# International Research Journal of Human Resources & Social Sciences

**ENRICHED PUBLICATIONS**

# International Research Journal of Human Resources & Social Sciences

## Aims and Scope

International Research Journal of Human Resources and Social Sciences (IRJHRSS) is a double blind peer reviewed, refereed monthly international journal that provides rapid publication of articles in all areas of human resources and social sciences and their applications. The journal provides a common forum where all aspects of human resources and social sciences are presented. The journal welcomes publications of high quality papers on following areas-

Study of Human Resources And Social Science Such As Policy Initiatives, Worker Rights, Benefits And Responsibilities, Employee-Management Relations, Strategic Planning And Allocation, Education And Training, Recruitment And Work Practices, Professional Development And Leadership, Cultural, Cross-Cultural And Gender Issues, Role Of The Unions And Their Impact On Organisational Productivity And Worker Satisfaction, Worker Employability And Transferability Of Skills, Wage And Incentive Aspects Of Employment, Worker Retirement Issues, Impact Of Technology On Human Resources Practices , Employees As A Source Of Innovation And Creation, Anthropology, Communication Studies, Criminology, Cross Cultural Studies, Demography, Development Studies, Education, Ethics, Geography, History, Industrial Relations, Information Science, International Relations, Law, Linguistics, Media Studies, Methodology, Philosophy, Political Science, Population Studies, Psychology, Public Administration, Sociology, Social Welfare, Paralegal, Performing Arts (Music, Theatre & Dance), Religious Studies, Visual Arts, Women Studies And Allied Subjects. Empirical research using primary, secondary or experimental data is also encouraged.

# International Research Journal of Human Resources & Social Sciences

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## Contents

# 'Employee perceptions about Green HRM practices': A Sectorial perspective.

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## ABSTRACT

*Sustainability is becoming a major area of practice and topic of research for the organisations. Every organisation is making an attempt to tune all its business process in alignment with the objectives of sustainability. HRM function through Green HRM practices is also gearing up to meet this objective. Therefore, there is a need to know whether HRM practices are rightfully perceived by its employees. Since the employees belong to different sectors it would be interesting to know that this sectors have any impact on the green HRM practices.*

*This empirical study is a study to understand the employees' perception of the current green HRM practices with reference to the sector. The methodology adopted is primary and secondary data. Primary in form a well drafted questionnaire including variables of different dimensions of HRM practices are considered. The data was further collected and analysed using SPSS tool. This study revealed some interesting facts and findings.*

*Key words: Sustainability, Green HRM practices, Sector, Employee perception.*

## Introduction:

Twenty-first century is earmarked by the increased interest in the environmental concerns across the globe and across the field of politics, public or business (Ahmad, 2015).

Today, the entire world is experiencing the consequences of the hazardous emissions and wastes expelled by the industries which calls for the policies and regulations to slow down, reduce or even reverse the destruction and the negative effects on the mankind and the society (Christmann and Taylor, 2002; Shrivastava and Berger,2010). To deal with the situation, organizations have to find out the ways and techniques (Ahmad, 2015). This will be possible by striking balance between the corporate community and the probability by the shareholders, which leads to focus on social, environmental, economical and financial factors (Govindarajulu and Daily, 2004; Daily, Bishop and Steiner, 2007). Besides the benefits to the environment, society and shareholders, the employees belonging to the organizations that take a proactive part in endorsing green are more committed and satisfied (Ahmad,2015). This research is an attempt to study the employees' perception about Green HRM perspective in different sectors.

