

AN EMPIRICAL ANALYSIS ON THE EMPLOYEE PERCEPTIONS TOWARDS GREEN HRM PRACTICES WITH REFERENCE TO HEALTH CARE SECTOR IN ANDHRA PRADESH

Purushottam Kaushik Kanapala¹ & Nagaraju Battu²

¹*Research Scholar, Department of Human Resource Management, Acharya Nagarjuna University,
Chennai, Tamil Nadu, India*

²*Associate Professor, Department of Human Resource Management, Acharya Nagarjuna University,
Chennai, Tamil Nadu, India*

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ABSTRACT

The organizations have also to find out ways and techniques to deal with a reduction in ecological footprints besides dealing with the economic issues. Human Resource Management (HRM) is an important function of management that deals with the most valuable assets of an organization which is human resources. The whole context of HRM is currently being considered in the light of sustainability all over. Green HRM as the use of HRM policies, philosophies, and practices to promote sustainable use of business resources and thwart any untoward harm arising from environmental concerns in organizations.

KEYWORDS: *HRM, Green HRM, Performance Management*

INTRODUCTION

The recent attention in environmentalism universally has arisen from specific treaties to combat climate change, for example, Kyoto 1997, Bali 2007 and Copenhagen 2009 (Victor, 2001). Owing to the damaging significances 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 (Christmann & Taylor, 2002; Shrivastava & Berger, 2010).

Given the present situation, the organizations have also to find out ways and techniques to deal with a reduction in ecological footprints besides dealing with the economic issues. In order to attain success within the corporate community and to facilitate attainment of profit by the shareholders, organizations nowadays have to concentrate on social and environmental factors along with economical and financial factors (Daily, Bishop, & Steiner, 2007; Govinda rajulu & Daily, 2004) The successful implementation of these sustainable corporate strategies within an organization requires both strong leadership and a concrete process (Glavas, Senge, & Cooperrider, 2010)⁶ The sustainability issue is fast moving up on the list of priorities of the leaders of corporate world as the awareness on incorporating “green” into the corporate strategy is making its way in business, but still the topic is not comfortable with

most practitioners in the HR environment (Wirten berg, Harmon, Russell, &Fairfield, 2007)

Human Resource Management (HRM) is an important function of management that deals with the most valuable assets of an organization which is human resources. The whole context of HRM is currently being considered in the light of sustainability all over. Expanding the statement, we contend that Green Human Resource Management is the most significant element of sustainability. In this paper, we exclusively focus on the topic Green Human Resource Management (GHRM) where the Human Resource Management (HRM) is engaged in managing the environment within an organization. Mampra (2013) defines Green HRM as the use of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of environmentalism which further boosts up employee morale and satisfaction. Others describe Green HRM as the use of HRM policies, philosophies, and practices to promote sustainable use of business resources and thwart any untoward harm arising from environmental concerns in organizations (Zoogah, 2011).

What is Green HRM?

The term Green HRM has become the buzzword within the business field at present and its significance is increasing manifold with the passage of time. This term has also secured its position as a hot topic in recent research works since the awareness of environmental management and sustainable development has been increasingly rising day by day all-round the globe. Today the topic Green HRM not only includes awareness toward environmental affairs but also stands for the social as well as the economic well-being of both the organization and the employees within a broader prospect. Before proceeding further, first of all, we take up the question, “what is Green HRM?” Different authors have given different definitions for this term such as—“Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment sustainability” (Marhatta & Adhikari, 2013, p. 2).

GHRM is directly responsible in creating a green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firms human capital (Mathapati, 2013, p. 2). 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 & Arulrajah, 2014,p. 104).

Significance of Green HRM

Therefore, the new strategic problem, corporate ecology or green management appeared in the 1990s and became an accepted slogan globally in 2000s (Lee, 2008). Green management is defined as the method whereby organizations manage the environment by developing environmental management strategies (Lee, 2008). This conception becomes a strategic principal concern for businesses, mainly multinational activities operating their business internationally (Wehmeyer, 1996). In summary, green management refers to the management of organization contact with, and impact upon, the environment (Lee, 2008), and it has disappeared further than regulatory fulfillment and needs to include theoretical tools such as pollution prevention, product stewardship, and corporate social responsibility. Shaikh (2010) confirmed that Green Human Resource plays an important role in the organization to support the environment connected problems by accepting it, and in management viewpoint,

HR policies and practices, training people and implementation of rules linked to Environment Protection.

Green HRM Practices

Green Recruitment

Attracting high-quality staff is a key HR challenge in the “war for talent. Firms are now beginning to recognize the fact that gaining a reputation as a green employer is an effective way to attract new talent. German firms such as Siemens, BASF, Bayer, and Mannesmann use environmental activities and a green image to attract high-quality staff. The Rover Group carmaker, in Britain, makes environmental responsibilities and qualifications part of every job profile. Increasingly, green job descriptions with environmental aspects are now being included for employees within the recruitment agenda. Green recruitment can be defined as the process of hiring individuals with knowledge, skills, approaches, and behaviors that identify with environmental management systems within an organization. Recruitment practices can support effective environmental management by making sure that new entrants are familiar with an organization’s environmental culture and are capable of maintaining its environmental values (Collier et al., 2007).

