability culture in the organization. Prime aim of Green HRM is a sustainable development through Human Resource Management. The functions of Green HRM are creating / developing awareness among employees through developing new work strategies like work from home, implementation of E-HRM, save energy at work place and ultimately preserving and protecting the environment.

A study is carried out for the assessment of existing HR practices like recruitment, selection, training and development, retention with respect to Green HRM. The researcher has selected various types of industries like IT, Manufacturing, Auto, Automation, paper etc. from Pune region for evaluation study.

Key words: Sustainability culture, strategies, Green HRM functions, assessment.

Introduction

To develop sustainability culture in the organization is today's need, Human Resource department play vital role in design the strategies to expand it. It is requirement of industries to build green sense among employees. Industries can achieve sustainability through Green HRM. Employees have to be conscious about preserving environment along with the job responsibilities. It makes them aware about environmental sustainability and Green HRM which results in reducing carbon foot print, lower cost, better efficiency, employee engagement by means of electronic record keeping, car pooling, online training, cab sharing, teleconferencing, virtual interviews, recycling etc.

Green HRM

Climate change due to global warming is major issue which alerts Government, public and organization (Arulrajah, 2014). Green movement across the world has given boost towards implementing GHRM strategies in industrial work culture. In 1996 Wehrmeyer edited a book which titled 'Greening people: human resource and environmental management' coined this term.



Green HRM refers to the contribution of HR policies to protect and preserve the natural resources (Prasad, 2013). Green HRM means HR practices directed towards greening and contribute in environment sustainability. Green HRM creates platform where workforce experiences high job satisfaction and being better engaged which will result in high productivity. Green HRM can be used to reduce cost, better efficiencies, to reduce carbon foot prints, to make green awareness among the employees and initiate green work life balance. (Nijhawan, 2014)

Responsibilities of HR department are not limited to manage, develop and retaining employees in the organization but also to recruit right person at right job, train them, retain and develop them as per requirement and current trends in industry. GHRM has extended boundaries of conventional HRM practices towards more sustainable and environmental strategies.

Literature Review

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.

Shoeb Ahmad (Ahmad, 2015) discusses about need of developing correlation between existing HR policies and practices with Green HRM principals for sustainable development. The study suggests that Green HRM can become a key business strategy for an organization with active participation by HR Department.

Opatha and Arulrajah (Arulrajah O. , 2014) notify significance of Green HRM and its potential to serve the individual, society and business and also elaborates on different attributes of Green HRM.

Objective

To study existing HRM practices in industry and its evaluation with Green HRM.

Hypothesis

H0: Existing HRM practices in industries are pursuing Green HRM principles.

H1: Existing HRM practices in industries are not pursuing Green HRM principles.

Research Methodology

Scope of study

To study of Green HRM researcher focuses on industries in Pune region. Pune is rapidly developing industrial zone in India. The city is famous for huge number of development of IT as well as mechanical industries. Pune region consists of major MIDCs like Pune, Pimpri Chinchawad, Chakan, Baramati and Ranjangaon etc. for mechanical industries and Magarpatta, Kharadi IT park, Hinjewadi, SenapatiBapat Road, Viman nagar for IT industries.

To carry out survey questionnaire was designed. Data was collected by preparing questionnaire and getting it filled with the help of Google form (free service by google).

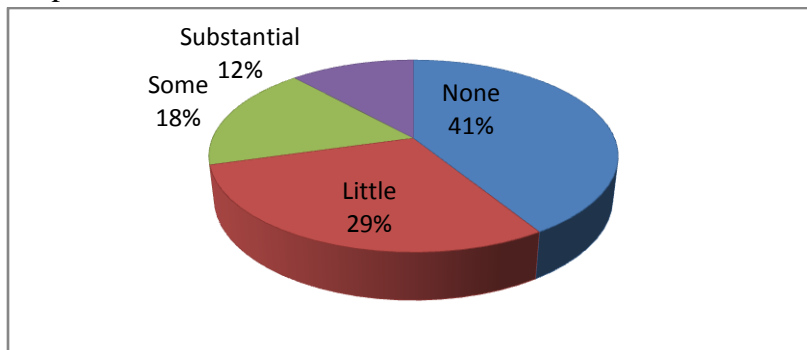


- Sample size: 10 types of various industries like IT, Manufacturing, Auto, Automation, paper etc. were selected from Pune region and accordingly data was collected.
- Duration: Data was collected from December 2015 To March 2016.
- Type of Research: Descriptive Research.
- Sampling Technique: Non Probability Convenient Sampling
- Scale Technique: Likert Scale
- Primary data was collected through Survey method and secondary data collected through Research papers, websites, magazine etc.
- Data is analyzed using MS-Excel (Microsoft).

