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The practice of green HRM and its endurance with reference to tier II IT industries

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Abstract
Twenty-first century has been showing heightened interest in the environmental concerns all around the globe irrespective of related fields be it politics, public, or business. The recent interest in environmentalism globally has arisen from specific treaties to combat climate change, owing to the harmful consequences of industrial pollution and waste materials, including toxic chemicals. Governments and NGOs round the globe promoted regulations and policies with effect of slowing down and to some extent even reverse the destruction of natural resources and its negative effect on the mankind and the society as a whole.
Human Resource Management (HRM) is an important faction of management that deals with the most valuable assets of an organization which is man power. The whole context of HRM is currently being considered in the light of sustainability all over and Green initiatives within HRM form part of corporate social responsibility. We can say that without facilitating the human resource and implementing sustainable policies, going green would be a hard nut to crack. This article aims to provide simplified insight on some common GHRM processes and attempts to suggest some green initiatives for HR at IT industries in Chennai.

Keywords: Human Resource Management, Social Responsibility, IT industries

Introduction

The concept of Green HRM has emerged with the initiation of Green Movement. Green Movement is a political movement which advocates four important principles namely Environmentalism, Sustainability, Non-violence and Social justice. Supporters of the Green Movement called "Greens", adhere to Green Ideology and share many ideas with ecology, conservation, environment, feminist and peace movements. With the growing awareness of the Green Movement across the world, management scholars from diverse areas such as accounting, marketing, supply-chain management and HRM also start analyzing that how managerial practices in these areas can contribute to environmental management goals. One of the most important contributors for this initiative is the Human Resource Management of the firm.

In 2000 Dunphy, Benveniste, Griffiths and Sutton in the Twelfth AIMS International Conference on Management linked the implementation of ecological sustainability with human sustainability. The authors pointed out that the training and investment in human resources goes ideally along with ecological sustainability. Discussed the positive effects of the types of green intellectual capital on corporate environment citizenship, leading to competitive advantage of firms. Against this backdrop it can be assumed that Green HRM is all about the holistic application of the concept of sustainability to organization and its workforce. At present, there is a great deal of increase in the adoption of environment management systems by the corporate sector. Today there is debate and uncertainty prevails on how green management principles can be implemented effectively amongst the workforce of the organization. In that context, this article identifies how the employees of Tier II IT industries contribute in promoting environment management initiatives.

Objectives and Scope

The author aims to study the Green Human Resource Management in IT Companies, and analyse the contribution of HR professionals and employees in IT industries.

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This article aids human resource management (HRM) practitioners to understand sustainability and Green HRM in an organizational context. It can be used as a funnel for the HR function to support environmental friendly HR practices in business and perform sustainable Human Resource Management. This report is limited to Tier II IT companies in Chennai. By studying the initiatives taken by the IT industries to improve Green HR Practices, the article explores the HR skills required for practicing sustainable HRM and the applicability of Green HRM in different types of organizations

Tier Ii It Industries
The Indian IT sector is poised to enter a hyper-growth phase, with a likely minimum of 2,000 start-ups a year by 2020, as against a little over 800 expected in 2014, said the industry body, Nasscom based on the study conducted in partnership with management consulting firm Zinnov. With the anticipated hyper-growth, the IT sector is estimated to generate 250,000-300,000 jobs by 2020, as against the current 65,000-75,000. Calling India the "fastest growing" software product country, Nasscom product council chairman Ravi Gururaj said the country could have about 11,500 product start-ups by 2020, as against around 3,100 now. "We believe software product start-ups will play a vital role in the growth of the entire information technology industry in India," said Nasscom president R Chandrashekhar. "Indian start-ups are now innovating for the world, which is leading a lot of global players to look at India as a hub. The terms tier one and tier two are sometimes adopted with slightly different meanings or definitions. Companies which usually have a revenue of more than 1 billion $ comes under tier 1 companies with more than 50000 employees. Companies with revenue over 100 million $ comes under tier 2 companies list with employment of 4000 to 10000 employees approximately. It is observed that in northern states of our country, start-ups are making their presence felt all over the country. The companies are hiring people for operations, sales, marketing and logistics on a salary of Rs 10,000 to Rs 25,000 per month, from fresh graduates to people with up to three years' experience. Companies and smaller towns and cities are thus mutually helping each other in long-term development.
According to Economic Times dated September 5, 2012, Devina Sengupta & Indu Nandakumar, says that many second-level players are aggressively promoting themselves on social media to lure quality talent. Lacklustre growth and tight budgets at top IT firms like Infosys and Wipro have given Tier II companies like Mind Tree an opening to go after the cream of the crop at engineering colleges. To give potential candidates an idea of what's in store, Tier II companies are beefing up their presence on social media sites like Twitter, You tube and Face book, the favourite online haunts of students.
The recent spurt in the growth of India's Tier II and III cities, and the ongoing development and expansion taking place, is also making them attractive for India's IT-BPO industry. Interestingly, the sector itself has contributed to this economic growth by establishing a presence there, generating employment and changing the overall landscape. According to a NASSCOM 2010 study, titled the 'Indian IT-BPO Industry: Driving India's Socio Economic Transformation,' Tier II and III cities in India have emerged as talent hubs, from where the sector is drawing its manpower resources. The study states that around 58 per cent of the IT-BPO workforce today is from Tier II/III cities, with around four million direct employees from these locations. Around 49 delivery centres were set up in Tier II/III locations in the last year, as opposed to 25 in India's Tier I cities. The industry in fact, accounted for 4.5 per cent of the GDP.

