

To Study the Current Green HR Practices and Their Responsiveness among the Employees of I.T. Sector in Pune Region

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Abstract: *Green HR is a strategy used primarily for reducing the carbon footprint of each employee and talent retention. HR departments are seeing Green HR as a cutting edge way to keep top talent in house. The current research work is carried out to check the awareness among employees in IT companies in Pune about Green HR. Also to check the implementation of various green hr practices in IT companies in Pune. Furthermore researcher assesses the effectiveness of the green hr practices in the IT organization of Pune .Green HR focusses towards environmentally friendly initiatives that reduce an employee's carbon footprint. The results included: electronic filing, ride sharing, job sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, and developing more energy efficient office spaces. Green HR efforts to date have primarily focused on increasing efficiency within processes, reducing and eliminating environmental waste, and revamping HR products, tools, and procedures resulting in greater efficiency and lower costs.*

Keywords: Green HR, Carbon Footprint, Environmentally friendly initiatives

1. Introduction

Human Resources is in charge of employee benefits, employee manuals, standard operating procedures, and workplace policy. What if human resources worked with the sustainability director to develop sustainability programs for employee retention and work-life balance? It can be ascertained that Green HR is a strategy used primarily for reducing the carbon footprint of each employee and talent retention. More employees are becoming more concerned about the environment and climate change. HR departments are seeing Green HR as a cutting edge way to keep top talent in house. Top talent is considered the industry's most valued asset, yet many corporations have been treating them as expendable. As knowledgeable, experienced professionals become harder to find and retain, companies must continue to be creative at finding ways of keeping these highly skilled workers.

Objectives

- 1) To check the awareness among employees in IT companies in Pune about Green HR.
- 2) To check the implementation of various Green HR practices in IT companies in Pune.
- 3) To test the effectiveness of the Green HR practices in IT organizations in Pune .

Hypothesis:

H₀: Green HR methods may be effective in IT organizations in Pune. Green HR is a win/win scenario for the employee and the employer. First and foremost, you have helped the environment. The employer gets to hold on to the top talent, thus increasing productivity because that employee is happy to be there. A happy employee is a productive one. The employer has to be willing to provide strong leadership, care for their employees, offer opportunities for professional growth, offer opportunities for more responsibility, offer flexibility, and last they must offer perks.

2. Literature Review

According to Dr. Douglas Renwick in his research paper Green HRM:

A review, process model, and research agenda - For employers and practitioners, Green HR practice may be to establish the usefulness of linking employee involvement and participation in environmental management programmes to improved organisational environmental performance, perhaps via a specific focus on waste management and recycling; for employees, they may help them lobby employers to adopt Green HRM policies and practices that help safeguard and enhance worker health 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. Green HR efforts to date, have primarily focused on increasing efficiency within processes, reducing and eliminating environmental waste, and revamping HR products, tools, and procedures resulting in greater efficiency and lower costs. The results included: electronic filing, ride sharing, job sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, and developing more energy efficient office spaces. With society becoming more environmentally conscious, businesses are starting to incorporate green initiatives into their everyday work environment. Environmental friendly HR initiatives resulting in greater efficiencies, lower costs create an atmosphere of better employee engagement, which in turn helps organizations to operate in an environmentally sustainable fashion. Tom Redman and Stuart Maguire state in their paper Green Human Resource Management: A Review and Research Agenda- The literature on Environmental Management often makes the point, that, because organizations are the main cause of environmental problems, they should play a large part in addressing EM issues .Consequently, there are now a very wide range of eco-initiatives being launched by organizations and managers to address EM concerns. From this review of GHRM, it is clear that some parts of the model are much more comprehensively researched than others. The area with the most developed empirical literature base is that of

involving employees in EM initiatives. It is the area of HRM in which managers have most experimented, and the research reports continuing „waves“ of new Environmental Initiatives. The review finds considerable evidence of the positive impact of EI in EM with evidence of an association with the key outcomes of efficient use of resources, reduced waste and pollution, and also some evidence of a positive impact on employee outcomes such as increased job satisfaction.