Data Analysis

Awareness about Green HRM concept among employees

Graph 1



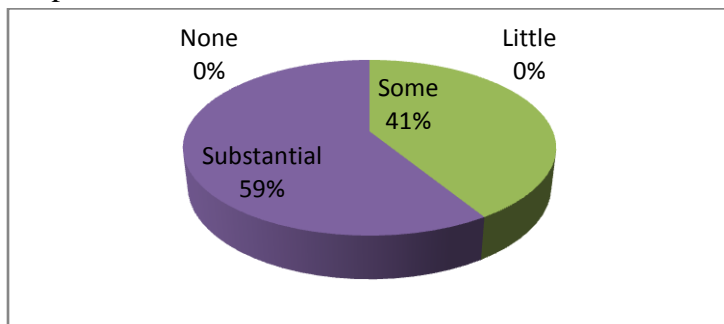
It has been observed that little less than half of employees are completely not aware about the term Green HRM while remaining employees have slight awareness.

Awareness about energy saving strategy initiatives and strategies

Table 1

Routine Activities				
Questions	0-25%	26-50%	51-75%	76-100%
1	0	7	10	0

Graph 2





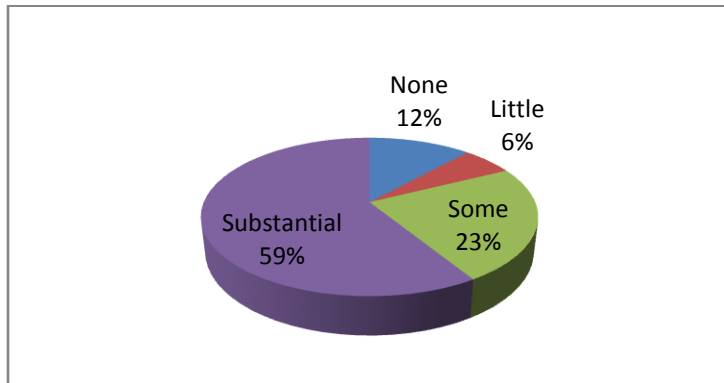
When the question was asked about energy saving strategies it is found that most employees are conscious about saving electricity.

Online leave application and Electronic slip generation system in the organization

Table 2

Routine Activities				
Questions	0-25%	26-50%	51-75%	76-100%
2	7	0	10	0

Graph 3



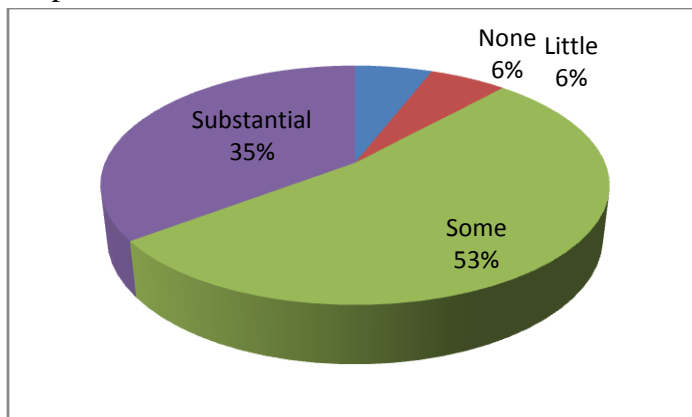
Most of the organizations are trying to save paper by online leave application and electronic slip generation etc. But still some organizations use traditional methods.

Use of recycled paper in the office

Table 3

Routine Activities				
Questions	0-25%	26-50%	51-75%	76-100%
3	2	6	9	0

Graph 4





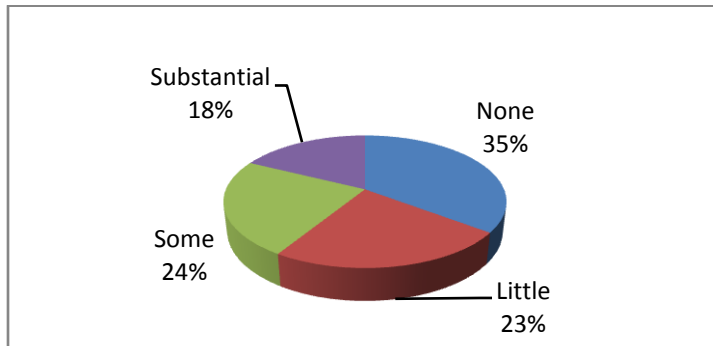
Very few industries used recycled means PCR paper in the office but half of the organizations still not using recycled paper.

Plastic free zone in the organization campus

Table 4

Routine Activities				
Questions	0-25%	26-50%	51-75%	76-100%
4	5	12	0	0

Graph 5



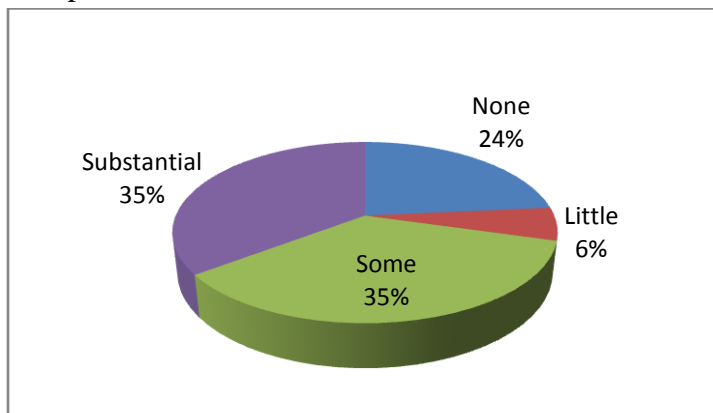
When the question was asked about the plastic free zone in and around the campus, some of the employees thumbed down and in other organizations, restrictions on the use of plastic are limited. It is found that industries are not conscious enough to reduce plastic waste.