Literature Review
First this review addresses the meaning and interpretation of green HRM. According to Renwick *et al*, (2008) [19], the integration of corporate environmental management into human resource management is termed as green HRM. They also stated that human resources aspects of environmental management are green HRM. These scholars broadly specified that distinguished policies in the field of recruitment, performance management and appraisal, training and development, employment relations and pay and reward are considered as powerful tools for aligning employees with an organization's environmental strategy. According to Jabbour *et al*, (2010) [12], the greening of functional dimensions of human resource management such as job description and analysis, recruitment, selection, training, performance appraisal and rewards is defined as green HRM. In 2011, Jabbour [11] again defined green HRM as "the level of greening of human resource management practices" in terms of functional and competitive dimensions of HRM. Green HRM is referred to all the activities involved in development, implementation and on-going maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees so as to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability. It 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, 2013; Opatha and Anton Arulrajah, 2014) [15, 16].
As far as the above definitions are concerned, the very latest definition provides a comprehensive meaning and understanding about what green HRM is, in the context of organisational setting. HRM practices are the actual human resource programs, processes and techniques that actually get implemented in the organisation or business unit (Gerhart *et al*, 2000; Huselid and Becker, 2000) [7, 10]. Similarly, green HRM practices are the actual green HRM programs, processes and techniques that actually get implemented in the organisations in order to reduce negative environmental impacts or enhance positive environmental impacts of the organisations. The ultimate aim of green HRM practices is to improve the organisation's sustainable environmental performance. Job descriptions and job specifications may include environmental, social, personal, and technical requirements of the organizations as far as possible. For example, environmental protection duties should be included, along with the allocation of environmental reporting roles and health and safety tasks (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000) [4, 22, 14]. In addition, some companies use teamwork and cross-functional teams as job design techniques to successfully manage the environmental issues of the company (Florida, 1996; Clement, 1997; Palmer and

Andrews, 1997; Beard and Rees, 2000; Griffiths and Petrick, 2001; Daily and Huang, 2001; Govindarajulu and Daily, 2004; Jabbour, Santos, and Nagano, 2010) [6, 3, 17, 1, 9, 5, 8, 12].

The Chartered Institute of Personnel and Development (CIPD) believe that "becoming a green employer may improve employer branding, company image and is a useful way to attract potential employees who have environmental orientation (CIPD, 2007) [2]." Attracting 'environmentally aware talent' might be facilitated by pro-active branding of the organization as a high-quality green employer of choice (Renwick *et al*, 2008; Jackson *et al*, 2011) [19, 13]. Increasingly, firms are beginning to recognize that gaining a reputation as a green employer is an effective way to attract new talent (Phillips, 2007; Stringer, 2009) [18, 21]. Really, environmentally responsible employers can attract talent that they need to implement corporate environmental management initiatives and ultimately it contributes to achieve organization's environmental goals. A Green Plan can guide activities and initiatives that reduce negative environmental impacts that result from business operations. In general, these activities will reduce waste, conserve water and save energy. As an illustration, in the year 2013 HCL won the Asia-Pacific Enterprise Leadership Award (APELA). This award recognizes and honors the achievements of companies in the areas of sustainable development and corporate responsibility. HCL runs a multi-layered corporate program "Go Green" to drive its sustainability initiatives. It has green processes across facilities & in the areas of travel, IT and events. Keeping all the research findings and suggestions on Green HRM in various fields in view, the author aims to fill the research gap by taking up this study on the Green HRM Practices in IT sector.

