Green initiatives and its reflection on green human resource management in IT companies

DR. MAHESH V.J.[1], MR. GAUTHAM.T[2]

[1]Associate Professor, Saveetha School of Management, Saveetha Institute of Medical and Technical Sciences, Saveetha University, Chennai, Tamilnadu, India.
[2]Student, Saveetha School of Management, Saveetha Institute of Medical and Technical Sciences, Saveetha University, Chennai, India
Email ID: mahesh.ssm@saveetha.com, gauthamblade@gmail.com

Abstract: The research paper titled a Study on green initiatives and its reflection on green human resource management in IT Company. Descriptive research is applied using a simple random method of sampling with 74 respondents. The main aim of this paper is to show the impact of green human resource and its practices in the IT industry. Green Human Resource Management (GHRM) is a set of practices used by a company to reduce its carbon footprint. It has been observed that there is an increased awareness within the business environment on the motivation on going green and adopting various techniques to manage the environment. GHRM is a budding concept which is ready to explore green economic sides of business as the business world is going global. It is important for the company to follow GHRM to maintain its image by being an eco -friendly company which results in greater efficiency, low costs and better employee engagement and retention. It is found that practicing GHRM is influenced by factors like Green focus on CSR, Green Recruitment and Selection, Green Training and Development, Green Transportation, Green Printing, E-filing and Energy savings.

Keywords: Green Human Resource Management, GHRM, Green HRM, Green initiatives, HRM, IT company and carbon footprint, Innovation.

INTRODUCTION

Green Human Resources Management (GHRM) is a set of methods where organization reenacts a green conduct with its representatives so it makes an asset proficient, ecologically too touchy and socially capable work environment and by and large association. Green HRM includes utilizing climate inviting HR methodology which helps in expanded proficiency, decrease of cost and better worker commitment and maintenance which causes associations to lessen representative carbon impression by certain strategies like vehicle pool, electronic desk work, work sharing, media communications, online enrollment and preparing, proficient energy office spaces, and so forth.

Green HRM is getting significant in this current world as we have exploited our assets with inordinate utilization of our assets and crude materials. Common goods are exploited in our present world. Our research idea is based on the rich knowledge acquired by our peer teams across the university.(A.C.Gomathi, S.R.Xavier Rajarathinam, A.Mohammed Sadiqc, Rajeshkumar, 2020; Danda et al., 2009; Danda and Ravi, 2011; Dua et al., 2019; Ezhilarasan et al., 2019; Krishnan and Chary, 2015; Manivannan, I., Ranganathan, S., Gopalakannan, S. et al., 2018; Narayanan et al., 2012, 2009; Neelakantan et al., 2013, 2011; Neelakantan and Sharma, 2015; Panchal et al., 2019; Prasanna et al., 2011; Priya S et al., 2009; Rajeshkumar et al., 2019; Ramadurai et al., 2019; Ramakrishnan et al., 2019; Ramesh et al., 2016; Venugopalan et al., 2014). Right now we are working on Green HRM strategies in IT.

Theoretical Framework

Fig.1:

REVIEW OF LITERATURE

Ahmad *et. al.,* says that the business is changing from a conventional financial structure to a modern capacity-based economy which is ready to implement green economic facets of business. (Ahmad, 2015)

Charbel *et. al.,* finds the importance of alignment of the human resource practices systematically in order to put workers in control of environmental management. Its conclusion is about the inclusion of environmental issues in traditional HR practices, which can later badly affect the good performance resulting in a negative cycle.(Charbel, 2011)

Dwyer *et. al.,* says that SMEs could make themselves greener by making strategic and organizational changes, the factors of organizational structure, innovation capability, human resources, cost savings and competitive advantage can influence organizational change. (Dwyer et al., 2009)

Mishra *et. al.,* suggest that there is scope to use the full potential of Green HRM practices for encouraging pro-environmental behavior in the organizations and top-management support and mutual learning among departments are important to facilitate green behaviors among employees.(Mishra, 2017)

Opatha *et. al.,* concluded that there are many gaps that needs to be filled in respect of Green HRM, and theoretical and empirical studies are needed to improve the knowledge of Green HRM.(Opatha and Arulrajah, 2014)

Renwick *et. al.,* concludes that future research into Green HRM may give interesting results for all stakeholders in HRM. These may be to develop the utility of linking employee engagement and participation in environmental management initiatives to improved environmental organizational efficiency, perhaps through a particular emphasis on waste management and recycling; for unions and workers, they may encourage employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and recycling and well-being; and for academics, they may reveal additional data to add an HRM element to the knowledge base on Green Management in general. (Renwick et al., 2008)

