

A Study on Green Human Resource Practices in IT Sector with Special Reference to Technopark

Sharanya SR*, R. Radhika

School of Management Studies, Noorul Islam University, Kumaracoil, Kanyakumari District, Tamil Nadu, India,

*Corresponding author: E-Mail: sharanyarems@gmail.com

ABSTRACT

Now a day's business world is about efficiency, power consumption and applying green policies and practices for making smart business decision making. Going green is becoming increasingly attractive as a business strategy. Green HR Practices not only help for branding but also it increases organization revenue and cost cutting. The main motive of the study is to find out the importance of green HR management and green HR practices in IT industry at Trivandrum. This study also helps to identify employee awareness and perception regarding green HR practices. A survey was conducted to collect data from the respondents of 60 employees by structured questionnaire. The researcher used simple random sampling for selecting companies and convenience sampling for selecting employees. The major findings of the study are lack of online training programs for employees, management is not providing E-performance management system for measuring employee's environmental performance and also they fail to recruit green employer or employees. The suggestion of the study are management should provide online training programs for employees regarding environmental issues, recruit employees who are aware about green HRM it will increase employee engagement, participation and also reduces employee turnover. It is found that green HR practices plays a vital role in employee involvement and participation in environmental management programs to improve organizations environmental performance.

KEY WORDS: Green HR Management, Green HR Practices, Green Environment.

1. INTRODUCTION

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.

1.1. Green HR Practices:

1.1.1. Recruitment and Selection: Induction for new recruits is needed for ensuring employee's understanding as well as it helps to develop their corporate environmental culture in a serious way.

1.1.2. Performance Management System: Using performance management in green HR indicates how to measure environmental performance standards and indicators in performance management and gaining useful data based on the environmental performance of managers. Electronic HR system (e-HR) can be introduced with the help of E-HR management and employees can track their own carbon emissions.

1.1.3. Training and Development: In the process of employee training and development programmers, it should cover social and environmental issues. Green orientation programs for the newly hired employees should be an integral part of the training and development process. The training itself should inform the employees about the green procedures and policies including the vision/mission statement of the company. Moreover, green teams can be established in each department, for providing general awareness and specific training about green hr management.

1.1.4. Pay and Reward: Compensation is a benefit package provided by the management to motivate the changing behaviors of employee green performance. According to Mandip (2012), organizations are need to develop reward systems for employees in order to produce desirable behaviors in green performance.

1.2. Statement of the Problem: Being green is not about that the employees are consciousness about the environment; it is a challenge for employees to be aware about green environment. Due to heavy work load and high target employees are not aware about the green environment. There is lack of responsibilities and consciousness among the employees to protect the environment while they are at work. Organization are conducting induction program for newly hired employees but they are only providing instruction regarding their work and responsibilities, the management are not providing any awareness programs about green environment and also they fails to provide

green orientation programs for employees, so the employees are not aware about the green HR issues such as green working condition, safety and health, green policies and practices etc.

For hiring new employees organization is conducting various tests rather than using E-Selection or telephone interview/video conferencing so on, it will increase the usage of carbon footprints, high costs and required more time to conduct the selection process. Management is not providing online training or web based training modules for employees regarding environmental and social issues, environment management or green HR management aspects like reduction of greenhouse gases, creating green procedures, energy efficiency and recycling. Organization are adopting E-Recruitment for employees but they are failed to recruit the employees who are aware about green HR, by recruiting green employer/employees it will provide staff motivation, engagement etc. E-performance management system are adopted by the organization for measuring employees performance regarding their job activities but they fail to measure environmental performance of employees such as tracking carbon emission done by both management and employees.

1.3. Objectives of the study:

- To ascertain green working environment of the organization.
- To find out whether the organization is providing awareness about Green HR Practices among the employees of IT Industry, Trivandrum.
- To examine the perception of employees regarding implementation of Green HR Practices in the Organization.

1.4. Scope of the study: Information Technology is one of the most important industries in Indian economy. A good human resource practice would encourage IT professionals to be more productive while enjoying their work. Therefore green environment is becoming an important human resource issue in IT industry. Effective human resource policies and practices are essential to provide an effective green HR environment among IT professionals. The present study has been designed and planned to find out the importance of green HR management and green HR practices in IT industry, to promote the environment related issues by adopting it. This study also helps the management and the employees to think about harmfulness which happens to environment, society and its own people due to pollution. It will create awareness among employees and society members how to utilize natural resources effectively. Green HR initiatives also help the organization to find alternative ways to cut down cost and also reduce usage of papers by implementing digital processes. This will help in huge cost and energy savings.