Motivation by the organization to employees for car pooling

Table 5

Routine Activities				
Questions	0-25%	26-50%	51-75%	76-100%
5	1	5	11	0

Graph 6





It is observed that some organizations motivates a lot for car pooling and some organizations moderately motivated for car pooling and cab sharing.

Data Analysis for Routine Activity

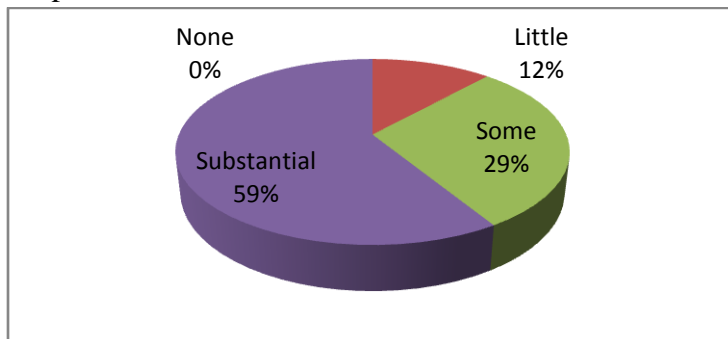
Table 6

Routine Activities				
Questions	0-25%	26-50%	51-75%	76-100%
1	0	7	10	0
2	7	0	10	0
3	2	6	9	0
4	5	12	0	0
5	1	5	11	0
Total	15	30	40	0
Percentage	17.65	35.29	47.06	0

Above table shows the results when asked about the regular activities which were directed towards greening. Industries in Pune motivate the employees up to some extent to for car pooling, use of PCR paper, saving electricity, save trees by reduce use of paper, electronic record keeping, and electronic slip generation, online leave application, declared plastic free zone in the campus.

Encouragement to use video conferencing, E-recruitment, E-HRM

Graph 7



Most of the organizations adequately encourage to use video conferencing, E-recruitment, E-HRM etc. but the other organizations are not so technosavy.

Electronically record keeping

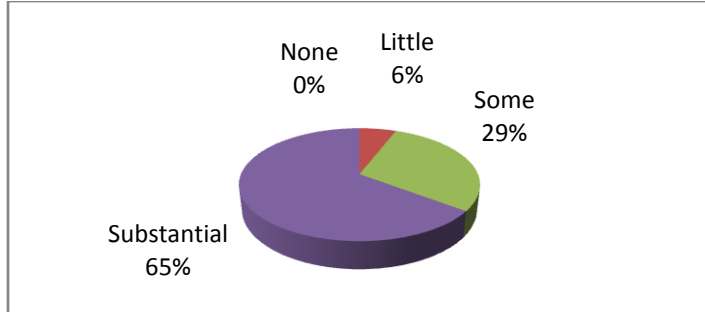
Table 7

Recruitment				
Questions	0-25%	26-50%	51-75%	76-100%
1	12	5	0	0



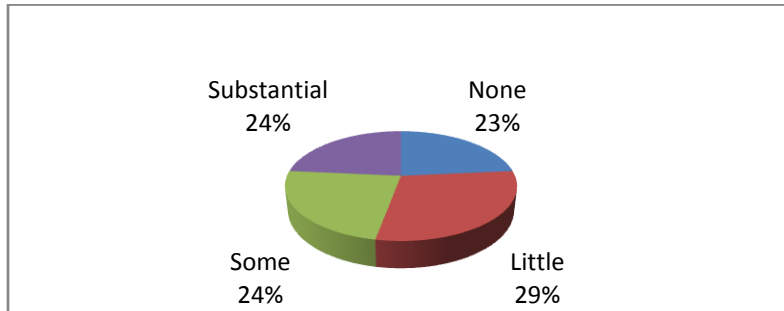
It is observed that most of the organizations keep the record electronically; few organizations partially keep electronic record.

Graph 8



Inclusion of Environment awareness criteria in Recruitment policy

Graph 9



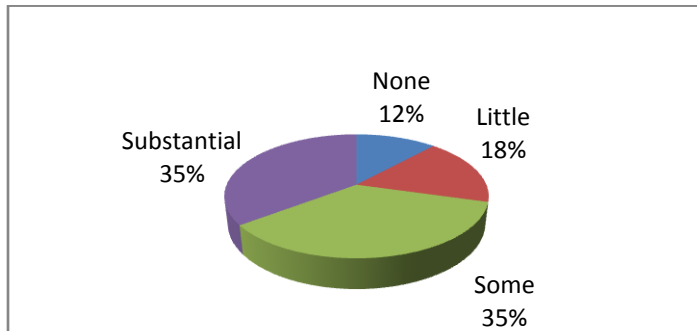
It is found that few organizations have included the environment awareness criteria in recruitment policy. Some organizations do not have any such criteria.