Subramanian *et. al.,* results indicate that acquired Green Competencies are more positively associated with individual's Green competencies and green behavior. The study empirically demonstrates that verifying acquired GC attributes such as environmental knowledge, green purchase attitude and intention during employee selection would certainly be helpful for firms to identify individual green performance potential.(Subramanian et al., 2016)

Wehrmever *et. al.,* says that employee's involvement is important for the success of adopting environmentally aware approaches. if they are convinced about those initiatives then it will run on its own. (Wehrmeyer, 2017)

Muster *et. al.,* Only by considering staff in their dual position as producers and customers will Green HRM fulfill its full potential. Employees learn various forms of behaviour, not only in the workplace, but also in private life. A "green work-life balance concept" is proposed to promote environmentally sustainable behaviour in b, as mutual relations between working life and private life occur.(Muster and Schrader, 2011)

Oluwaseyi *et. al.,* results indicate that in stimulating pro-environmental IT behaviour, green training and growth, performance management and empowerment and involvement are crucial. Moreover, for the impacts of green training and development, performance management and green empowerment and participation on environmental IT performance, the mediating effects of pro-environmental IT behaviour were important.(Oluwaseyi et al., 2020)

Hameed *et. al.,* results of structural regression showed that through green employee empowerment, GHRM has a major indirect impact on OCBE. The findings also showed that the positive relationship between green empowerment of employees and OCBE was moderated by individual green values.(Hameed et al., 2020)

Islam *et. al.,* Via structural equation modeling, hypothesized relations are checked. The results showed that ethical leadership had a major influence on green HRM activities, in-role and extra-role green behaviors. In addition, the correlation between ethical leadership and both forms of green behaviors was mediated by green HRM activities.(Islam et al., 2020)

Aboramadan *et. al.,* The findings indicate that green human resources management (GHRM) has been a significant indicator of green behavior, extra-role green behavior and GIWB in the role of employees. In addition, to clarify the above-mentioned relationships, GWE has proved to be an effective intervening mechanism.(Aboramadan, 2020)

Chakraborty *et. al.,* results of the study highlighted that the activities of Green Performance Management (GPM) had a substantial effect on organizational performance. GPM activities enriched employees' behavioral and technological competencies to align green tasks and objectives that improved the core values of the organization.The paper highlighted the importance of green performance management strategies that were instrumental in bringing out employee skills, a natural working climate, increased application of green management concepts by workers, and corroborated business strategic performance.(Chakraborty and Biswas, 2020)

RESEARCH DESIGN

Research Design adopted is descriptive research. structured Questionnaires with 5 point scale are collected from 74 respondents. The respondents were selected by using Simple Random sampling in the organization.

DATA ANALYSIS AND INTERPRETATION
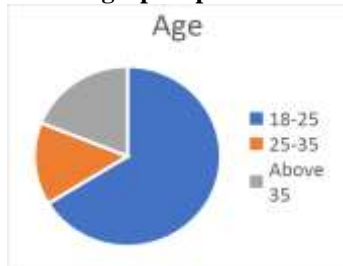**Pie charts of Demographic profile of Respondents.**

Fig.1: The pie chart shows the Age of the respondents. The Age categories are 18-25 (66.2%), 25-35 (13.9%) and above 35 (18.9%).
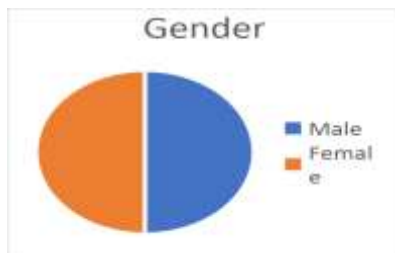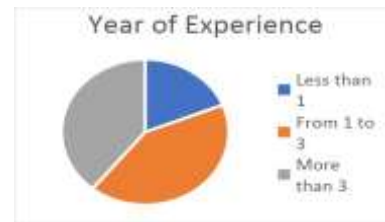

Fig.3: The pie chart shows the Years of experience of respondents. Experience are less than 1 year (18.9%), 1-2 years (41.9%) and more than 3 years (39.2%).

Fig.2: The pie chart shows Gender of the respondents. Equal number of Male (50%) and Female (50%) responded.

Fig.4: The pie chart shows the Salary of respondents. Salary levels are up to 25,000 (55.4%), 25,000-35,000 (17.6%), 35,000-45,000 (5.4%) and above 45,000 (21.6%).

Fig.5: The pie chart shows the Qualification of the respondents. Qualification levels are School (1.4%), Diploma (2.7%), UG (63.9%) and PG (31.1%).

