

**GREEN HRM PRACTICES & ENVIRONMENTAL
SUSTAINABILITY: AN EMPIRICAL STUDY
ON THE IT INDUSTRY IN KERALA**



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Haridas P.K¹, Chitra Sivasubramanian², Ganesh Dash³

ABSTRACT

Green HRM is a new word in the corporate world with the increase in significance. The purpose of this study was to investigate the impact of Green Human Management Practices on the Environmental Sustainability. It also finds out the awareness level of sustainability among IT professionals. The study conducted in Kerala and the primary data were collected by using questionnaire form the IT professionals. The researcher used a five point Likert scale to assess the responses. The sample size of the study was 150. The survey responses were analyzed using various statistical tools like descriptive statistics and regression analysis. The result of the regression analysis showed that the Green HRM practices have a significant influence on Environmental Sustainability. Based on the findings of the study, a number of recommendations are provided.

KEYWORDS: Green HRM Practices, IT Industry, Environmental Sustainability

INTRODUCTION

In recent times, Information Technology (IT), whether it belong to engineering field, medical field, business, commerce, science and social science fields has become an integral tool. As an industry, information technology is the biggest and fastest growing industry in the world. In India, IT boom has introduced massive challenges for knowledge based organizations. In the last two decades, the Indian IT/ITES and BPO industries have contributed significantly to the Indian economic growth in terms of GDP.

HR managers in IT sectors now identify that the Green Human Resource Management practices in their work place will promote the social responsibility among workers and this practices will help to retain the skilled workers in their organizations. Nowadays IT organizations are implementing EMS (Environmental Management System) a strategic tool, to gain competitive advantage. This system provides better control of firm's environmental impacts. It has been noted that, most of the successful IT companies such as TCS, Microsoft, BP, Tata, ONGC, ITC, Wipro and many more had started contributing a lot on Corporate Social Responsibility.

Green Human Resource Management

Green Management generally refers to the environmental aspects (Wioletta Skibinska, Iga Kott, 2015). Green Human Resource Management is the use of HRM polices to promote the sustainable use of

¹ Post-Doctoral Fellow, Department of Management Studies, Pondicherry University, India

² Professor, Department of Management Studies, Pondicherry University, India

³ Assitant Professor, Institute of Management, JK Lakshmipat University, India

● ³ganeshdash@jklu.edu

resources within the organization and, more generally promote the cause of environment sustainability (Marhatta,2012). According to Viola Muster and Ulf Schrader (2015), green HR consists of two elements namely environmentally friendly HR practices and preservation of knowledge capital. Green HRM refers to the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment and the business (Opatha and Anton (2014)). Similarly, green HRM in IT organizations involves reducing carbon footprints via less printing of paper, car sharing, job sharing, telecommuting, video conferencing and interviews (Gill Mandip; Shakti, 2012). Green HRM is also a management strategy that for reducing carbon print of employees and talent retention (Tulsee Giri Goswami and Saroj Kumar Ranjan ,2015).

In IT sectors, “Go-Green” is practiced through green computing which advocates promotion of low magnetic and electrical emission from CRT – based computer displays which was later expanded to include criteria on energy consumption, ergonomics. Hence green HRM involves the use of HRM policies that to promote the sustainable use of resources in the organization and also promote the cause of environmentalism. Some of the importance of green HRM in organizations are; to avoid or minimizing global warming, to avoid or minimize natural disasters and to avoid health problems through pollution (Opatha 2014).

REVIEW OF LITERATURE

Green HRM Practices

In general, organizations have their own environmental policies and practice. There are worthy green HR practices that leading companies have adopted to manage environmental problems. Green HRM practices includes recruitment, training and development, performance appraisal and management, employee relations, pay and reward, and exit (Jacob Cherian and Jolly Jacob,2012; Mohammad Main Uddin and Rabiul Islam, 2015; Geetu Nijhawan,2014).

Green Recruitment: The main function of green recruitment is to include environmental criteria in the recruitment messages and the green recruitment process involves paper free recruitment process with a minimal environmental impact. (Opatha ,2014; K. Kiruthigaa & Mini Viswanathan, 2014.)