Conducting interview and joining formalities carry out paperless work

Table 8

Recruitment				
Questions	0-25%	26-50%	51-75%	76-100%
2	5	12	0	0

Graph 10





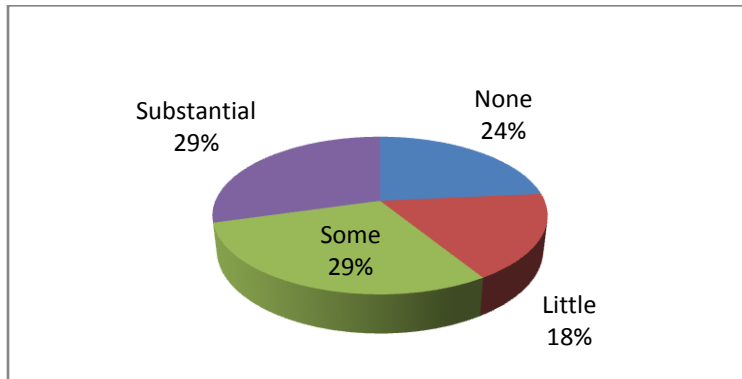
It is noticed that some organizations carry out interview and joining formality paperless and some organizations carry up to some extent. But few organizations do not carry out paperless joining formalities and conducting interview.

Identifies only those candidates who are compatible with the organization's environmental sustainability efforts

Table 9

Recruitment				
Questions	0-25%	26-50%	51-75%	76-100%
3	7	10	0	0

Graph 11



Only few organizations are identifies only those candidate who are compatible with the organization's environmental sustainability efforts. But some organizations do not have sustainability criteria for selection.

Data Analysis for Recruitment Policy

Table 10

Recruitment				
Questions	0-25%	26-50%	51-75%	76-100%
1	12	5	0	0
2	5	12	0	0
3	7	10	0	0
Total	24	27	0	0
Percentage	47.06	52.94	0	0

This table indicates the environment awareness criteria in recruitment policy of the organization. Recruitment policy could not reflect the sustainability agenda of the organization. Industries still not competent enough to carried out paperless recruitment and joining formalities. In the selection procedure also environmental sustainability criteria is not yet included.

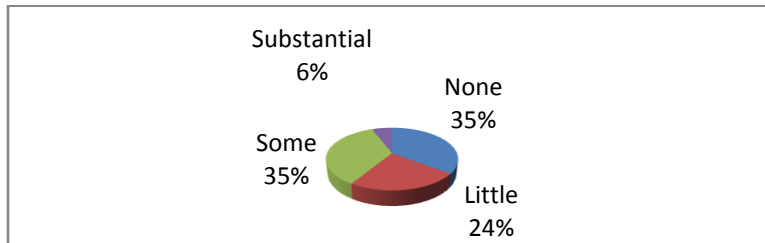


Induction Program for greening of newly joined candidate

Table 11

Training				
Questions	0-25%	26-50%	51-75%	76-100%
1	5	12	0	0

Graph 12



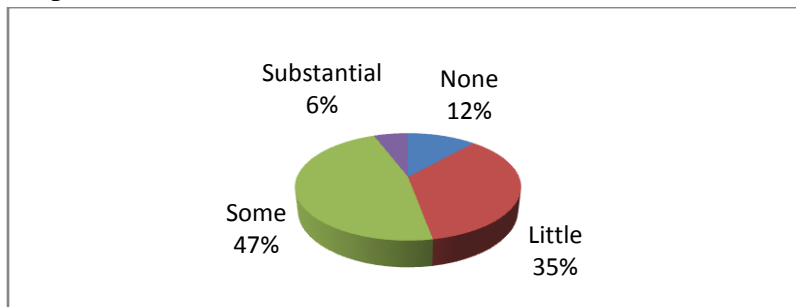
Organizations do not offer special green program to newly joined employees. Only few organizations offer such induction program.

Environmental awareness is one of the criteria while assessing training need analysis

Table 12

Training				
Questions	0-25%	26-50%	51-75%	76-100%
2	3	14	0	0

Graph 13



When asked about the criteria of training need analysis very few employees said that they have environmental criteria for training need but most of the employees said that they have environment parameters up to some extent.

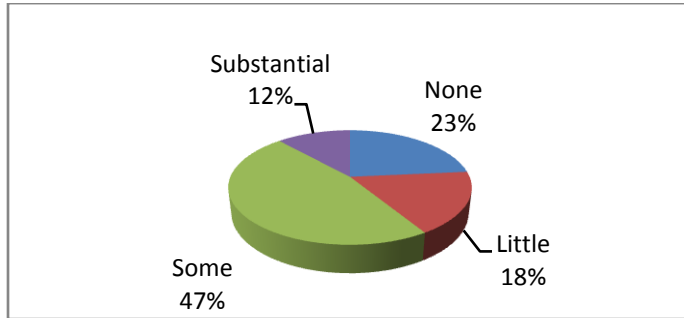
Proper training to the employees before implementation of green initiative