MEAN ANALYSIS

Table 1: Table showing the General Green HRM practices

General Green HRM Practices	Mean	Rank
Environmental related program	3.14	1
Restricts environmental harmful products	3.13	2
Green Office	3.08	3
Green Garden	2.99	4

The above table shows the general green HRM practices, in an organization. The factor Environmental related program includes the highest mean score of 3.14, followed by – Restricts environmental harmful products (3.13), Green Office (3.08) and Green Garden (2.99). All the mean scores lie between 2.99 to 3. It concludes that employees mainly agree that the company follows green HRM practices and also encourages its employees in environmental related programs and are agreeing towards all the other mentioned factors.

Table 2: Table showing Green Recruitment and Selection

Green Recruitment and Selection	Mean	Rank
Environmental interview	2.58	3
Online recruitment	2.69	2

Environmental knowledge	2.92	1

Table 2 shows the Green recruitment and selection practices followed in a company. It shows that 'Environmental knowledge' takes the highest mean score of 2.92 followed by online recruitment (2.69) and environment questions interview (2.58). All the mean scores lie below 3. This shows that green recruitment is not very effective in the organization..

Table 3: Table showing Green Transportation

Green Transportation	Mean	Rank
Separate Vehicle	2.93	2.5
Car Pool	2.93	4
Pick and drop facility	3.10	1
Cycles	2.93	2.5

Table 3 shows green transportation facilities provided by the company. This shows 'Pick and Drop facility' includes the highest mean score of 3.1 followed by Separate vehicles (2.5), Cycles (2.5) and CarPool (2.93). All the mean scores lie between 2.9 to 3.1. It concludes that employees mainly agree that the company provides pick and drop facility for different shifts and are agreeing towards all the other mentioned factors.

Table 4: Table showingE-filing

E-filing	Mean	Rank
Digitalization	3.01	3
Online Filing	3.03	2
Digital Data Maintenances	3.26	1

Table 4 shows E-filing practice of organization as a green HRM practice. It shows variable Digital data maintenance includes the highest mean score of 3.26 followed by Online filing (3.03), Digitalization (3.01) All the mean scores lie between 2.9 to 3.3.

Table 5: Table showing Green Printing

Green Printing	Mean	Rank
Paper Wastage	3.08	2
Important Printout	3.00	3
Restriction	2.92	4
Digital Data storage	3.26	1

The above table 5 shows the green printing practices of organization. It concludes that employees mainly agree that all data shared and saved are through electronic devices and are agreeing towards all the other mentioned factors. It shows variable Digital data Maintenances' ' includes highest mean score of 3.26 followed by online filing (3.03) and Digitalization (3.01). All the mean scores lie between 3 and 3.3. It concludes that employees mainly agree that data maintenance is easy to maintain in digital form compared to physical form and are agreeing towards all the other mentioned factors.

Table 6: Table showing Energy Savings

Energy savings	Mean	Rank
PC to Laptop	3.14	2
Save energy	3.31	1
Energy wastage restrictions	3.12	3

The above table shows energy savings as a practice of Green HRM. The variable– "Save Energy" includes the highest mean score of 3.31 followed by – PC to Laptop (3.14) and Energy wastage restrictions (3.12). All the mean scores lie between 3 and 3.3. It concludes that employees mainly agree that companies use technology such as sensor taps and inverter AC to save energy and are agreeing towards all the mentioned factors.

RESULTS AND DISCUSSIONS

This study tried an attempt to know the Green HRM practices following in organization. This has been done based on a few factors like General HRM Practices, Green recruitment, Green transportation facility, E-filing, Green printing, and Energy savings. the respondents agreed that the organization that they belong to are following Green HRM to an extent. Environmental related programs are organized, and employees are actively involved in. Lynee concluded that toxic and other hazards in a physical work environment is a threat to the health, mental health and social well-being of humans (Soine, 1987). Respondents also agreed that the organization has taken steps to restrict environmental hazard products within the workplace. Shuai Han *et.al.,* suggested that to reduce the gaps

between organizational roles and improve the conditions of understanding hazards, safety communication and duty of care among managers are essential (Han et al., 2019).

Green Garden is also maintained by the organization and employees are encouraged to maintain it. This kind of garden is not only considered as part of green initiative or greenHRM of an organization, but also this gives a refreshing look to the organization, also considered to be used as a creative space for employees to think peacefully when even they wanted to be. As part of Green recruitment and selection practices the company shall check Environmental knowledge of each candidate to ensure their choice is apt for green HRM practices. Mostly online interviews shall be arranged to avoid over usages of papers and related stationeries. But It's been found that green recruitment practices are not very effective in many of the organizations.

