

A Study of Green HRM and Its Evaluation with Existing HR Practices in Organisation in Bhopal 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 is 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 organisations like education, paper etc. from Bhopal region for evaluation study.

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

Introduction

To maintain sustainability culture in the organization is today's need, HR department play vital role in design the strategies to expand it. It is requirement of organisation to build green sense among employees. Organisation 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.

Green HRM

Climate change due to global warming is major issue which alerts Government, public and organization. Green movement across the world has given boost towards implementing Green HRM strategies in organisational work culture.

Green HRM refers to the contribution of HR policies to protect and preserve the natural resources. 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. 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.

Literature Review

The review developed by Renwick and colleagues [30] outlined a future research agenda for GHRM, exploring implications for practitioners. They underpinned how the existing GHRM literature may benefit from including national culture; deeper understanding of the green recruitment, as well as the competency and employee participation practices; and a greater focus on linking GHRM to financial and environmental performance outcomes.

Among the most recent literature review, the article of Ren, Tang, and Jackson [4], unlike the previous reviews provided by Renwick, Redman, and Maguire [31] and Tariq, Jan, and Ahmad [29], went beyond the function-based perspective, in order to better tackle the possible connections between specific HRM practices and EM. Ren and colleagues examined the conceptualization, measurement, and theoretical basis developed on GHRM, as well as the antecedents, contingencies, and outcomes of GHRM from the strategic HRM perspective. More in detail, Ren and colleagues showed that GHRM might have green-specific and more general desirable outcomes and potential benefits at organizational and employees' level, such as employees' well-being.

The review carried out and analysed the period from 2009 to 2018 and focused on the definition of green human resource management, highlighting again that there is not yet a clear definition of this term. They also examined how often the GHRM functions are addressed in the literature. More specifically, they found that the functions that received the most attention were selection and recruitment and training and development of green human resources. Their findings also revealed a lack of comprehensive research in undeveloped countries and Asia, as well as the absence of a cross-cultural model.

The latest and most extensive review was carried out by Amrutha and Geetha [21]. They covered a wider range of years, from 1995 to 2019, confirming the lack of studies carried out in undeveloped countries, while finding that the majority of studies were carried out in Europe and Asia. Based on their findings, they developed a model aimed at explaining how GHRM practices have an impact on organizational sustainability (in its three facets: environmental sustainability, social sustainability, and economic sustainability) through the mediation of employees' green behaviors at work. Each of these three factors interacts with the corporate social responsibility as well as with contextual factors.

In spite of the relevant literature reviews and the ever-growing corpus of research devoted to GHRM, all the reviews share one point: that the theoretical, methodological, and empirical advancement of the field is still highly required. One of the following steps in further developing the knowledge about GHRM is an evidence-based analysis of its practices' outcomes. Already, previous literature reviews on GHRM [4,21,30] pointed out the need for further understanding the real outcomes of adopting GHRM practices in organizations.

Objective

To study existing Human Resource practices in organisation and its evaluation with Green HRM.

Hypothesis

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

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

Research Methodology

Scope of study

To study of Green HRM researcher focuses on organisation in Bhopal region. Bhopal is rapidly developing industrial zone in India. The city is famous for huge number of developments of education organisation. Bhopal region.

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).

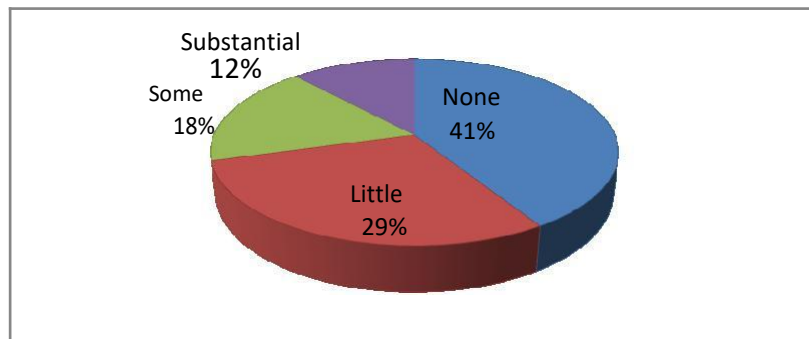
Sample size: 10 types of various Education Institutions were selected from Bhopal region and accordingly data was collected.