Table 13

Training				
Questions	0-25%	26-50%	51-75%	76-100%
3	9	8	0	0



Graph 14



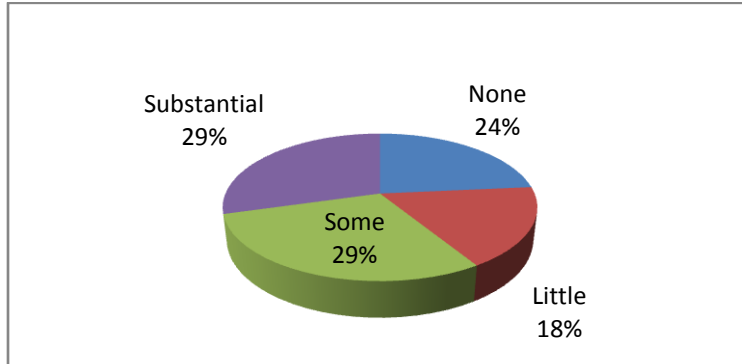
Industries fall short to train the employees before implementation of green initiative taken by organization. Very few organizations provide proper training to the employees before implementation of any green initiative. And some organizations take introductory sessions.

Training session conducted to generate awareness about current environmental issues

Table 14

Training				
Questions	0-25%	26-50%	51-75%	76-100%
4	7	10	0	0

Graph 15



It is noticed that some organizations conducted training sessions to generate awareness about current environmental issues and the ways to protect the environment while some organization do not conduct any training session on environmental issues.

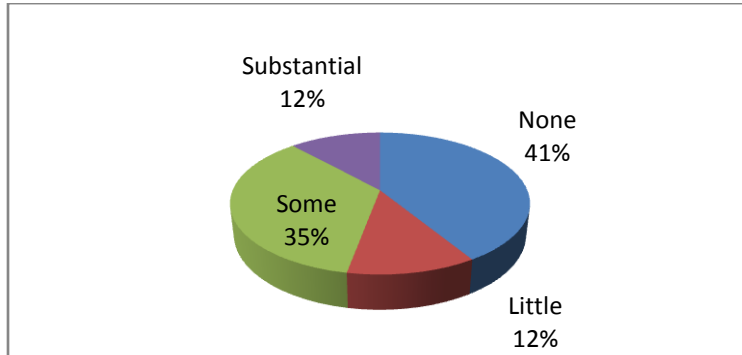
Training exclusively designed to impart right knowledge and skills about Greening

Table 15

Training				
Questions	0-25%	26-50%	51-75%	76-100%
5	4	13	0	0



Graph 16



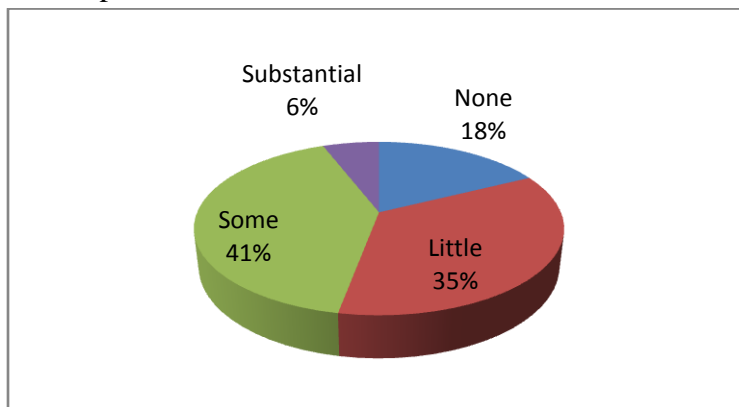
It is observed that few organizations designed training sessions for each employee exclusively to impart right knowledge and skills about greening but most of the organizations do not conduct such type of training session.

Participation of employees in green training

Table 16

Training				
Questions	0-25%	26-50%	51-75%	76-100%
6	4	13	0	0

Graph 17



Enthusiastic participation of employees is expected in training but only few employees are enthusiastically participated in the training and rest of the employees are not so anxious about participation and implementation Greening.

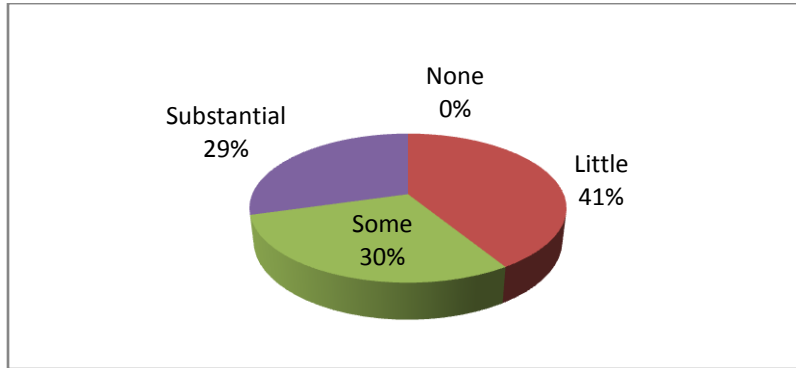
Training Program carried out paperless

Table 17

Training				
Questions	0-25%	26-50%	51-75%	76-100%
7	0	17	0	0



Graph 18



Organizations are conscious about saving paper but only some organizations goes paperless in training program substantially while other industries are trying to reduce use of paper.