The green transportation facilities provided by the company is highly appreciated by respondents. They have agreed that the company is providing them Pick and Drop facility and CarPool. E-filing practice is an important practice of any organization aspart of a green HRM practice. Here a separate digital data base shall be maintained so that multiple hard files and paper works shall be regulated. Digitalization has already started implementing many organizations, this helps to share and save various files that are required for daily working life. Energy saving is the next best HR practice with green initiative and organization follows that in a serious way.

CONCLUSION

All in all, future investigation into Green HRM may give intriguing outcomes to all partners with regards to HRM. For bosses and professionals, these might be to set up the handiness of connecting representative inclusion and investment in ecological administration projects to improved authoritative natural execution, maybe through a particular spotlight on squander the executives and reusing; for associations and workers, they may assist them with campaigning businesses to embrace Green HRM arrangements and practices that help defend and upgrade specialist wellbeing and prosperity; and for scholastics, they may uncover extra information to add a HRM component to the information base on Green Administration all in all.

REFERENCES

1. Aboramadan, M., 2020. The effect of green HRM on employee green behaviors in higher education: the mediating mechanism of green work engagement. International Journal of Organizational Analysis ahead-of-print.
2. A.C.Gomathi, S.R.Xavier Rajarathinam, A.Mohammed Sadiqc, Rajeshkumar, 2020. Anticancer activity of silver nanoparticles synthesized using aqueous fruit shell extract of Tamarindus indica on MCF-7 human breast cancer cell line. J. Drug Deliv. Sci. Technol. 55.
3. Ahmad, S., 2015. Green Human Resource Management: Policies and practices. Cogent Business & Management 2, 1030817.
4. Chakraborty, D., Biswas, W., 2020. Going Green with Green HRM Practices – A Strategic Initiative for Reinvigorating Performance Optimization in Companies. Prabandhan: Indian Journal of Management 13, 8–26.
5. Charbel, J.C.J., 2011. How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study. Industrial and Commercial Training 43, 98–105.
6. Danda, A.K., Ravi, P., 2011. Effectiveness of postoperative antibiotics in orthognathic surgery: a meta-analysis. J. Oral Maxillofac. Surg. 69, 2650–2656.
7. Danda, A.K., S, R., Chinnaswami, R., 2009. Comparison of gap arthroplasty with and without a temporalis muscle flap for the treatment of ankylosis. J. Oral Maxillofac. Surg. 67, 1425–1431.
8. Dua, K., Wadhwa, R., Singhvi, G., Rapalli, V., Shukla, S.D., Shastri, M.D., Gupta, G., Satija, S., Mehta, M., Khurana, N., Awasthi, R., Maurya, P.K., Thangavelu, L., S, R., Tambuwala, M.M., Collet, T., Hansbro, P.M., Chellappan, D.K., 2019. The potential of siRNA based drug delivery in respiratory disorders: Recent advances and progress. Drug Dev. Res. 80, 714–730.
9. Dwyer, R., Lamond, D., Lee, K.-H., 2009. Why and how to adopt green management into business organizations? Management decision.
10. Ezhilarasan, D., Apoorva, V.S., Ashok Vardhan, N., 2019. Syzygium cumini extract induced reactive oxygen species-mediated apoptosis in human oral squamous carcinoma cells. J. Oral Pathol. Med. 48, 115–121.
11. Hameed, Z., Ullah, K.I., Islam, T., Sheikh, Z., Muhammad, N.R., 2020. Do green HRM practices influence employees' environmental performance? Int. J. Manpow. 41, 1061–1079.
12. Han, S., Chen, H., Stemn, E., Owen, J., 2019. Interactions between organisational roles and environmental hazards: The case of safety in the Chinese coal industry. Resour. Policy 60, 36–46.
13. Islam, T., Munawar, K.M., Ahmed, I., Mahmood, K., 2020. Promoting in-role and extra-role green behavior through ethical leadership: mediating role of green HRM and moderating role of individual green values. Int. J. Manpow. ahead-of-print.
14. Krishnan, R., Chary, K.V., 2015. A rare case modafinil dependence. J. Pharmacol. Pharmacother. 6, 49–50.
15. Manivannan, I., Ranganathan, S., Gopalakannan, S. et al., 2018. Mechanical Properties and Tribological

Behavior of Al6061–SiC–Gr Self-Lubricating Hybrid Nanocomposites. Trans Indian Inst Met 71, 1897–1911.