Methodology
The author conducts the data collection process with the structured questionnaire. The collected data was given numerical value and a detailed analysis was done. Primary data was collected through the feedbacks given by the employees in the exit Interview forms. The Data was also collected from the employees of Tier II employees during their off- office hours. In this study, samples were collected by using Simple Random sampling Technique and the sample size is 150.

Table 1: Indicating the Gender Categorization of Employees

Gender	No of Respondents	Percentage
Male	116	77%
Female	34	23%
Total	150	100%

In this study 77% of the total respondents are male and the rest 23% are female

Table 2: Age of the Employees

AGE	No of Respondents	Percentage
< 25 Years	12	8%
25 - 35 Years	43	29%
35 – 45 Years	58	39%
45 – 55 Years	29	19%
>55 Years	8	5%
Total	150	100%

From the study, it is observed that 8% of the respondents are less than 25 years old, 29% are in the age group of 25-35 years, 39% of them are in 35-45 years and 19% of them are in 45-55 years 5% of respondents are above 55 years old.

Table 3: Employees Occupational Status

Occupation	No. of Respondents	Percentage
Trainee	99	66%
Executive	30	20%
Lead	14	9%
Manager	7	5%
Total	150	100%

It is observed that 66% of respondents are trainee, 20% of them are executive 9% of them are leaders and the rest of them are managers.

Table 4: Indicating Awareness on Green Hrm of the Employees

Awareness	No of Respondents	Percentage
Fully Aware	87	58%
Aware	50	33%
Partially Aware	11	7%
Not Aware	3	1%
Not Applicable	0	0%
Total	150	100%

From the study it is observed that 58% of the respondents are fully aware on green HRM of the employees, 33% of respondents are aware, 8% of them are partially aware and the rest 1% of them are totally unaware.

Table 5: Contributions of Practices In Environmental Management

Contribution	No of Respondent	Percentage
To A Very Good Extent	31	21%
To A Good Extent	91	61%
To A Little Extent	15	10%
To Some Extent	8	5%
Not At All	5	3%
Total	150	100%

21% of the respondents say that HR practices in Environmental Management is contributed to a very good extent, 61% of respondents say that HR practices in Environmental Management is contributed to a good extent, 10% of them say that the contribution in Environmental Management is little and 5% say that the contribution Environmental Management is to some extent and the rest 3% say that there is no contribution of HR practices in Environmental Management.

Table 6: Hr Policies Improve Environment

Improvement	No of Respondents	Percentage
Great	91	61%
Average	46	31%
Low	7	5%
No Effect	6	3%
Total	150	100%

It is observed that 61% find great improvement in the Environment with HR polices 31% of respondents find average improvement in the environment with HR policies, 5% of them say that they find low improvement in the environment with HR and only 3% of the respondents say

that there will be no improvement in the organization because of HR policies.

Table 1.7 Best Practices for Going Green

Options	No of Respondents	Percent age
Eliminating Excess Use Of Paper	47	31%
Energy Saving Cabins	34	23%
Vehicle Sharing	32	21%
Less Usage Of Plastic Bottles And Containers	28	19%
Any Other	9	6%
Total	150	100%

31% of the respondents consider eliminating excess use of paper is the best practice for going green, 23% of respondents consider energy saving cabins as the best practice for going green, 21% of the respondents consider vehicle sharing as the best practice for going green, 19% of the respondents consider less usage of plastic bottles and containers as the best practice for going green.

Table 8: Contributions And Spending Time For Green Hrm Practices In Work

Options	No Of Respondents	Percent age
Recycle, Reduce, Reuse	43	29%
Motivating Others To Participate	29	19%
Switching off Lights And Monitors when not required	38	25%
Keep Electronic Out Of The Trash	34	23%
Any Other	6	4%
Total	150	100%

It is observed that 29% of the respondents contribute and spend time for recycle, reduce, reuse, 19% of respondents spend time for motivating others to participate, 25% of them do basics like switching off lights and monitors, 23% of them keep electronics out of the trash.

Table 9: Need of Green Hrm

Options	No Of Respondents	Percentage
Today's Trend	11	7%
Need Of The Hour	63	42%
Necessity For Ever	76	51%
Total	150	100%

It is found that 7% of the respondents say that Green HRM is today's trend, 42% of respondents say that it is the need of the hour and 51% of them say that it is the necessity for ever.