## Literature Review:

There is a worldwide consensus and emergence of need for proactive Environmental Management through green concept (Ahmad, 2015). To build on this green concept, there have concepts emerged such

as Green Marketing (Peattie, 1992), Green Accounting (Owen, 1992; Bebbington, 2001), Green retailing (Kee-hung, Cheng and Tang, 2010) and Green management in general (McDonagh and Prothero, 1997). Human Resource Management deals with the managing of the most valuable assets of the organizations i.e., the human resources and its arm which is now widely being considered in the light of sustainability is known as Green Human Resource Management (GHRM) (Ahmad, 2015). GHRM creates green workforce that understands, appreciates and practices green initiatives and maintains its green objectives all throughout the HRM process of recruiting, training, compensating, developing and advancing the firm's human capital (Mathapati, 2013, p.2). It refers to the green policies, practices and systems that make employees of the organization, for the benefit of the individual, society, natural environment and the business (Opatha and Arulrajalu, 2014, p.104). In fact, the need for the study of Green HRM in Asian context has been largely identified (Ahmad, 2015). Cherian and Jacob (2012) identified that recruitment, training, employee motivation and rewards are the important dimensions that helps employees' in implementing the green management principles.

Ahmad (2015) identified the Green HRM practices that are at the employee level and by the HR department at the organization level.

I. Green HRM Practices at the Employee level :

**a. Green Recruitment :**

"The process of hiring individuals with knowledge, skills, approaches and behaviours that identify with the environmental management systems within an organization" (Ahmad, 2015).Green image of the organization helps them to attract high quality staff (Stringer, 2009). Green job descriptions are now included within the recruitment agenda (Ahmad, 2015). It leads to questions like does employers include green job description, eco-friendly locations, paperless interviews etc. in their recruitment portfolio are new recruits made aware with the environmental policy and company's commitment at the commencement of the job?

The benefit of the green recruitment is to help the new recruits to carry on with the green policies and cooperate with the management in establishing green policies to achieve the goals of the company.

**b. Green Performance Management:**

The process by which the employees are prompted to enhance and utilize their professional skills that will help to achieve the organizational goals and objectives in a better way is known as Performance Management (Ahmad, 2015). Performance Appraisal is an integral part of the Performance Management and provides useful feedback to employees and support continuous improvements in the firm's environmental outcomes (Jackson et al., 2011, p.7). Ahmad (2015) suggests that Performance

Appraisal should focus on issues such as environmental incidents, environmental responsibilities, commitment of environmental policy and green information system and audits and the job descriptions should be aligned with green tasks and goals to be achieved.

### c. Green Training and Development:

Green Training and Development educates employees about the values of Environment Management, train them in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization and provide opportunity to engage employees in environmental problemsolving (Zoogah, 2011). Ahmad (2015) suggests that organizations should train their employees on best practices enthused with the green initiatives. Employees trained and educated in sustainability can educate the outcomes regarding the advantages of becoming earth-friendly and to buy the green products (Ahmad, 2015).

### d. Green Compensation:

Rewards and compensation is one of the important HRM processes through which employees are rewarded for their performance (Ahmad, 2015). Employee compensation program can be modified to give bonuses based on the behavioural and technical competencies that contribute to the green initiatives and bonuses to be awarded for their outstanding work done in special projects (Liebowitz, 2010, p.53).

### e. Green Employee Relations:

Employee Relations, as a part of HRM, deals with establishing amicable employer-employee relationship (Ahmad, 2015). Employees, across all the levels, can be involved in the suggestion schemes that can help in creating greater awareness about the green issues, generate new ideas for eco-friendly practices etc. (ibid.). This is also beneficial in employee and organizational health and safety and in developing eco-friendly staff (Ahmad, 2015).

### Green HRM practices and Employee perceptions:

Green HRM practices is increasingly receiving attention by both HRM scholars and practitioners (Garavan, Ullah, O'Brien, Darcy, Wisetsri, Afshan and Mughal, 2022). The research in the area is dominated by the HR practices and HR manager's perceptions than the employee's perceptions (ibid.). Employee's perceptions is an "underinvestigated" area of research and is thus gaining importance (ibid.). Garavan et al. (2022) have made the significant contribution to the field of GHRM and Voluntary Green Work Behaviour (VGWB) across the GHRM practices using the Signalling Theory.