16. Mishra, P., 2017. Green human resource management. International Journal of Organizational Analysis.

17. Muster, V., Schrader, U., 2011. Green Work-Life Balance: A New Perspective for Green HRM. German Journal of Human Resource Management 25, 140–156.

18. Narayanan, V., Kannan, R., Sreekumar, K., 2009. Retromandibular approach for reduction and fixation of mandibular condylar fractures: a clinical experience. Int. J. Oral Maxillofac. Surg. 38, 835–839.

19. Narayanan, V., Ramadorai, A., Ravi, P., Nirvikalpa, N., 2012. Transmasseteric anterior parotid approach for condylar fractures: experience of 129 cases. Br. J. Oral Maxillofac. Surg. 50, 420–424.

20. Neelakantan, P., John, S., Anand, S., Sureshbabu, N., Subbarao, C., 2011. Fluoride release from a new glass-ionomer cement. Oper. Dent. 36, 80–85.

21. Neelakantan, P., Sharma, S., 2015. Pain after single-visit root canal treatment with two single-file systems based on different kinematics--a prospective randomized multicenter clinical study. Clin. Oral Investig. 19, 2211–2217.

22. Neelakantan, P., Subbarao, C., Sharma, S., Subbarao, C.V., Garcia-Godoy, F., Gutmann, J.L., 2013. Effectiveness of curcumin against Enterococcus faecalis biofilm. Acta Odontol. Scand. 71, 1453–1457.

23. Oluwaseyi, O.A., Nya-Ling, T.C., Alias, M., 2020. Linking green HRM practices to environmental performance through pro-environment behaviour in the information technology sector. Soc. Responsib. Journal. Law Med. ahead-of-print.

24. Opatha, H.H.P., Arulrajah, A.A., 2014. Green human resource management: Simplified general reflections. International Business Research 7, 101.

25. Panchal, V., Jeevanandan, G., Subramanian, E.M.G., 2019. Comparison of post-operative pain after root canal instrumentation with hand K-files, H-files and rotary Kedo-S files in primary teeth: a randomised clinical trial. Eur. Arch. Paediatr. Dent. 20, 467–472.

26. Prasanna, N., Subbarao, C.V., Gutmann, J.L., 2011. The efficacy of pre-operative oral medication of lornoxicam and diclofenac potassium on the success of inferior alveolar nerve block in patients with irreversible pulpitis: a double-blind, randomised controlled clinical trial. Int. Endod. J. 44, 330–336.

27. Priya S, R., Krishnan, C., S, J.R., Das}, J., 2009. Growth and characterization of NLO active lithium sulphate monohydrate single crystals. Crystal research and technology 44, 1272–76`.

28. Rajeshkumar, S., Menon, S., Venkat Kumar, S., Tambuwala, M.M., Bakshi, H.A., Mehta, M., Satija, S., Gupta, G., Chellappan, D.K., Thangavelu, L., Dua, K., 2019. Antibacterial and antioxidant potential of biosynthesized copper nanoparticles mediated through Cissus arnotiana plant extract. J. Photochem. Photobiol. B 197, 111531.

29. Ramadurai, N., Gurunathan, D., Samuel, A.V., Subramanian, E., Rodrigues, S.J.L., 2019. Effectiveness of 2% Articaine as an anesthetic agent in children: randomized controlled trial. Clin. Oral Investig. 23, 3543–3550.

30. Ramakrishnan, M., Dhanalakshmi, R., Subramanian, E.M.G., 2019. Survival rate of different fixed posterior space maintainers used in Paediatric Dentistry - A systematic review. Saudi Dent J 31, 165–172.

31. Ramesh, A., Varghese, S.S., Doraiswamy, J.N., Malaiappan, S., 2016. Herbs as an antioxidant arsenal for periodontal diseases. J Intercult Ethnopharmacol 5, 92–96.

32. Renwick, D., Redman, T., Maguire, S., 2008. Green HRM: A review, process model, and research agenda. University of Sheffield Management School Discussion Paper 1, 1–46.

33. Soine, L., 1987. Expanding the Environment in Social Work: The Case for Including Environmental Hazards Content. J. Soc. Work Educ. 23, 40–46.

34. Subramanian, N., Abdulrahman, M.D., Wu, L., Nath, P., 2016. Green competence framework: evidence from China. The International Journal of Human Resource Management 27, 151–172.

35. Venugopalan, S., Ariga, P., Aggarwal, P., Viswanath, A., 2014. Magnetically retained silicone facial prosthesis. Niger. J. Clin. Pract. 17, 260–264.

36. Wehrmeyer, W., 2017. Greening People: Human Resources and Environmental Management. Routledge.