- Duration: Data was collected from Jan 2020 To Aug 2020.
- 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 analysed using MS-Excel (Microsoft).

Data Analysis

Awareness about Green HRM concept among employees

Graph 1



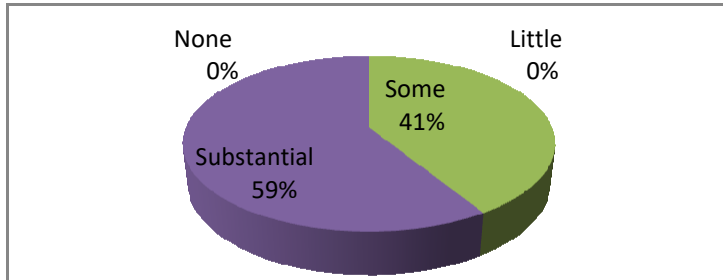
It has been observed that little less than half of employees are completely not aware about the term Green HRM while remaining employees have slight awareness.

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



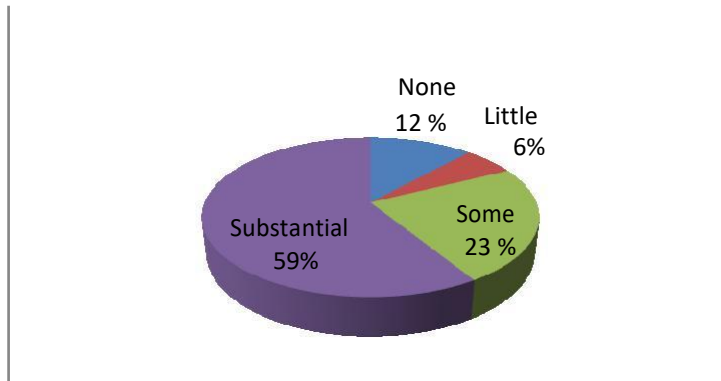
When the question was asked about energy saving strategies it is found that most employees are conscious about saving electricity.

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



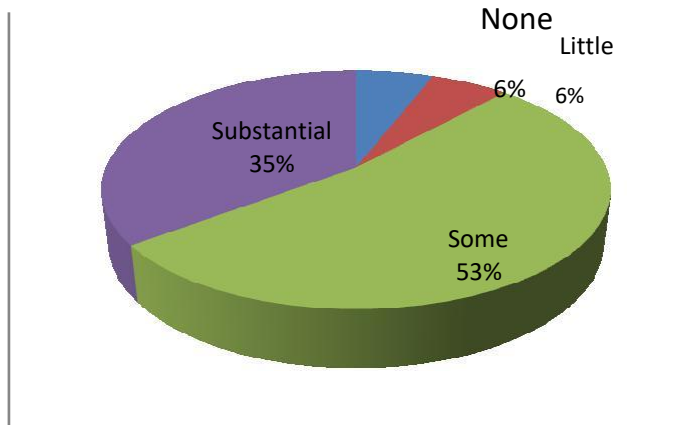
Most of the organizations are trying to save paper by online leave application and electronic slip generation etc. But still some organizations use traditional methods.

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



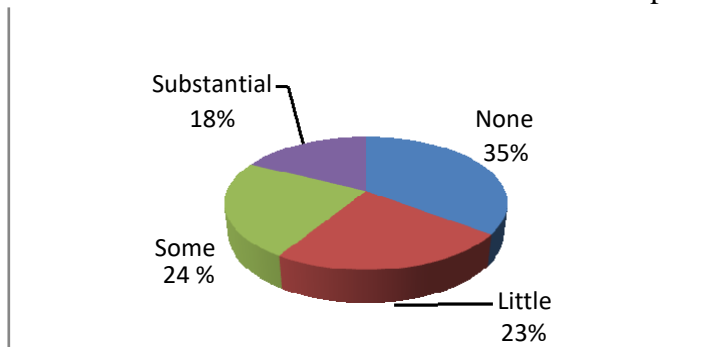
Very few organisations used recycled means PCR paper in the office but half of the organizations still not using recycled paper.