### Signalling Theory and GHRM

Signalling Theory has emerged as new theoretical framework to explain employee perceptions of HRM practices (Connelly et al. 2011). Information asymmetry between two parties and propounds that the sender (Organization) must decide regarding the "how" and "when" to communicate the GHRM practices (Garavan et al. 2022). Signalling Theory pays attention to characteristics of signals such as clarity, frequency, intensity and salience (Connelly et al. 2011). Out of these, intensity and salience are relevant to know the impacts of individual GHRM practices (Garavan et al. 2022). Signalling framework envisages that signals will influence the attitudes and behaviours of receivers (Connelly et al. 2011). This implies that the employees are active recipients and will offer their own implementation of GHRM practices (Spence, 1973).

Garavan et al. (2022) established that the organization's GHRM impacts the employee's Voluntary Green Work Behaviour and therefore the organizations and the HR shall be careful while communicating the GHRM practices.

**Research Methodology:**

A questionnaire was developed for the purpose of data collection. Apart from basic information about the employees, there were two parts – Part A which included questions regarding Green HR practices and Part B which included the Green initiatives as taken up by the Organization.

A sample size of 100 respondents was considered for the study. These respondents belonged to three sectors – Primary, Secondary and Tertiary.

Data collected was analysed using SPSS Software.

**Data Findings and Analysis:**

## Table 1 : Descriptive

| | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean | | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Lower Bound | Upper Bound | | |
| Green Recruitment | 1 | 5 | 1.0000 | .00000 | .00000 | 1.0000 | 1.0000 | 1.00 | 1.00 |
| | 2 | 19 | 1.3421 | .30289 | .06949 | 1.1961 | 1.4881 | 1.00 | 2.00 |
| | 3 | 76 | 1.3553 | .34221 | .03925 | 1.2771 | 1.4335 | 1.00 | 2.00 |
| | Total | 100 | 1.3350 | .33375 | .03337 | 1.2688 | 1.4012 | 1.00 | 2.00 |
| Green Training and Development | 1 | 5 | 1.0000 | .00000 | .00000 | 1.0000 | 1.0000 | 1.00 | 1.00 |
| | 2 | 19 | 1.2368 | .42060 | .09649 | 1.0341 | 1.4396 | 1.00 | 2.00 |
| | 3 | 76 | 1.3947 | .44208 | .05071 | 1.2937 | 1.4958 | 1.00 | 2.00 |
| | Total | 100 | 1.3450 | .43632 | .04363 | 1.2584 | 1.4316 | 1.00 | 2.00 |
| Green Compensation | 1 | 5 | 2.0000 | .00000 | .00000 | 2.0000 | 2.0000 | 2.00 | 2.00 |
| | 2 | 19 | 2.3158 | .82007 | .18814 | 1.9205 | 2.7111 | 1.00 | 3.00 |
| | 3 | 76 | 2.2105 | .75394 | .08648 | 2.0382 | 2.3828 | 1.00 | 3.00 |
| | Total | 100 | 2.2200 | .74644 | .07464 | 2.0719 | 2.3681 | 1.00 | 3.00 |
| Green Performance Management | 1 | 5 | 1.0000 | .00000 | .00000 | 1.0000 | 1.0000 | 1.00 | 1.00 |
| | 2 | 19 | 1.4737 | .51299 | .11769 | 1.2264 | 1.7209 | 1.00 | 2.00 |
| | 3 | 76 | 1.5658 | .49895 | .05723 | 1.4518 | 1.6798 | 1.00 | 2.00 |
| | Total | 100 | 1.5200 | .50212 | .05021 | 1.4204 | 1.6196 | 1.00 | 2.00 |
| Employee Relations | 1 | 5 | 1.0000 | .00000 | .00000 | 1.0000 | 1.0000 | 1.00 | 1.00 |
| | 2 | 19 | 1.2632 | .45241 | .10379 | 1.0451 | 1.4812 | 1.00 | 2.00 |
| | 3 | 76 | 1.3553 | .48177 | .05526 | 1.2452 | 1.4654 | 1.00 | 2.00 |
| | Total | 100 | 1.3200 | .46883 | .04688 | 1.2270 | 1.4130 | 1.00 | 2.00 |