Green Training: The main function of Green training and development programme is to impart the knowledge and skills about green management program to each employee in the organizations. (Opatha ,2014)

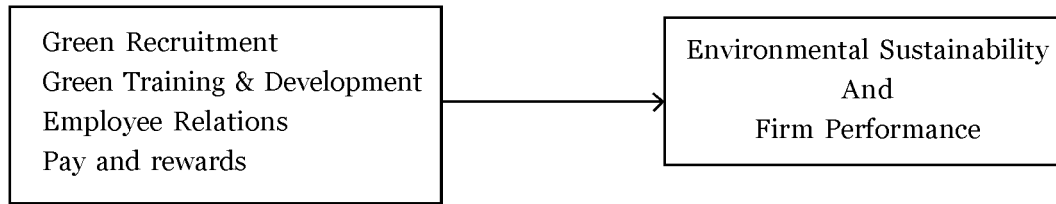
Employee Relation: It includes Employee Involvement and Participation and it is defined as creating an environment in which people have an impact on decisions and actions that affect their job(T.L Quagraine)

Pay and Rewards: It includes rewarding employees for green performance (Crosbie and Knight,1995).

Green HRM Practices and Sustainability

Green management is another term for Sustainable Development. According to the World Commission on Environment and Development (WCED) Sustainability, or sustainable development, is broadly defined as “development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs”. The term Sustainable Development (SD) was used for the first time, at the United Nations Conference on the Human Environment in Stockholm in 1972.

Mohammad Main Uddin and Rabiul Islam (2015), argues that Green HRM can play a useful role in the business in promoting environmental related issues. Mousumi Sengupta and Nilanjan Sengupta (2015), in their paper has stated that employee participation and involvement would play a vital role in promoting green HRM improving organizational environmental performance. Research by Venkatesh , Lissy and Vaishnavi Bhatt (2014) stated that Green HRM practices like training and development, employee autonomy and e-HRM plays a significant role in promoting sustainable development in the organization. Research by Benard Langat and Josphat Kwasira (2016), shows that there is a relationship between green HRM practices and sustainable development. Winnie Achieng Owino and Josphat Kwasira (2016), also stated that green HRM management had a significant influence on environmental sustainability.

Figure-1 Theoretical Framework**STUDY**

1. To measure the awareness level about Sustainability and Green Management among IT Professionals
2. To analyze the degree of impact of Green HRM practices on Environmental Sustainability
3. To suggest Green HRM policy practices for IT Sectors.

Hypotheses

Based on the review of literature and conceptual frame work, the research hypotheses for the study formulated as;

Null Hypothesis H₀: There is no relationship between Green Human Resource Management Practices and Environmental Sustainability.

RESEARCH METHODOLOGY**Table-1: Research Methodology**

1	Research Type	Descriptive and Exploratory
2	Data	Primary Data- Questionnaire (Online Survey) Secondary Data- Books, Published article and company web site
3	Location of the Study	Kerala –IT Parks
4	Sampling Method	Convenient Sampling
5	Sample Size	150
6	Tools for the Analysis	Descriptive Statistics Correlation Regression
7	Scaling Method	Five- Point Likert Scale 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

Source: Author generated

Limitations of the Study

- The study is confined to the employees of IT Parks in Kerala, So the findings of the study cannot be generalized.
- The findings of the study based on the response of the IT employees. Hence it is difficult to find out authenticity to be true.

ANALYSIS AND RESULTS

Demographic Details of the Respondents

Table-2: Demographic Profile of the respondents

Attributes	Category	Percentage of Respondents
Gender	Male	62.7%
	Female	37.3%
Age	20-25 Years	40.0%
	26- 30 years	38.0%
	31- 35 Years	14.7%
	36 – 40 years	7.3%
Education	Post-Graduation	31.3%
	Graduation	62.0%
	Diploma	6.7%
Designation	System Developers	26.0%
	System Analyst	24.0%
	System Administrator	28.7%
	Programmers	21.3%

*Source: primary data***Awareness level about Sustainability and Green Management****Table 3: Awareness about Sustainability and Green Management**

No	Items	SD	DA	N	A	SA
1	I am aware of the concept of sustainability	(1.67%)	(10.00%)	(16.67%)	(61.67%)	(10.00%)
2	I am aware of Green Management and Green HRM practices	(3.33%)	(13.33%)	(20.00%)	(55.00%)	(8.33%)
3	I have knowledge on waste as it relates to how it affects the environment	(0.00%)	(11.67%)	(21.67%)	(58.33%)	(8.33%)
Scale: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree						

Source: primary data

The above table shows the respondents awareness level about sustainability and green management. With respect to “I am aware of the concept of sustainability”, 71.67 % of agreed or strongly agreed with the statement, only 11.67 % disagreed or strongly disagreed with this statement and 11.76 % are neutral.