3. Research Methodology

The targeted population was employees in IT sector since IT sectors are known to be very proactive when it comes to undertaking various company related initiatives. A questionnaire was compiled taking into account the various aspects of green hr, its meaning or interpretations.

Type of Research:	Descriptive Research
Universe:	All the IT companies in Pune
Sampling Technique:	Non probability - Convenient Sampling. Likert
Scaling Technique:	Scales used.
Tools for Data Collection:	Questionnaire and online form for data collection.
Primary & Secondary Data:	Primary data collected using survey method & secondary data obtained via research papers.
Profile of Respondents:	Age Group of Employees 22-39 years.

Construct Operationalization:

The variables used in the analysis were concerned with Green HR awareness, Green HR practices, Green HR methods and use of Daylight in the office. As an HR professional, company initiatives like environmental programs can be vitally important to your job success. Not only do these initiatives please current employees, but they also serve as an effective way to recruit new employees. In some companies, the Human Resources Department is in charge of many of the green initiatives for the company

The **objectives** stated are as follows:

- 1) To check the awareness among employees in IT companies in Pune about green hr
- 2) To implement the various green hr practices in IT companies in Pune.
- 3) To test the effectiveness of the green hr practices in the IT organization of Pune

Hypothesis:

H_0 : Green HR methods may be effective in IT organizations in Pune.

Since Green HR is an extensive term a descriptive type of research was undertaken. Our aim was to portray accurately the characteristics of the IT companies following green hr practices as also the employee level of awareness regarding those. Initial literature review was carried out , wherein various research papers related to green hr published were gone through. The above objectives were set. The targeted population was employees in IT sector since IT sectors are known to be very proactive when it comes to undertaking various company related initiatives. A questionnaire was compiled taking into account the various aspects of green hr, its meaning or interpretations. A structured form of questionnaire having all close ended questions was prepared

The total estimated population of IT employees in Pune is approx 1.5 lakhs, hence the sample size decided was 200. The sampling method used was stratified random sampling. Stratified random sampling is dividing the entire population

into homogenous groups or types or classes or strata, and a sample is drawn from each stratum at random. The homogenous groups consisted of different IT industries like Oracle, Infosys, Patni, Syntel etc, and samples were randomly drawn from each company.

4. Data Analysis and Interpretation

4.1 Univariate Analysis

Green HR Awareness amongst the respondents:

q1_gr_awareness

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	13	18.1	18.1	18.1
1	59	81.9	81.9	100.0
Total	72	100.0	100.0	

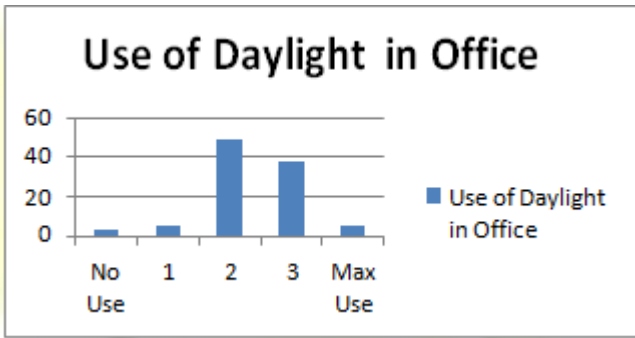


Interpretation: It was found that around 82 % of the respondents were aware of the term “Green HR”.

4.2 Use of Daylight in Offices

q17_daylight_use_ops

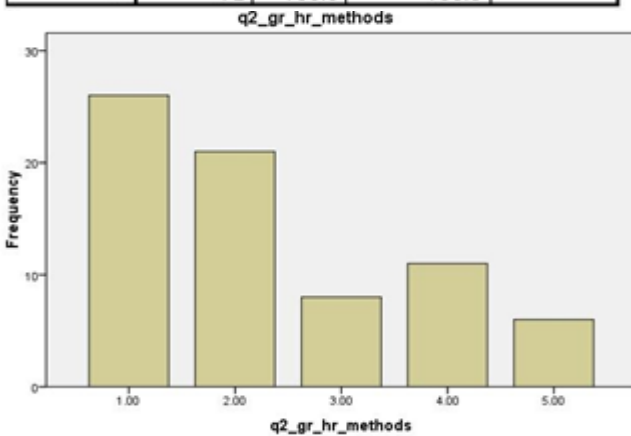
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	2	2.8	2.8	2.8
2	4	5.6	5.6	8.3
3	35	48.6	48.6	56.9
4	27	37.5	37.5	94.4
5	4	5.6	5.6	100.0
Total	72	100.0	100.0	



Interpretation: Most of the respondents expressed that there is average use of daylight in their daily operations.