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 organisation are not conscious enough to reduce plastic waste.

Data Analysis for Routine Activity

Table 6

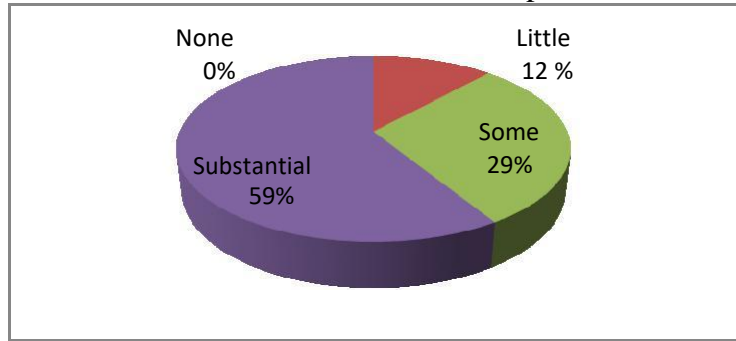
Routine Activities				
Questions	0-25%	26-50%	51-75%	76-100%
1	0	7	10	0
2	7	0	10	0
3	2	6	9	0
4	5	12	0	0

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. Organisation in Bhopal 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, EHRM etc. but the other organizations are not so techno savvy.

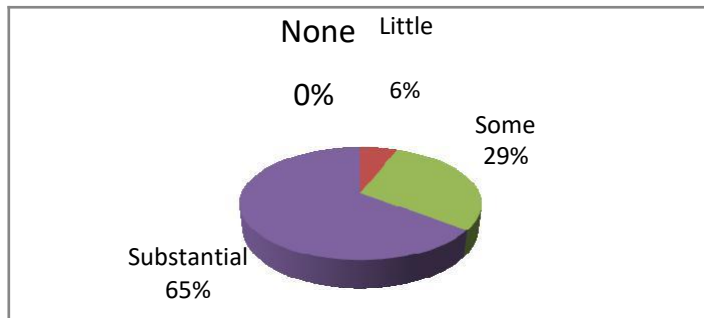
Electronically record keeping

Table 7

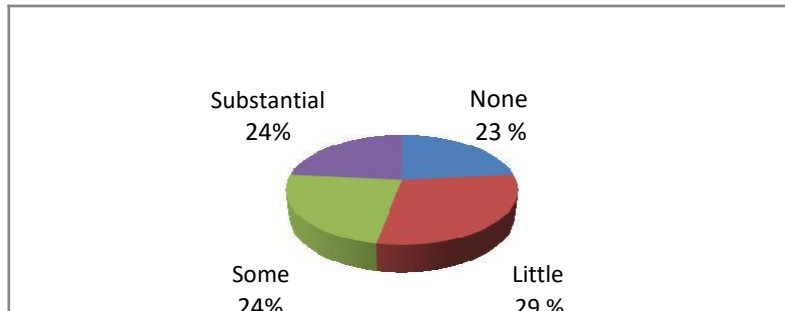
Recruitment				
Questions	0-25%	26-50%	51-75%	76-100%
1	12	5	0	0

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



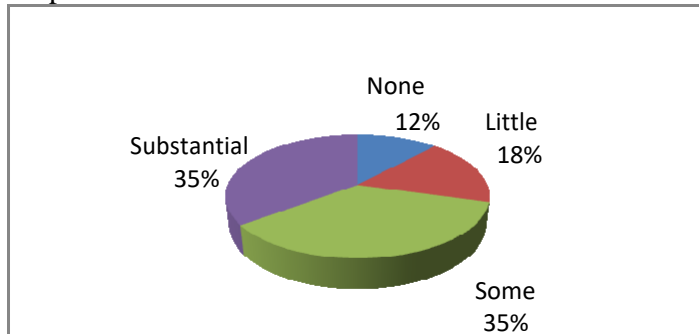
It is found that few organizations have included the environment awareness criteria in recruitment policy. Some organizations do not have any such criteria.