2. RESEARCH METHODOLOGY

2.1. Methodology: Technopark consists of 342 companies out of which 6 companies have been taken by the researcher through simple random sampling. The data for the present study was collected from a sample of 60 employees out of the total population of 47100 employees. The researcher used convenience sampling for selecting employees from these 6 companies. In this research, the researcher followed descriptive research to solve the research problem. In the present study the researcher used chi-square test, two-way anova, t test and weighted average method for analyzing and interpreting the data.

2.2. Data Collection: The data has been collected from Primary data and Secondary data.

2.3. Primary Data: The primary data is collected through printed form of structured questionnaire. Primary data is collected from employees of IT Industry, Trivandrum.

2.4. Secondary Data: For getting different views from other researchers and authors secondary data are collected for the study. Secondary data is collected through books, journals, articles, websites and previous thesis reports.

2.5. Hypothesis of the study

1. H_0 : There is no significant difference between male and female with respect to employee awareness about green HR practices.

H_1 : There is significant difference between male and female with respect to employee awareness about green HR practices.

2. H_0 : There is no significant difference among age group with respect to employee awareness about green HR practices.

H_1 : There is significant difference among age group with respect to employee awareness about green HR practices.

3. H_0 : There is no association between employee experience and E- Selection adopted by the organization for hiring employees.

H_1 : There is association between employee experience and E- Selection adopted by the organization for hiring employees.

2.6. Analysis and Interpretations: In this section data analysis and interpretation are done through Descriptive analysis and inferential statistics.

2.6.1. Mean and Standard Deviation of Green Working Environment:**Table.1.Green Working Environment**

Green Working Environment	Mean	SD
Comfortable Space	4.32	0.596
Environmental Friendly	4.23	0.789
Formal/Informal Policy	4.15	0.709
Telecommuting	4.07	0.733
Green Suggestion	3.10	1.399

Source: Primary data

- Management provides a very comfortable and relaxed space for employees to have their lunch. This factor secured first rank with mean score 4.32.
- Management encourages employees to work more environmentally friendly. This factor secured second rank with mean score 4.23.
- Organization following a formal or informal environment responsibility policy. This factor secured third rank with mean score 4.15.
- Organization allows its employees to work at home or telecommuting. This factor secured fourth rank with mean score 4.07.
- Employees are encouraged by the management to participate in green suggestion scheme regarding green hr issues. This factor secured fifth rank with mean score 3.10.

2.6.2. Mean and Standard Deviation of Employee Awareness Regarding Green HR Practices:**Table.2.Employee Awareness Regarding Green HR Practices**

Employee Awareness	Mean	SD
Green HR Campaign	3.50	.930
Recycling Program	3.87	.747
Green Agenda	3.35	1.219
Energy Conservation	3.35	1.022
Automatic Shutoff	2.52	1.097

Source: Primary data

- Management offering recycling programs for office products. This factor secured first rank with mean score 3.87.
- Organization is conducting green HR campaign programs for employees to provide awareness about green HR issues. This factor secured second rank with mean score 3.50.
- Job description and the corporate website of the company support green agenda. This factor secured third rank with mean score 3.35.
- Energy efficient lighting systems and equipment were used by the management for energy conservation. This factor secured third rank with mean score 3.35.
- Automatic shutoff is used for equipment by the management for energy conservation. This factor secured fifth rank with mean score 2.52.

2.6.3. T Test: Difference between Gender & employee awareness regarding green HR practices. Green human resources make employees to promote sustainable practices as well as increase employee awareness and commitments on the issues of sustainability. For undertaking environment-friendly HR initiatives like better employee engagement, lower cost, reduction in carbon footprints etc. management should provide awareness programs among employees because based on gender wise classification employees have different outlook or perception regarding green HR practices so it may vary according to their classification.

Hypothesis:

H₀: There is no significant difference between male and female with respect to employee awareness about green HR practices.

H₁: There is significant difference between male and female with respect to employee awareness about green HR practices.