4.3 Analysis of Green HR Methods in Organization:

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	26	36.1	36.1	36.1
2	21	29.2	29.2	65.3
3	8	11.1	11.1	76.4
4	11	15.3	15.3	91.7
5	6	8.3	8.3	100.0
Total	72	100.0	100.0	



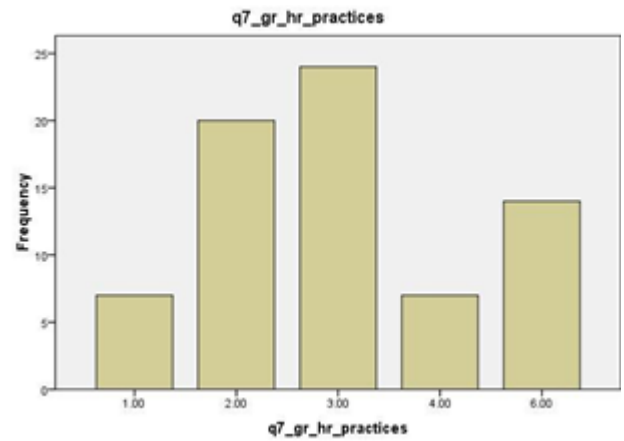
Legend for the above bar chart:

1. Purchasing Green Office Products.
2. Recycling Ink and Toner Cartridges.
3. Purchasing of PCR paper.
4. Storing paperwork using electronic methods.
5. Purchasing of „Energy Star“ labeled electronic products.

Interpretation: Hence, according to the bar chart given above, it is evident that most organizations prefer option 1 and 2 to all the other options.

4.4 Analysis of Green HR Practices in an Organization:

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	7	9.7	9.7	9.7
2	20	27.8	27.8	37.5
3	24	33.3	33.3	70.8
4	7	9.7	9.7	80.6
6	14	19.4	19.4	100.0
Total	72	100.0	100.0	

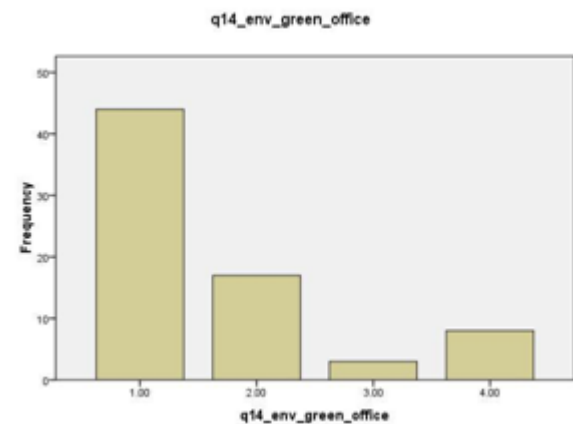


Legend : 1.Helping employees to get hybrid vehicles, 2. Car Pooling, 3. Planting Trees in deforested areas, 4. Waste Disposal, 5. Vermicomposting, 6. Maximum usage of Daylight.

Interpretation: It was found that the most common practice was to plant trees in deforested areas.

4.5 Analysis of the steps taken to make the office green

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	44	61.1	61.1	61.1
2	17	23.6	23.6	84.7
3	3	4.2	4.2	88.9
4	8	11.1	11.1	100.0
Total	72	100.0	100.0	

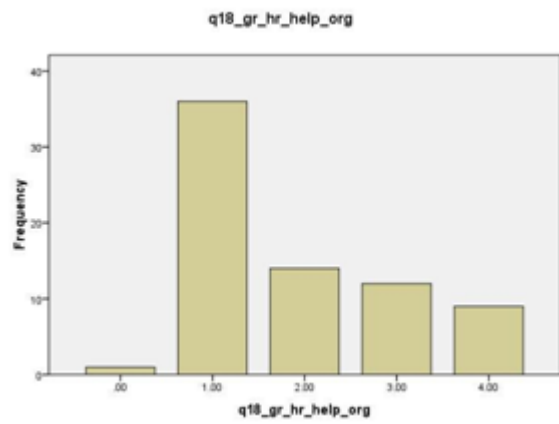


Steps taken to make office environmentally green: 1. Planting Trees, 2. Ownership of 1 tree per employee, 3. A body responsible for tree plantation activities, 4. Incentives for performing these activities.