With respect to the statement “I am aware of Green Management and Green HRM practices”, 63.33 % of respondents agreed or strongly agreed; only 16.67 % disagreed or strongly disagreed with this statement and 20.00 % are neutral.

With respect to the statement “I have knowledge on waste as it relates to how it affects the environment”, 66.67 % agreed or strongly agreed, 11.67% of the respondents disagreed or strongly disagreed with this statement and 21.67% are neutral

Regression Analysis

Table -4: Result Regression Analysis

R=.754						
R Square=.569						
Adjusted R Square=.557						
Std Error=.53951						
Model		Sum of Square	df	Mean Squares	F	Sig
1	Regression	55.734	4	13.933	47.869	.000 ^b
	Residual	42.206	145	.291		
	Total	97.940	149			

Source: primary data/ SPSS output

From the regression table(Table -4), the R-square value of .569 indicating that the four given independent variable explain about 56.9 5 of the variance in the sustainability. The F statistics is 47.869 and the corresponding p-value is significant (<0.05). This result indicates that there is a linear relationship between independent variable and dependent variable.

Table 5: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.633	.329		1.924	.005		
Green Recruitment	.567	.072	.482	7.837	.000	.787	1.270
Green T&D Employee Relation	.220	.069	.213	3.215	.002	.674	1.484
Pay & Rewards	.226	.074	.179	3.074	.003	.881	1.135
	.152	.064	.147	2.371	.019	.773	1.293

Source : primary data/ SPSS output, (Dependent Variable: Sustainability)

From the regression coefficient table (Table -5), the estimated regression model is

$$Y(\text{Sustainability}) = .633 + .576(X_1) + .220(X_2) + .226(X_3) + .152(X_4) + E$$

Where X_1 = Green recruitment, X_2 =Green Training and Development, X_3 = Employee Relations and X_4 = Pay and Rewards.

From the coefficient table of regression analysis result, the VIF statistics are > 5 and none of the tolerance value > 0.2 . This result indicated that there is no multi collinearity problem among the variables of the regression analysis. Hence it is reasonable to say that the estimated regression model is valid.

FINDINGS AND SUGGESTIONS

- Out of 150 respondent's males were 62.7% and females were 37.3%.
- Majority of the respondents in this study are belonging to the age group of 20- 24 years.
- About 62% respondents are bachelor's degree holders, 31.3 % respondents are master's degree holders and 6.7% respondents are diploma holders.
- Majority of respondents of the study are system administrators, 28.7%
- Majority of the respondents are aware of sustainability
- Only 63.33% respondents are aware about Green Management and Green HRM practices.
- 66.67% respondents have the knowledge on waste as it relates to how it affects the environment.
- Regression analysis shows that the green HRM practices like green recruitment, green training and development, employee relation and pay and rewards have a significant influence on the environmental sustainability.
- According the rule if t value is greater than 2 ($t > 2$), the null hypothesis will be rejected and alternative hypothesis will be accepted. (Nousheen et al, 2009; Rana et al 2009). Hence null hypothesis which is stated that 'there is no significant relationship between green HRM practices and sustainability' is rejected, alternatively "there is a significant relationship between green HRM practices and sustainability" is accepted.
- From the regression analysis, the R square value of .569 indicated that the four given Green HRM practices explain 56.9% of the variance in Environmental Sustainability. It is also noted that 43.05% of variance unexplained, indicating that there are other important green HRM practices that influence the sustainability in IT sectors. These predictors may include employee performance management, learning, and employee environmental communication.
- From the regression model, it can be seen that the green recruitment is the most significant external predictor of sustainability (beta = .482) followed by green training and development (beta=.213), employee relations (beta=.179) and pay and rewards (beta= .147).This finding supports the previous research studies (Kiruthigaa and Mini Viswanathan, 2014; Benard Langat and Joshat Kwasira, 2016;).

Suggestions

- It is important to improve the IT professional's awareness level about sustainability.
- It is advisable to the IT sectors in Kerala, adopt new green HRM policies and practices for greening the office.

- Green recruitment means paper free recruitment, hence it is suggested that, applications are invited through online also Use telephonic or video based interviews to minimize travel related environmental impact.
- Management should improve the training and development programmes such as renewable energy programmes, green engineering programmes, greening office, and reducing carbon foot print.

CONCLUSION

There is a necessity for green HRM practices to plant a business environment and the organizations today believe that the employees must be encouraged, motivated and environmentally conscious about the green environment activities to take green management proposals. Therefore, HR people in Kerala IT organizations should contribute the green movement in terms of green human resource practices, as well as introduce unique programs to make green initiatives.

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