Table 1.10 Most Attractive Green Hrm Practices In It Industries

Options	No Of Respondents	Percentag e
Job Sharing Scheme	26	17%
Telecommuting	9	6%
Online Training	16	11%
Teleconferencing	9	6%
Energy – Efficient Office Space	17	11%
Transportation Pooling	13	9%
Flexible Work Schedule	24	16%
Employee Assistance Program	21	14%
Wellness Program	15	10%
Total	150	100%

17% of the respondents pointed out that job sharing scheme is the most attractive green HRM practices, 6% of respondents say that Telecommuting is the most attractive green HRM practices, 11% of them expressed that online training is the most attractive green HRM practices, 6% of them said Teleconferencing, 11% of them say Energy-Efficient office space is the most attractive green HRM practices. A minimum of 09% of them noted transportation pooling, 16% of them pointed out that flexible work schedule is the most attractive green HRM practices. A very minimum of 14% and 10% say that launch of employee assistance program and wellness program is the most attractive green HRM practices respectively.

Table 11: Overall Satisfaction with Green Hrm Life Balance Practices

Options	No Of Respondents	Percentage
Highly Satisfied	33	22%
Satisfied	69	46%
Neutral	44	29%
Dissatisfied	3	2%
Highly Dissatisfied	1	1%
Total	150	100%

It is observed that 22% of the respondents seem to be highly satisfied and 46% of respondents are satisfied with green HRM work life balance practices. It is clear that 29% are neutral in their opinion and a very minimum of 2% of them dissatisfied with green HRM work life balance practices.

Table 12: Karl Pearson's Co-Efficient of Correlation

X	Y	$(X-\bar{X})$	$(Y-\bar{Y})$	$(X-\bar{X})^2$	$(Y-\bar{Y})^2$	$(X-\bar{X})(Y-\bar{Y})$
21	33	-9	3	81	9	-27
101	69	71	39	5041	1521	2769
8	44	-22	14	484	196	-308
11	3	-19	-27	361	729	513
9	1	-21	-29	441	841	609
				6408	3296	3556

Here Karl Pearson's co-efficient of correlation is used to identify, the relationship between the Education of the respondents and their overall satisfaction with the Green HRM work balance practices of IT industries

Where, X=Education, Y= overall satisfaction

$$\bar{X} = \sum X / N = 150/5 = 30$$

$$\bar{Y} = \sum Y / N = 150/5 = 30$$

$$X^2 = 1/N \sum (X - \bar{X})^2 = 1/5(6408)$$
$$= \sqrt{1281.6} = 35.799$$

$$Y^2 = 1/N \sum (Y - \bar{Y})^2 = 1/5(3296)$$
$$= \sqrt{659.2} = 25.675$$

Co-efficient of correlation $r = \dfrac{\sum (X-\bar{X}) - (Y-\bar{Y})}{N \cdot X \cdot Y}$

$$= \frac{3556}{5 * 35.799 * 25.675}$$

$$= \frac{3556}{4595.697} = 0.77$$

The value 0.77 lies between 0 and 1 and indicates a higher degree of positive correlation between education of the respondents and their overall satisfaction with the Green HRM work balance practices in IT industries. "There exist the significant relationship between education of the respondents and their overall satisfaction with the Green HRM work balance practices in IT industries"

Chi Square Tests

H_0 **(Null hypothesis)** = There is no significant difference between Occupational status of the respondents Vs provision of sufficient information to enhance decisions regarding Green HRM

H_1 **(Alternate hypothesis)** = There is a significant difference between Occupational status of the respondents Vs provision of sufficient information to enhance decisions regarding Green HRM

Observed Frequency

Occupation/ Information	Trainee	Executive	Lead	Manager	Total
To a very good extent	27	5	5	2	39
To a good extent	57	17	6	2	82
To a little extent	10	4	1	1	16
To some extent	4	3	1	1	9
No sufficient information	1	1	1	1	4
Total	99	30	14	7	150

Expected Frequency

Occupation/Information	Trainee	Executive	Lead	Manager	Total
To a very good extent	25.74	7.80	3.64	1.82	39
To a good extent	54.12	16.40	7.65	3.83	82
To a little extent	10.56	3.20	1.49	0.75	16
To some extent	5.94	1.80	0.84	0.42	9
No sufficient information	2.64	0.80	0.37	0.19	4
Total	99	30	14	7	150