Table.3.Difference between Gender and Employee Awareness

Employee Awareness	Gender				t Value	p Value
	Male		Female			
	Mean	SD	Mean	SD		
	1.74	0.448	1.44	0.507	2.367	0.021

Source: Primary data

Since P value is 0.021, null hypothesis is rejected at 5% level. Hence there is significant difference between male and female with respect to employee awareness regarding green HR practices. Based on the mean score, the male employees are more aware and conscious about green HR practices followed in the organisation than female in all

dimensions because female employees having lack of knowledge about green environment and green HR practices than male employees.

2.6.4. Anova: Variation between Age & Employee Awareness regarding Green HR Practices. Green human resources make employees to promote sustainable practices as well as increase employee awareness and commitments on the issues of sustainability. For undertaking environment-friendly HR initiatives like better employee engagement, lower cost, reduction in carbon footprints etc. management should provide awareness programs among employees based on their age because employees outlook or perception regarding green HR practices may vary according to the age of employees.

Hypothesis:

H₀: There is no significant difference among age group with respect to employee awareness about green HR practices.

H₁: There is significant difference among age group with respect to employee awareness about green HR practices.

Table.4.Difference between age and Employee awareness about Green HR Practices

Employee Awareness	Age in Years			F Value	P Value
	Below 25	25-35	35-45		
	3.60 (1.267)	3.29 (0.928)	4.00 (0.816)	1.963	0.150

Source: Primary Data

Since the P value is 0.150, Null hypothesis is accepted at 5% level. Hence it is concluded that, there is no significant difference between age and employee awareness regarding green HR practices. It is clearly stated that employees' age has no influence on the awareness regarding green HR practices because employee awareness is stable and is extremely based on the information which they have gained.

2.6.5. CHI-Square test:

Association between Employee Experience & E-Selection: Now a day's E- Selection has become popular among all organizations, with the firms conducting various tests on-line and also conducting interviews through audio-conferencing and video-conferencing. Thus it eliminates inconveniences among employees and also reduces time and cost required for selection process.

Hypothesis:

H₀: There is no association between employee experience and E- Selection adopted by the organization for hiring employees.

H₁: There is association between employee experience and E- Selection adopted by the organization for hiring employees.

Table.5.Association between Employee Experience and E- Selection

Work Experience (in Years)	E-Selection				Total	Chi-Square Value	P Value
	Fresher's	Experienced Employee's	Both Fresher's & Experienced Employees	Not Following			
Below 5	6 (20.0) [54.5]	10 (33.3) [55.6]	8 (26.7) [57.1]	6 (20.0) [35.3]	30	4.329 ^a	0.632
5-10	2 (20.0) [18.2]	3 (30.0) [16.7]	3 (30.0) [21.4]	2 (20.0) [11.8]	10		
10-20	3 (15.0) [27.3]	5 (25.0) [27.8]	3 (15.0) [21.4]	9 (45.0) [52.9]	20		
Total	11	18	14	17	60		

Source: Primary Data

1. The value within () refers to Row Percentage
2. The value within [] refers to Column Percentage

Since the P value is 0.632, Null hypothesis is accepted at 5% level. Hence it is concluded that, there is no association between employee experience and E- Selection adopted by the organization for hiring employees. It is clearly stated that E-Selection is not based on employee experience because management will select the right person for the right job based on employee's qualification and their knowledge towards job.

3. FINDINGS OF THE STUDY

3.1. Green Working Environment: Management provides a very comfortable and relaxed space for employees to have their lunch (56 percent). Management encourages employees to work more environmental friendly (53 percent). Management allows employees to work at home or telecommuting (51 percent). About 34 percent of employees reveal that by recruiting green employer/employee it will increase employee motivation. 20 percent suggest that it

helps to increase employee engagement, 2 percent says that it will reduce labor turn over again 2 percent feels that it will increase work force. Employees are encouraged by the management to participate in green suggestion scheme regarding green HR issues. There is significant relationship exists between green working environment and employee performance.

3.2. Employee Awareness: Organization is conducting green HR campaign programs for employees to provide awareness about green HR issues. About 34 percent of employees say that they are aware about green HR issues. Employees reveal that they are aware and conscious about green environment and green HR practices (41 percent). Most of employees reveal that management offering recycling programs for office products (45 percent). Energy efficient lighting system and equipments were used by the management (31 percent). Organization is not adopting automatic shut off for electronic products (31 percent). Management are not using star labels for electronic products, Organization is not having green teams to educate, inspire and empower employees regarding green issues (36 percent). There is no association between employee age and employee awareness regarding green HR practices. There is significant relationship between employee awareness and employee performance. Employees are aware about green HR management and green HR practices. Employee's awareness about green HR management and green HR practices influences on employee's qualification.