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



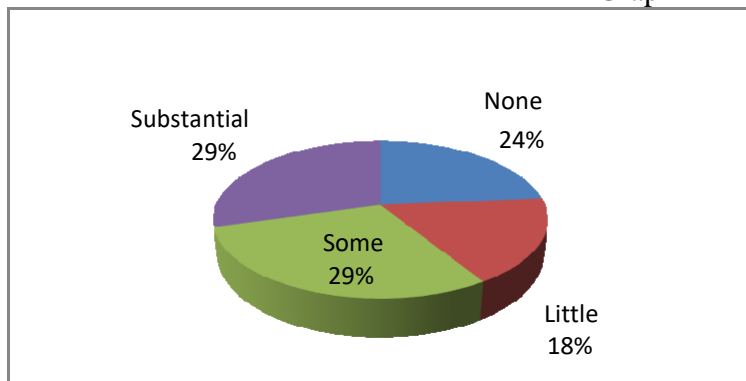
It is noticed that some organizations carry out interview and joining formality paperless and some organizations carry up to some extent. But few organizations do not carry out paperless joining formalities and conducting interview.

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 identifying only those candidates 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

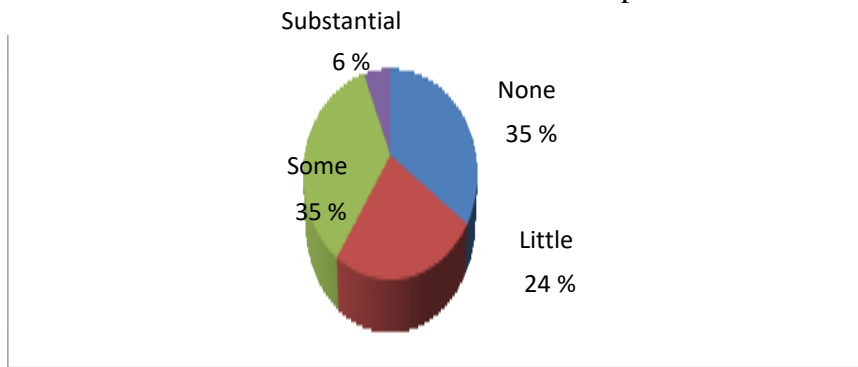
This table indicates the environment awareness criteria in recruitment policy of the organization. Recruitment policy could not reflect the sustainability agenda of the organization. Organisation still not competent enough to carried out paperless recruitment and joining formalities. In the selection 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

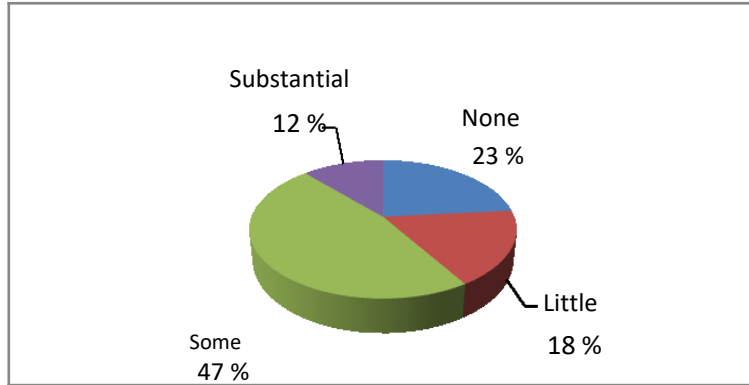


Organizations do not offer special green program to newly joined employees. Only few organizations offer such induction program.

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

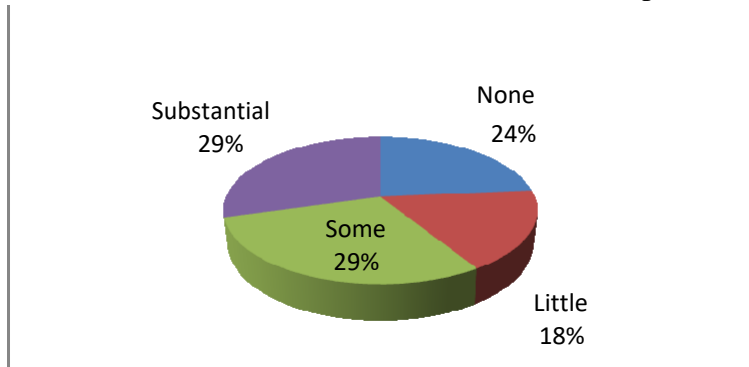


Organisations fall short to train the employees before implementation of green initiative taken by organization. Very few organizations provide proper training to the employees before implementation of any green initiative. And some organizations take introductory sessions.