## Table 2 : ANOVA

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Green Recruitment | Between Groups | .593 | 2 | .297 | 2.758 | .068 |
| | Within Groups | 10.434 | 97 | .108 | | |
| | Total | 11.027 | 99 | | | |
| Green Training and Development | Between Groups | 1.005 | 2 | .503 | 2.733 | .070 |
| | Within Groups | 17.842 | 97 | .184 | | |
| | Total | 18.847 | 99 | | | |
| Green Compensation | Between Groups | .423 | 2 | .212 | .375 | .688 |
| | Within Groups | 54.737 | 97 | .564 | | |
| | Total | 55.160 | 99 | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| Green Performance Management | Between Groups | 1.552 | 2 | .776 | 3.216 | .044 |
| | Within Groups | 23.408 | 97 | .241 | | |
| | Total | 24.960 | 99 | | | |
| Employee Relations | Between Groups | .668 | 2 | .334 | 1.536 | .220 |
| | Within Groups | 21.092 | 97 | .217 | | |
| | Total | 21.760 | 99 | | | |

**1. Descriptive Analysis and Hypothesis Testing for Green Recruitment Practice and Sector:**

**a. Descriptive Analysis:**

With reference to Table 1, the highest mean score for Green Recruitment Practices has been revealed by the Tertiary Sector (1.3553), which is closely followed by the Secondary Sector (1.3421), which implies that these sectors follow and execute the Green Recruitment practice more than Primary Sector (1.0000).

**b. Hypothesis Testing:**

**i. Null Hypothesis:**

H0: There is no significant relationship between the Green Recruitment Practice and the Sector, with reference to job description, location, execution and awareness.

**ii. Alternate Hypothesis:**

H1: There is a significant relationship between the Green Recruitment Practice and the Sector, with reference to job description, location, execution and awareness.

**Findings:**

The value of F for the relationship between Green Recruitment Practice and the Sector is 2.758 and its significance value is .068 which is greater than .05 (because we have taken 95% confidence level) (Ref. Table 2).

**Inference:**

As .068 > .05, the Null Hypothesis is accepted and we infer that there is no significant relationship between the Green Recruitment Practice and the Sector, with reference to job description, location, execution and awareness.

**2. Descriptive Analysis and Hypothesis Testing for Green Training and Development and Sector:**

**a. Descriptive Analysis:**

With reference to Table 1, the highest mean score for Green Training and Development practices has been revealed by the Tertiary Sector (1.3947), which is closely followed by the Secondary Sector (1.2368), which implies that these sectors follow and execute the Green Training and Development practice more than Primary Sector (1.0000).

**b. Hypothesis Testing:**

**i. Null Hypothesis:**

H0: There is no significant relationship between the Green Training and Development Practice and the Sector, with reference to the training and education by the organization regarding its green initiatives and encouragement to buy green products.

**ii. Alternate Hypothesis:**

H1: There is a significant relationship between the Green Training and Development Practice and the Sector, with reference to the training and education by the organization regarding its green initiatives and encouragement to buy green products.

**Findings:**

The value of F for the relationship between Green Training and Development Practice and the Sector is 2.733 and its significance value is .070 which is greater than .05 (because we have taken 95% confidence level) (Ref. Table 2).

**Inference:**

As .070 > .05, the Null Hypothesis is accepted and we infer that there is no significant relationship between the Green Training and Development Practice and the Sector, with reference to the training and education by the organization regarding its green initiatives and encouragement to buy green products.

3. Descriptive Analysis and Hypothesis Testing for Green Compensation Practice and Sector:

**a. Descriptive Analysis:**

With reference to Table 1, the highest mean score for Green Compensation practices has been reported by the Secondary Sector (2.3158), which is followed by the Tertiary Sector (2.2105), which implies that these sectors follow and execute the Green Compensation practice more than Primary Sector (2.0000).

## b. Hypothesis Testing:

### i. Null Hypothesis:

H0: There is no significant relationship between the Green Compensation Practice and the Sector, with reference to the compensation program for the contribution towards the organization's green objectives.