Calculation

O	E	O-E	$(O-E)^2$	$(O-E)^2/E$
27	25.74	1.26	1.59	0.06
5	7.80	-2.80	7.84	1.01
5	3.64	1.36	1.85	0.51
2	1.82	0.18	0.03	0.02
57	54.12	2.88	8.29	0.15
17	16.40	0.60	0.36	0.02
6	7.65	-1.65	2.73	0.36
2	3.83	-1.83	3.34	0.87
10	10.56	-0.56	0.31	0.03
4	3.20	0.80	0.64	0.20
1	1.49	-0.49	0.24	0.16
1	0.75	0.25	0.06	0.09
4	5.94	-1.94	3.76	0.63
3	1.80	1.20	1.44	0.80
1	0.84	0.16	0.03	0.03
1	0.42	0.58	0.34	0.80
1	2.64	-1.64	2.69	1.02
1	0.80	0.20	0.04	0.05
1	0.37	0.63	0.39	1.05
1	0.19	0.81	0.66	3.54

$\sum [(O-E)^2 / E] = 11.41$

Degree of freedom = (R-1) (C-1)
= (5-1) (4-1)
= 21.026

Calculated value = 11.41

At 5% level of significance the table value is 21.026
Table value > calculated value
H0 is accepted.
It is observed that there is no significant difference between Occupational statuses of the respondents and their opinion on provision of sufficient information to enhance decisions regarding Green HRM

Discussion

Out of the total respondents 67% are graduates, 5% of them are post graduate 14% of them are diploma holders 7% of them are professional degree holders and the rest 6% of the respondents are having other qualification. It is also observed that 66% of respondents are trainee, 20% of them are executive 9% of them are leaders and the rest 5% of them are manager. It is quite evident that the majority of the employees are aware on Green HRM practices and contribute to green HRM practices to a much greater extent. 61% of the respondents agree that the HR polices gives greater improvement in environment. 31% of the respondents say that eliminating excess use of paper is the best practice for going green, 23% of respondents say that energy saving cabins is the best practice for going green, 21% of them consider vehicle sharing as the best practice for going green, 19% of them consider less usage of plastic bottles and containers are the best practice for going green. Almost 90% of the respondents have the opinion that green HRM is the need and necessity for ever in IT and other relevant industries.

In this context, it is observed that most of the Indian organizations have started promoting green HRM. When Karl Pearson's co-efficient of correlation is used to identify, the relationship between the Education of the respondents and their overall satisfaction with the Green HRM work balance practices of IT industries, the value 0.77 lies between 0 and 1 and indicates a higher degree of positive correlation between education of the respondents and their overall satisfaction with the Green HRM work balance practices in IT industries. There exists a significant relationship between education of the respondents and their overall satisfaction with the Green HRM work balance practices in IT industries. It is also derived from the Chi-squared test that there is no significant relationship between Occupational statuses of the respondents and their opinion on provision of sufficient information to enhance decisions regarding Green HRM. It is evident that Education and designations of employees are not hindrances for any productive implementations in IT industries.

Conclusion

For a developing country like India, the sustainability crisis poses both, a challenge and an opportunity. From the article it is evident that Tier II IT industries have recognized this and are venturing into developing sustainable green technologies and processes to tap the huge business potential. The future of Green HRM as an innovative process and it appears promising for stakeholders. The employer and practitioners can establish the usefulness of linking employee involvement and participation in

environmental management programmes to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products. Unions and employees can help employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being.

IT Companies are required to encourage product, process, design, and technology innovation which will relate to devising strategies for society that will enable healthy, peaceful, damage free society with adequate natural resources availability to human future. Green Staffing involves hiring individuals with Environment Management skills, mindsets, and behaviors. In Green Staffing, job analysis procedures generally focus on environmental aspects such as environmental reporting duties and responsibilities; identification and influencing of candidates with EM related experiences; EM-centered testing (e.g., knowledge of risks, harmful substance, potential emissions, etc.), and interviewing techniques that enable managers in identifying candidates that fit environment centered jobs (Renwick et al., 2008) [19]. Such practices ensure that the selected candidates should possess personality and attitudinal attributes that prevent waste, show creativity and innovative ideas with regard to the environment. In the near future, Green HRM as an initiative has the potential to be worked upon as one of the best practices for sustainable growth in business.

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