3.3. Employee's Perception: Employees reveal that there are barriers for implementing green HR practices. 22 percent of employees feels that main barrier for implementing green HR practices is due to lack of support by management, 17 percent feels that lack of support by employees and 11 percent feels due to cost of maintaining programs 10 percent feels due to cost of implementing programs. About 17 percent reveal that management encourages double-sided photocopies among employees for effective environment management and 16 percent says management encourages reduction in carbon footprints.

Most of employees reveal that organizations adopted E-selection for hiring experienced employees. Employees reveal that organization is not providing E-performance management system for measuring employee's environmental performance (35 percent). Employees reveal that organization advertises job vacancies through websites (60 percent). There is no association between employee experience and E- Selection adopted by the organization for hiring employees. About 39 percent of employees reveal that management is not conducting online training programs for employees regarding green environment. About 27 percent of employees reveal that organization provides green rewards and incentives for employees. Most of employees reveal that management is not providing incentives for employees to buy hybrid cars/cycles (37 percent). Employees reveal that organizations were using E-HR records and E-HR technology (53 percent). Green HR practices are followed by management. 22 percent of employees reveal that organization following recycling programs, 19 percent reveals that organization using eco-friendly products, 17 percent reveal organization adopting green building concept. Green commuting habits is followed by the employer and employees in the organization, such as car sharing, video conferencing, telecommuting etc.

Suggestions of the study:

Automatic Shutoff: Management should install star labels for electronic products. By installing star labels it will automatically shut off the system when it is not in use. It will reduce cost by being energy efficient

Green Employer: Organization should recruit green employer or employees who are aware about green environment and green HR practices. Management should recruit them at right time and at right place. By recruiting green employer, which may improve employer branding as well as staff motivation, employee engagement, increases workforce and reduces employee turnover.

Green Team: Creating green teams among employees will help to identify green issues and also it provides specific solutions for the problems, this makes organization to operate more environmentally sustainable. Such teams will educate, inspire and empower employees regarding green environment and green issues.

Green Office Products: Management should use power strip for electronic products, that can be turned on and off at frequent intervals. By using remanufactured ink, toner cartridges and PCR papers, this gives savings in operational expenditure as well as reduces cost by being energy conservation.

Selection: Management should adopt E- selection for hiring employees. It will reduce usage of carbon foot prints and also reduces cost & time. Management should conduct green orientation programs for newly hired employees, this will create environmental awareness among newly hired employees.

E- Performance Management: For measuring environmental performance of employees organizations should use E- performance management system and E- HR system for tracking out carbon emission done by both management and employees.

Online Training Programs: Management should provide online training and development programmes for employees regarding environmental and social issues such as waste management, elimination of plastics, creating green products, reducing carbon emission etc.

Incentives and Energy Conservation: Management should provide incentives for employees to buy hybrid cars/cycles. Organization should use solar power and alternative fuels to reduce carbon emission and also for the effective energy conservation.

Green Commuting Habits: Management should encourage green commuting habits among employees such as job sharing, electronic filling and also provide free transportation for employees.

4. CONCLUSION

Going green is becoming increasingly attractive as a business strategy. Green HR practices is not only reducing carbon foot prints and carbon emission but also it helps to increase cost savings or cost cutting, energy conservation and also increases profitability of an organization.

- Credit as a good corporate citizen helping the environment
- Increases savings in operational expenditure.
- It helps to reduce cost by being energy efficient.
- Energy conservation (Saving Power)

From this study it is found that green HR practices plays a vital role in organizations to promote environmental related issues as well as social issues. It will also increase morale and performance of employees and also provide benefits for both the employees as well as to the organizations. It is also found that by recruiting green employer/employees, which may improve employer branding and employee engagement, online training programs such as reducing carbon emission, recycling programs, energy conservation etc., will create awareness among employees regarding green environment.

REFERENCES

Jacob Cherian, and Jolly Jacob, A study of Green HR Practices and Its Effective Implementation in the Organization, International Journal of Business and Managemnt, 7 (21), 2012.

Mandip, Green HRM: People Management Commitment to Environmental Sustainability, Research Journal Recent Science, 1, 2012, 244–252.

Smith E, and Perks S, A perceptual Study of the Impact of Green Practice implementation on the Business Functions, Southern African Business Review, 14 (3), 2010.