Data analysis for Training Policy

Table 18

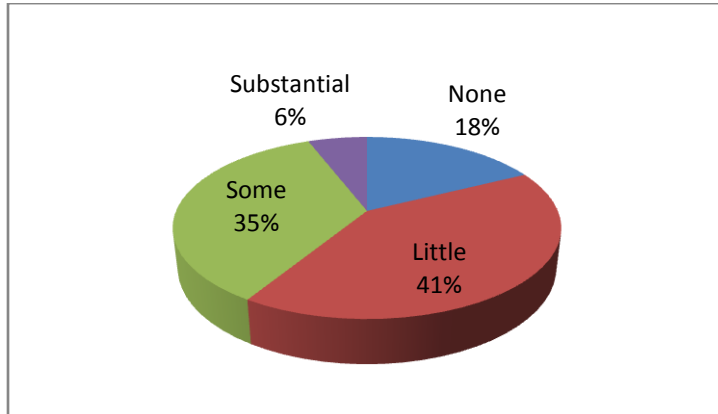
Training				
Questions	0-25%	26-50%	51-75%	76-100%
1	5	12	0	0
2	3	14	0	0
3	9	8	0	0
4	7	10	0	0
5	4	13	0	0
6	4	13	0	0
7	0	17	0	0
Total	32	87	0	0
Percentage	31.37	85.29	0	0

The above table helps the researcher to explain the extent to which training carried out for greening. Greening criteria in induction program as well as while assessing need is not included adequately. Industries fail to provide proper training to the employees before implementation of any green initiative. Industries lack in carry out training session for each employee exclusively designed to impart right knowledge and skills about greening. Industries have to put lot of efforts to adopt paperless activities in this area.

Encourages conferences, seminar on Environmental sustainability



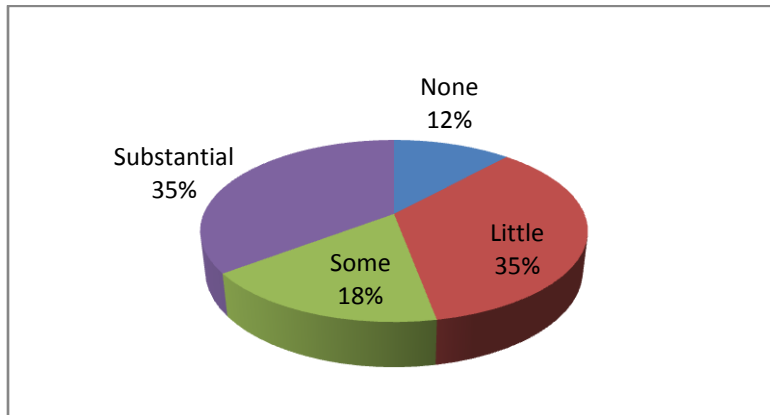
Graph 19



Organizations are lacking in encouraging the employees for attending the workshops, conferences and seminars on different aspects of environmental sustainability. Some of organizations are not motivates their employees for attending conferences on sustainability agenda.

Freedom to modify or create new eco friendly practices

Graph 20



Many organizations give freedom to modify or create new processes which are eco friendly within organization framework and policy and some of organizations gives freedom up to some extent. But still few organizations are not yet focused on creativity of employees towards modifications of create and implement green practices.

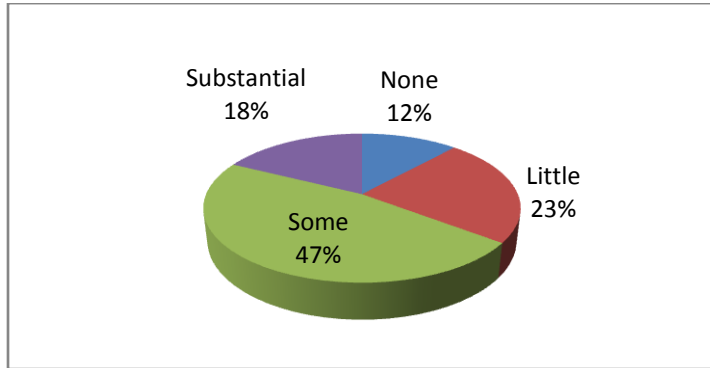
Motivation and encouragement of HR managers to pursue green practices

Table 19

Motivation				
Questions	0-25%	26-50%	51-75%	76-100%
1	9	8	0	0



Graph 21



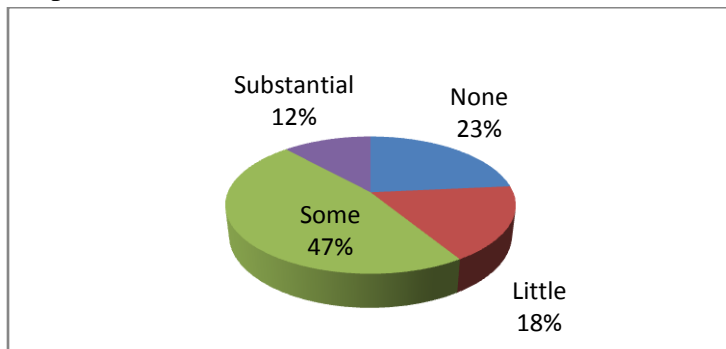
Half of HR managers motivate employees to pursue green practices up to some extent and hardly some HR managers substantially motivate employees to follow green practices.