Green Performance Management

Performance management (PM) is the process by which employees are prompted to enhance their professional skills that help to achieve the organizational goals and objectives in a better way. The recognition of the corporate strategy culminates into the PM. With the EM affecting global business strategy, PM is also being influenced by the green wave in a possible positive manner. Green performance management consists of issues related to environmental concerns and policies of the company. It also concentrates on the use of environmental responsibilities. Today some firms deal with the issue of PM by installing corporate-wide environmental performance standards, and Green information systems/audits to gain useful data on environmental performance (Kee-hung et al., 2010).

Green Training and Development

Training and development is a practice that focuses on the development of employees’ skills, knowledge, and attitudes, prevent deterioration of EM-related knowledge, skills, and attitudes. Green training and development educate employees about the value of EM, train them in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization, and provide an opportunity to engage employees in environmental problem-solving. Green T&D activities make employees aware of different aspects and value of environment management. It helps them to embrace different methods of conservation including waste management within an organization (Haden et al., 2009).

Green Compensation (Pay & Rewards)

Rewards and compensation are the major HRM processes through which employees are rewarded for their performance. These HR practices are the most powerful method which links together an individual’s interest to that of the organization’s. We also assert that incentives and rewards can influence employees’ attention to the maximum at work and motivate them to exert maximum effort on their part to achieve organizational goals.

Though compensation and rewards increase green initiatives in organizations, it can never be completely free from some malpractices. Developing effective monetary incentives can be challenging due to the difficulty of accurately and fairly evaluating environmental behavior and performance. By incorporating elements of green management in the compensation programme, managers can promote green behaviors among the employees. Further, managers can ask employees to bring specific green ideas pertaining to their individual jobs which can be through mutual decisions included in the objectives to attain in for the upcoming year. Attaining these objectives would be the basis of receiving incentives.

Green Employee Relations

Employee relations are that aspect of HRM which is concerned with establishing amicable employer-employee relationship. The relationship facilitates motivation and morale of the employees as well as, increases productivity. Basically, employee relations involve employee participation and empowerment activities. It also helps prevent and resolve problems arisen at the workplace that may affect the work. In fact, positive employee relations are an intangible and enduring asset and a source of competitive advantage for any organization.

Employee participation in Green initiatives increases the chances of better green management as it aligns employees' goals, capabilities, motivations, and perceptions with green management practices and systems. Involving employees in EM has been reported as improving EM systems such as efficient resource usage; reducing waste and reducing pollution from workplaces. Several workers in their study concluded that individual empowerment positively influences productivity and performance, and facilitates self-control, individual thinking, and problem-solving skills.

RESEARCH METHODOLOGY

The researcher collected the data of 756 employees of both the private and public sector health care organizations. The organizations are chosen on the basis of quota sampling and the samples required for the study is drawn in the stratified sampling. The researcher has taken utmost care to cover the employees of different cadres and the various departments. However, the researcher collected the data from two public and two private sector hospitals data and the demographic details of the respondents are presented in the following.

Demographic Profile of the Respondents

The primary data is collected from different levels of hospital sector employees from both the government and private sector hospitals. Totally 756 respondent's data is collected and analyzed. Respondent's demographic and socio-economic characteristics are presented in the following.

Respondent's Socio-economic, Demographic and Geographic Characteristics

The primary data depicted that, there are 530 males (70.11 percent) and 226 female (29.89 percent) respondents. There are 278 (36.77 percent) respondents in the age of 25-35 years of range, 308 (40.74 percent) members in the range of 35 – 45 years of age range, 124 (16.4 percent) of members in the range of 45-55 years and 46 (6.08 percent) had more than 55 years of age. Among the total employees, 700 (92.59 percent) of the employees are married and 56 (7.41 percent) of the respondents are unmarried. The data has been collected from 174 (23.02 percent) respondents from NRI hospitals, 169 (22.35 percent) respondents from PB Siddhartha Medical College, 263 (34.73 percent) respondents data is collected from GGH – Guntur and 150 (19.84 percent) respondents collected from GGH – Vijayawada.

The data has been collected from 15 (1.98 percent) strategic level employees, 549 (72.62 percent) are from tactical level employees and 192 (25.4 percent) are from the Operational level employees. 466 (61.64 percent) of the employees had SSC qualification, 252 (33.33 percent) employees had UG as their highest qualification and merely 38 (5.03 percent) of the employees had Post-Graduation qualification. The major chunk of the respondents i.e 346 (45.77 percent) has Rs 20,000 to 30,000 of monthly income, 244 (32.28 percent) has Rs 30,000 to 40,000 of monthly income, 120 (15.87 percent) members had Rs 40,000 to 50,000 of monthly income and 46 (6.08 percent) had more than Rs 50,000 of monthly income. Majority of the respondents 346 (45.77 percent) has 2 to 5 years of experience, 278 (36.77 percent) had 0 to 2 years of experience. 62 (8.2 percent) had 5 to 10 years of experience and 70 (9.26 percent) of the employees have more than 10 years of experience. The hospital employee’s demographic details are summarized in Table – 1.