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

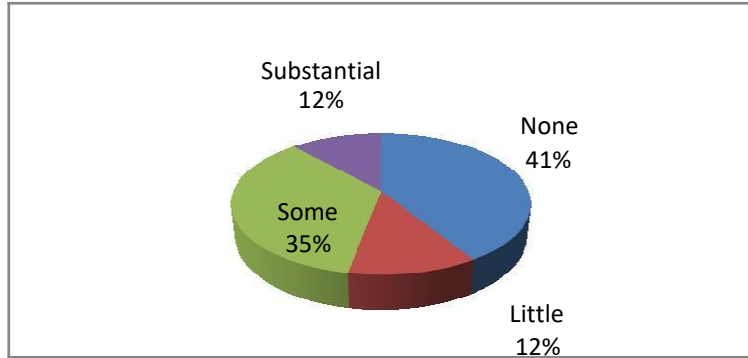


It is noticed that some organizations conducted training sessions to generate awareness about current environmental issues and the ways to protect the environment while some organization do not conduct any training session on environmental issues.

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



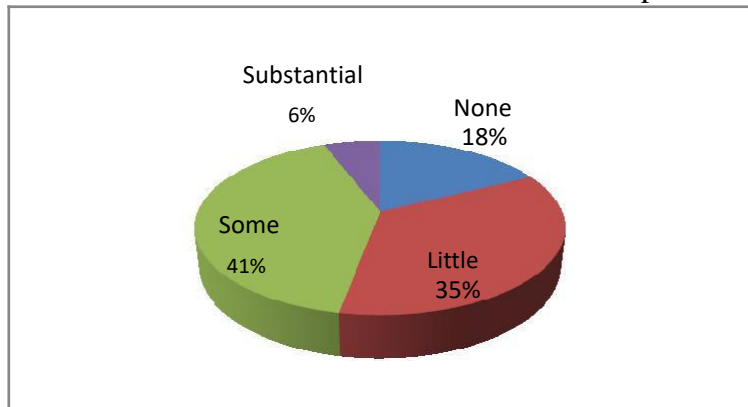
It is observed that few organizations designed training sessions for each employee exclusively to impart right knowledge and skills about greening but most of the organizations do not conduct such type of training session.

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

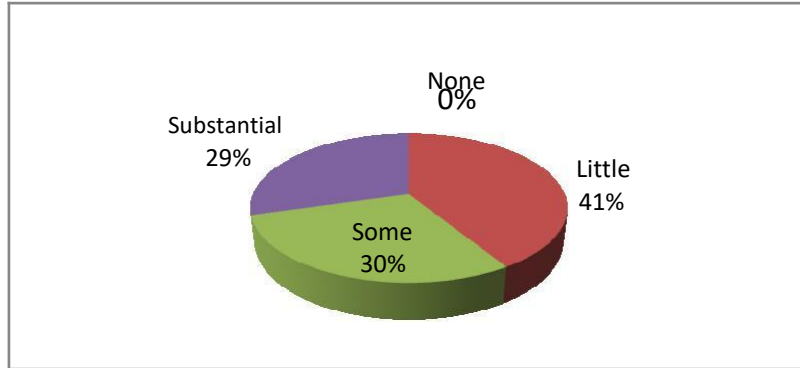


Enthusiastic participation of employees is expected in training but only few employees are enthusiastically participated in the training and rest of the employees are not so anxious about participation and implementation Greening.

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 organisation are trying to reduce use of paper.