Trained managers to implement green HR practices

Table 20

Motivation				
Questions	0-25%	26-50%	51-75%	76-100%
2	9	8	0	0

Graph 22



Only some managers are adequately trained enough to implement the green HR practices to train the employees. Less than half of managers are not adequately trained to train the employees.

Data Analysis Motivation policy

Table 21

Motivation				
Questions	0-25%	26-50%	51-75%	76-100%
1	9	8	0	0
2	9	8	0	0
Total	18	16	0	0
Percentage	52.94	47.06	0	0



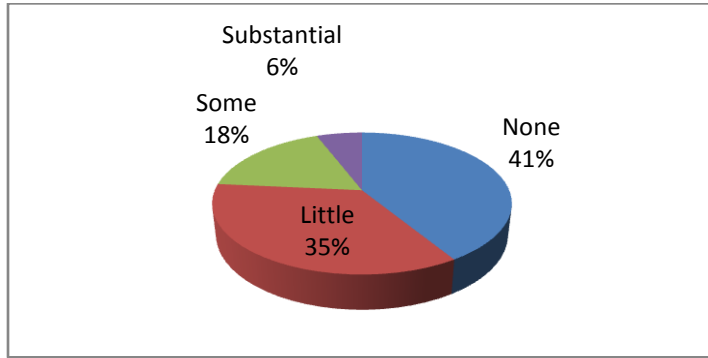
The above data interprets that HR managers need to motivate employees for greening. The managers are adequately trained to implement the green HR practices to train the employees.

Environmental friendliness is one of the criteria to evaluate employee's job performance

Table 22

Performance appraisal and rewards				
Questions	0-25%	26-50%	51-75%	76- 100%
1	4	13	0	0

Graph 23



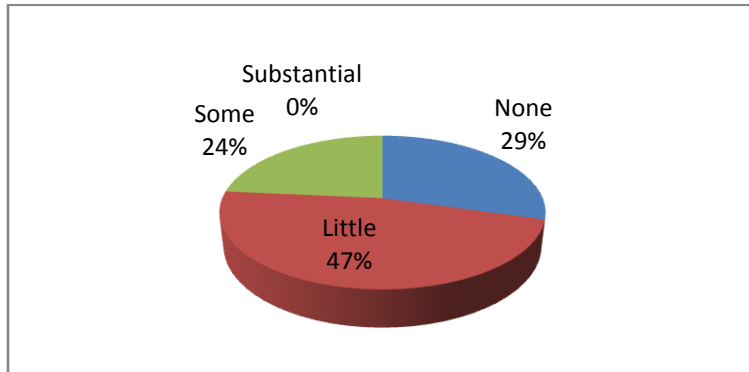
Nearly half of organizations said that while evaluates job performance, Green behavior of employees is not considered. Some of the organizations said that they consider the criteria up to some extent.

Separate component for progress on greening

Table 23

Performance appraisal and rewards				
Questions	0-25%	26-50%	51-75%	76- 100%
2	4	13	0	0

Graph 24





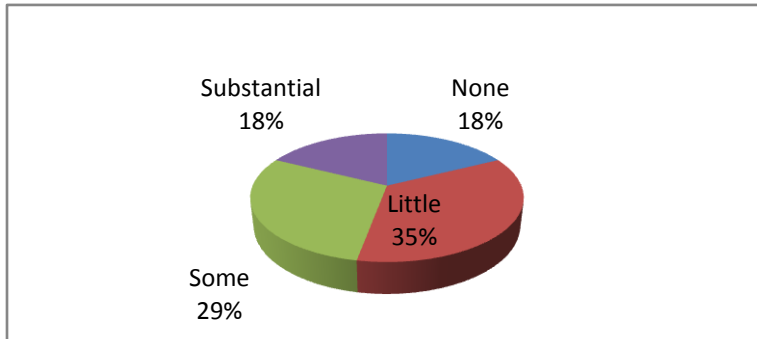
Nearly half of the organizations have insignificant component for progress on greening in the performance feedback interview. Few organizations consider some extent for progress on greening.

Celebration of the success of green practices

Table 24

Performance appraisal and rewards				
Questions	0-25%	26-50%	51-75%	76- 100%
3	6	11	0	0

Graph 25



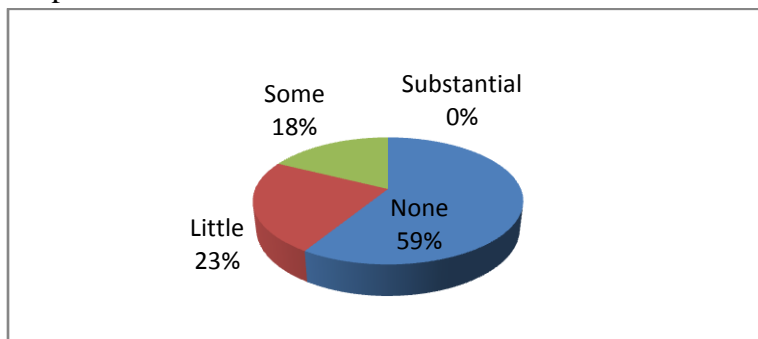
It is observed that very few organizations celebrate the success of green practices and awards for valuable contribution in environment friendly agenda of organization. But some of the organizations do not offer any awards.