### ii. Alternate Hypothesis:

H1: There is a significant relationship between the Green Compensation Practice and the Sector, with reference to the compensation program for the contribution towards the organization's green objectives.

### Findings:

The value of F for the relationship between Green Compensation Practice and the Sector is .375 and its significance value is .688 which is greater than .05 (because we have taken 95% confidence level) (Ref. Table 2).

### Inference:

As .688 > .05, the Null Hypothesis is accepted and we infer that there is no significant relationship between the Green Compensation Practice and the Sector, with reference to the compensation program for the contribution towards the organization's green objectives.

4. Descriptive Analysis and Hypothesis Testing for Green Performance Management Practice and Sector:

### a. Descriptive Analysis:

With reference to Table 1, the highest mean score for Green Performance Management practice has been reported by the Tertiary Sector (1.5658), then the Secondary Sector (1.4737). The least amongst these is reported by Primary Sector (1.0000).

### b. Hypothesis Testing:

### i. Null Hypothesis:

H0: There is no significant relationship between the Green Performance Management Practice and the Sector, with reference to the focus on environmental incidents, responsibilities, commitments to policy and Green Information Systems and Audits.

**Ii.Alternate Hypothesis:**

H1: There is a significant relationship between the Green Performance Management Practice and the Sector, with reference to the focus on environmental incidents, responsibilities, commitments to policy and Green Information Systems and Audits.

**Findings:**

The value of F for the relationship between Green Performance Management Practice and the Sector is 3.216 and its significance value is .044 which is less than .05 (because we have taken 95% confidence level) (Ref. Table 2).

**Inference:**

As .044 < .05, the Null Hypothesis is accepted and we infer that there is a significant relationship between the Green Performance Management Practice and the Sector, with reference to the focus on environmental incidents, responsibilities, commitments to policy and Green Information Systems and Audits.

**5. Descriptive Analysis and Hypothesis Testing for Green Employee Relations and Sector:**

**a. Descriptive Analysis:**

With reference to Table 1, the highest mean score for Green Employee Relations practice has been reported by the Tertiary Sector (1.3553), followed by the Secondary Sector (1.2632) and then by the Primary Sector (1.0000).

**b. Hypothesis Testing:**

**i. Null Hypothesis:**

H0: There is no significant relationship between the Green Employee Relations practice and Sector with respect to the Suggestion Schemes, generation of the new ideas for ecofriendly practices etc.

**Ii.Alternate Hypothesis:**

H1: There is a significant relationship between the Green Employee Relations practice and Sector with respect to the Suggestion Schemes, generation of the new ideas for ecofriendly practices etc.

**Findings:**

The value of F for the relationship between Green Employees Relations practice and the Sector is 1.536

and its significance value is .220 which is greater than .05 (because we have taken 95% confidence level) (Ref. Table 2).

**Inference:**

As .220 > .05, the Null Hypothesis is accepted and we infer that there is no significant relationship between the Green Employee Relations practice and the Sector, with respect to the Suggestion Schemes, generation of the new ideas for eco-friendly practices etc.

**Conclusion:**

Green Human Resource Management practices refers to the HR practices, largely of Recruitment, Performance Management, Training and Development, Compensation and Employee Relations, that are used to establish and enhance the purpose of the environmental conservation by the organizations. This is an emerging field of knowledge and to understand it better, this study explored the sectoral impact on the Green HRM practices as perceived by the employees. Taking into consideration a sample size of 100 Mumbai-based employees from three sector-Primary, Secondary and Tertiary, this study led to interesting findings.

Green Recruitment, Training and Development, Compensation and Employee Relations are not significantly impacted by the sector in which the employees are working. However, a significant relationship was seen between the sector and Green Performance Management, where employees perceived that the sector has an impact on their performance management.

Another interesting observation was that the values of Secondary and Tertiary sectors of confirmation with application of these practices as compared to the Primary sector can be indicative of the fact that since Primary sector is already working closer to the natural environment, may not have the clear spelling out of these practices like Secondary and Tertiary sector. Thus, employees from Secondary and Tertiary sectors tend to clearly perceive these practices than those working in Primary sector.

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