Data analysis for Training Policy

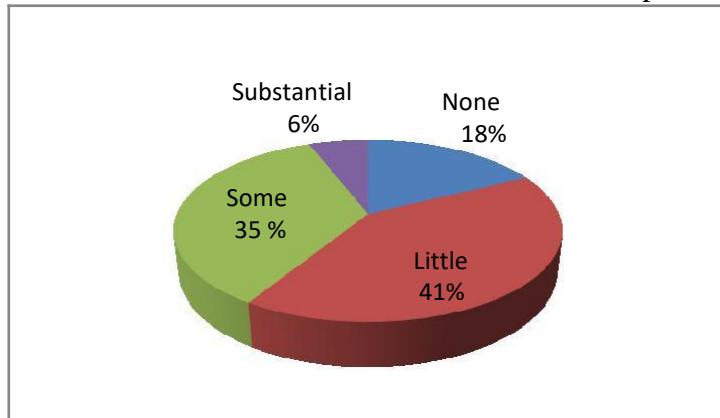
Table 18

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. Organisation fail to provide proper training to the employees before implementation of any green initiative. Organisation lack in carry out training session for each employee exclusively designed to impart right knowledge and skills about greening. Organisation have to put lot of efforts to adopt paperless activities in this area.

Encourages conferences, seminar on Environmental sustainability

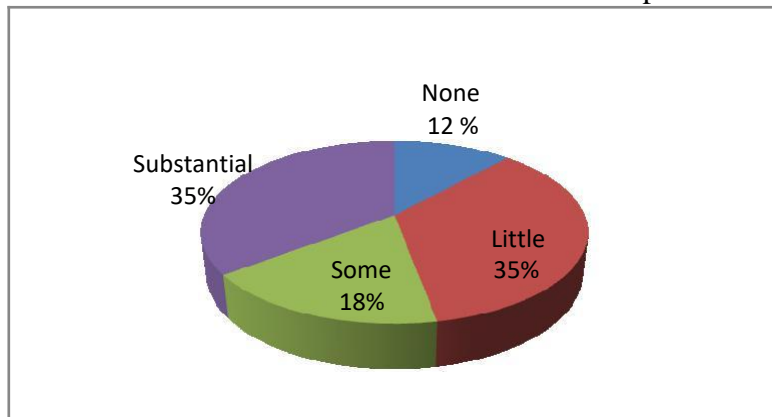
Graph 19



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



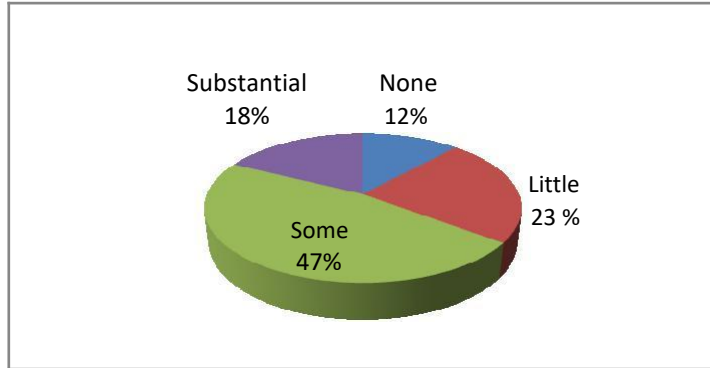
Many organizations give freedom to modify or create new processes which are eco-friendly within organization framework and policy and some of organizations gives freedom up to some extent. But still few organizations are not yet focused on creativity of employees towards modifications of create and implement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



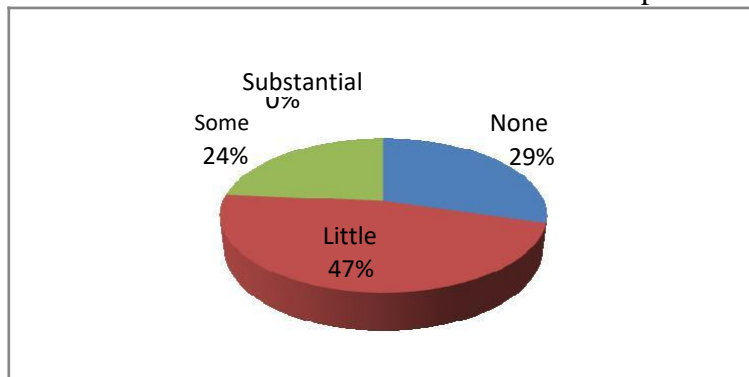
Half of HR managers motivate employees to pursue green practices up to some extent and hardly some HR managers substantially motivate employees to follow green practices.