Financial awards for green performance

Table 25

Performance appraisal and rewards				
Questions	0-25%	26-50%	51-75%	76- 100%
4	7	10	0	0

Graph 26





More than half of the organizations do not offer any financial award to motivate employees for green performance. Other organizations are somewhat motivate employees by financial awards.

Non Financial awards for green performance

Graph 27

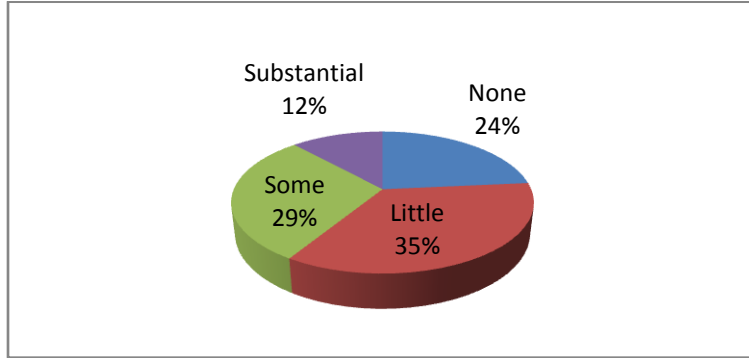


Table 26

Performance appraisal and rewards				
Questions	0-25%	26-50%	51-75%	76- 100%
5	6	11	0	0

It is noticed that little organizations offered non financial rewards like recognition, praises for their greening performance. One fourth of organizations do not offer any awards to motivate for green performance.

Data Analysis for Performance Appraisal and Reward policy

Table 27

Performance appraisal and rewards				
Questions	0-25%	26-50%	51-75%	76- 100%
1	4	13	0	0
2	4	13	0	0
3	6	11	0	0
4	7	10	0	0
5	6	11	0	0
Total	27	58	0	0
Percentage	31.76	68.24	0	0

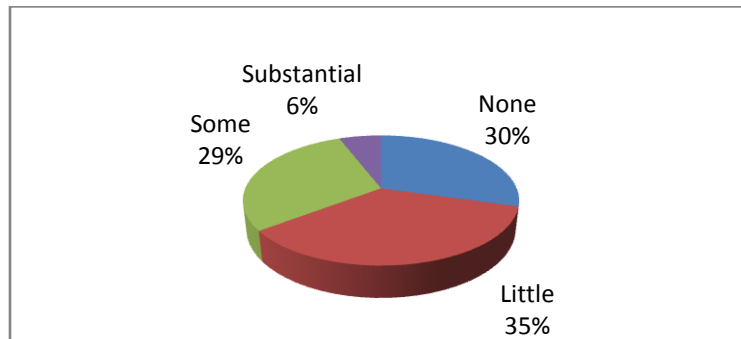
The above table helps the researcher the extent to which greening criteria carried out in performance appraisal. Industries do not have environment friendliness criteria in



appraisal system. Industries do not offer any financial or non financial reward for green performance.

Disciplinary action for the employees who violate rules of green practices

Graph 28



Only few organizations have disciplinary system to punish employees who violate rules of green practices made by organization. Other industries are not so cognizant about punishment for violating green rules.

Considering the data analysis and findings it can be conclude that, Null hypothesis is accepted.

Findings

- I.** Employees from manufacturing industries know more about Green HRM than IT industries.
- II.** IT industries cognizant about saving electricity, online leave record, plastic free zone, E-HRM, video conferencing, electronically record keeping.
- III.** Recycled paper is substantially used in IT industries than manufacturing industries.
- IV.** Industries overlooked Induction as well as training program for employees which is exclusively designed to impart right knowledge and skills about greening.

Hypothesis Testing

Considering the data analysis of graph no. 2,3,4,6,7,8,19,20 and table no.1, 2, 3, 5, 6, 18, 27 it can be conclude that, Null hypothesis is accepted.

Suggestions

1. HR managers would motivate and encourage employees to pursue green practices.
2. Managerial level employees are adequately trained to implement Green HR practices to train the employees.
3. There may be some disciplinary action to punish employees who violets rules of green practices.
4. Financial incentives recommended encouraging the employees for green behavior.
5. Employees have given freedom to modify or create new processes which are eco friendly within organization framework and policy.



Conclusion

Green HRM has great importance in today's scenario. Employees are not well versed about the term but they are conscious to save environment. Industries have lot of scope to pursue Green HRM practices in work life. Enthusiastic participation of employees to go towards greening has to increase. Industries keep centre of attention on environmental agenda and motivate employees for greening behavior.

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