Table 1: Respondent’s Demographic Profile

Demographic Description		Frequency	Percentage
Gender	Male	530	70.11
	Female	226	29.89
Age	25 - 35 Yrs	278	36.77
	35 - 45 Yrs	308	40.74
	45 - 55 Yrs	124	16.4
	above 55 yrs	46	6.08
Marital Status	Married	700	92.59
	Unmarried	56	7.41
Organization	NRI Hospital	174	23.02
	PB Siddartha Hospital	169	22.35
	GGH - Guntur	263	34.79
	GGH - Vijayawada	150	19.84
Cadre of Job	Strategic Level	15	1.98
	Tactical Level	549	72.62
	Operational Level	192	25.4
Education	SSC	466	61.64
	UG	252	33.33
	PG	38	5.03
Monthly Salary	Rs 20000 - 30000	346	45.77
	Rs 30000 – 40000	244	32.28
	Rs 40000 - 50000	120	15.87
	above Rs 50000	46	6.08
Span of Experience	0to2 years	278	36.77
	2to5 years	346	45.77
	5to10 years	62	8.2
	above 10 years	70	9.26

Source: Primary Data

Employee Perceptions towards Green HRM Practices

The current paper is emphasized to know the health care employees perceptions towards the green HRM practices. The study is aimed at certain green HRM practices such as recruitment, performance management and appraisal, training and development, employment relations and pay and rewards. A researcher used 5-point Likert’s scale to collect the necessary data from the respondents. The descriptive statistics of the results towards the employee perception towards green HRM practices is presented below table – 2.

Table 2: Descriptive Statistics of Employee Perceptions towards GHRM

Descriptive Statistics					
	N	Min	Max	Mean	Std. Dev
Do You believe that Green HRM is effective in your organisation	756	1.00	5.00	4.0595	0.64523
The recruitment process in your organisation has been following the green practices?	756	1.00	5.00	3.9735	0.68809
The Performance management practices have the high concerned for the green practices?	756	1.00	5.00	4.0489	0.70117
The Performance Appraisal practices are eco-friendly in your organisation?	756	1.00	5.00	4.0000	0.73512
The Training and Development practices of the organisation have the paper less practices.	756	1.00	5.00	3.9563	0.74011
Employee relations of the organisation have the green orientation?	756	1.00	5.00	3.9960	0.71037
The organisation gives the priority in pay and rewards for the employees who had the green concern?	756	1.00	5.00	3.9947	0.56613
We believe that the organisation facilitates to involve in the green practices of the firm.	756	1.00	5.00	3.9722	0.69475
The green practices of the organisation have the great impact over the performance of the employees.	756	1.00	5.00	3.9325	0.68625

Source: Primary Data

Hypotheses Testing Results

Table 3 Hypothesis Test Summary

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The categories defined by Gender = Female and Male occur with probabilities 0.5 and 0.5	One-Sample Binomial Test	.000	Reject the null hypothesis.
2	The categories of Age occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
3	The categories defined by Marital Status = Yes and No occur with probabilities 0.5 and 0.5	One-Sample Binomial Test	.000	Reject the null hypothesis.
4	The categories of Name of the Organisation occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
5	The categories of Job's Cadre occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
6	The categories of Educational Qualification occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
7	The categories of Monthly Salary occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
8	The categories of Span of Experience occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
9	The categories of Do You believe that Green HRM is effective in your organisation occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
10	The categories of The recruitment process in your organisation has been following the green practices? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
11	The categories of The Performance management practices have the high concerned for the green practices? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
12	The categories of The Performance Appraisal practices are eco-friendly in your organisation? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
13	The categories of The Training and Development practices of the organisation has the paper less practices. occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
14	The categories of Employee relations of the organisation has the green orientation? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
15	The categories of The organisation gives the priority in pay and rewards for the employees who had the green concer? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
16	The categories of We believe that the organisation facilitates to involve in the green practices of the firm. occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
17	The categories of The green practices of the organisation has the great impact over the performance of the employees. occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Source: Primary Data

The above results are done based on the one sample t-test and the proposed hypotheses are found to be significant. The demographic factors and the proposed nine hypotheses are found to be significant.

Implications

The results depicted that the employees of both the private and public sector health care organization employees have the significant association with the green HRM practices. Furthermore, this study is also evidenced by the existence of green practices in the human resource management.

CONCLUSIONS

The present research paper is aimed to understand the current trends of Indian HRM practices. The study emphasized on the Green HRM practices in the Indian HR sector. The research paper contributes to understanding that most of the organizations are practicing the green HRM practices in recruitment, performance management and appraisal, training and development, employee relations and pay and rewards.

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