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



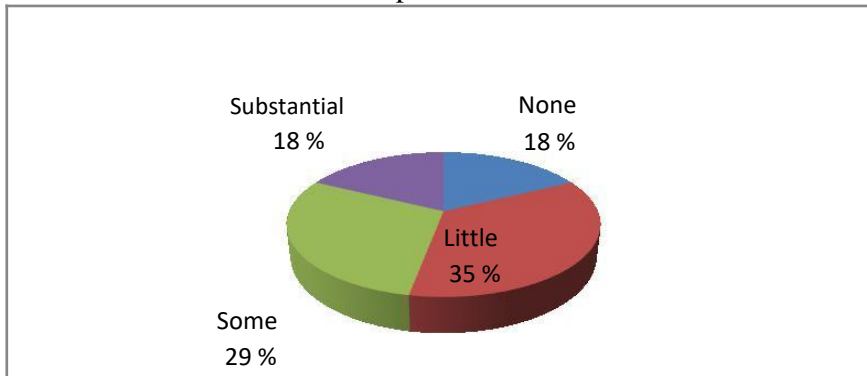
Nearly half of the organizations have insignificant component for progress on greening in the performance feedback interview. Few organizations consider some extent for progress on greening.

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



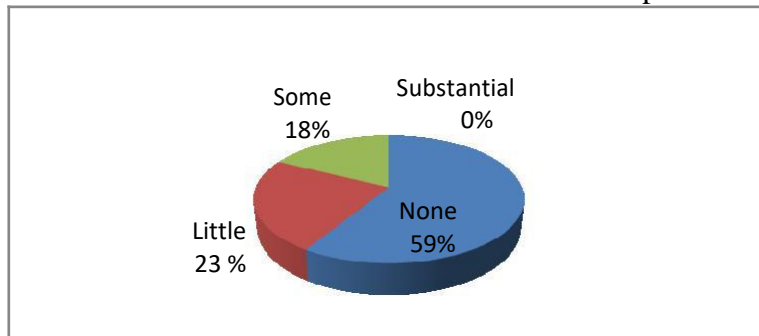
It is observed that very few organizations celebrate the success of green practices and awards for valuable contribution in environment friendly agenda of organization. But some of the organizations do not offer any awards.

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

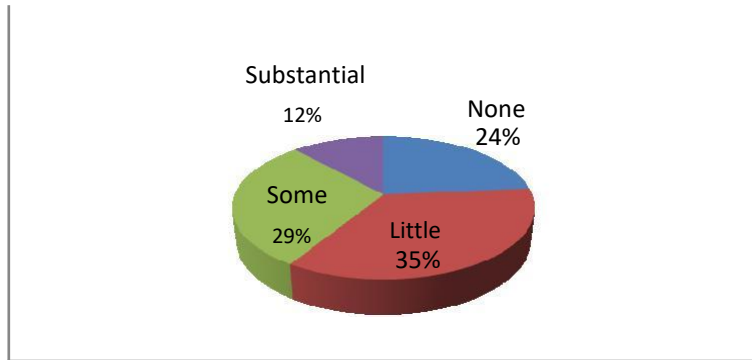


Table 26

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. Organisation do not have environment friendliness criteria in appraisal system. Organisation do not offer any financial or non financial reward for green performance.

Findings

- Employees from education institutions know about Green HRM.
- Organisations are well aware about saving electricity, online leave record, plastic free zone, EHRM, video conferencing, electronically record keeping.
- Recycled paper is substantially used in Education Institution
- Organisation 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 and table 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 behaviour.
5. Employees must 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. Organisation have lot of scope to pursue Green HRM practices in work life. Enthusiastic participation of employees to go towards greening has to increase. Organisation keep centre of attention on environmental agenda and motivate employees for greening behaviour.

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