Interpretation: The most common practice was planting trees to make the office environmentally green, followed by ownership of 1 tree per employee.

4.6 Analysis of the ways in which Green HR activities help the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	1	1.4	1.4	1.4
1	36	50.0	50.0	51.4
2	14	19.4	19.4	70.8
3	12	16.7	16.7	87.5
4	9	12.5	12.5	100.0
Total	72	100.0	100.0	



Ways in which Green HR Activities help your organization: 0. None, 1. Cost Cutting, 2. CSR, 3. Reduction of Waste, 4. Motivated and Satisfied Workers.

Bivariate Analysis: Correlation

	q1_gr_awareness	q2_gr_hr_methods	q7_gr_hr_practices	q14_env_green_office	q17_daylight_use_ops
q1_gr_awareness	1	-.056	.131	.127	.307**
		.322	.136	.143	.004
		72	72	72	72
q2_gr_hr_methods	-.056	1	.284**	.092	-.127
	.322		.008	.221	.145
	72	72	72	72	72
q7_gr_hr_practices	.131	.284**	1	.199*	.258*
	.136	.008		.047	.014
	72	72	72	72	72
q14_env_green_office	.127	.092	.199*	1	-.037
	.143	.221	.047		.379
	72	72	72	72	72
q17_daylight_use_ops	.307**	-.127	.258*	.037	1
	.004	.145	.014	.379	
	72	72	72	72	72

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

According to the above chart, it is evident that the elements bear a very slight correlation. The elements used in the test are 1. Green Awareness, 2. Green HR Methods, 3. Green HR practices, 4. Green Activities, 5. Daylight use in the Offices. As we see in the above Correlation Crosstab, Green Awareness is significantly linked to the efficient use of Daylight in the Offices, but it is almost independent of the Green HR methods in an organization.

Hypothesis Testing

H₀ : Green HR methods may be effective in IT organizations in Pune.

	Effectiveness of Green HR practices in Organization
Effective	(Always + Very Frequently) / 2
Not Effective	(Somewhat + Never) / 2
Effective	52
Not Effective	20
Total	72

Chi-Square Tests

	Value	df	Asymp. Sig (2-sided)
Pearson Chi-Square	32.139 ^a	16	.010
Likelihood Ratio	36.737	16	.002
Linear-by-Linear Association	5.732	1	.017
N of Valid Cases	72		

a. 20 cells (80.0%) have expected count less than 5
 The minimum expected count is .58.

Chi-Square Test was done between Green HR Methods and effectiveness of Green HR practices.

Interpretation: The effectiveness of Green HR Practices was found out via chi-square test. The significance level was predetermined at 0.05. Hence, it can be concluded that we fail to reject the null hypothesis (H₀).

5. Findings

It was found out that 82% of the respondents are aware of the term "Green HR". It was also found that most of the respondents knew about electric vehicles and hybrid vehicles.

- 1) It was further analysed that people who are not aware of the term „Green HR“, are aware of the practices and know that their organization follows such practices. Hence the term is not known, but the practices are known.
- 2) From the respondent's frequencies it was found that the Green HR methods were effectively implemented in the organizations. The rate of effectiveness was found out at 72.2%.
- 3) By means of correlation we found out that there is a very slight correlation amongst the variables, which suggests that the variables are largely independent of each other. It tells that even if the people don't know of the term per se, but they know such practices are followed.

6. Suggestions

Many respondents had expressed the need for sharing of vehicle by the employees residing in the same locality (carpooling). Many respondents also agreed to the need of Green training to the employees.

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