



Employees' Perception Towards Green Human Resource Management Practices In Tech Mahindra, Bangalore

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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. Organizations are implementing EMS (Environmental Management System) a strategic tool, to gain competitive advantage. There is a growing need for the integration of environmental management into Human Resource Management (HRM) – Green HRM – research practice. The HR functions become the driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals reflecting an eco-focus. This system provides better control of firm's environmental impacts. Keeping this in view, the researchers conducted an opinion survey to know the perception of employees on the present burning issue of Green HRM. The findings and results are presented in this article.

Keywords: Employee Involvement, Green HRM, Sustainable Development, Human Resource Management, Performance Management System.

INTRODUCTION

Across the globe, we are moving from an industrial based financial system to a talent based economy. We are also entering a green economy – one in which consumer and employee expectations and future environmental change will require businesses to address “green” issues. There is a growing need for the integration of environmental management into Human Resource Management (HRM) – Green HRM – research practice. Green Human Resource Management (GHRM) has become a key business strategy for the significant organizations where Human Resource Departments play an active part in going green at the office. Green HR is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, promotes the cause of environmental sustainability.

HR professionals indicated that encouraging employees to be more environmentally friendly in the workplace is the top practice for their organizations. This means that organizations are encouraging their employees to perform activities such as making double-sided photocopies, powering down computers after a few minutes of inactivity, using energy-efficient bulbs for desk lamps, ensuring blinds are lowered in the summer to conserve energy, donating or discounting used office furniture or supplies to employees or local charity was the top environmentally responsible practice. 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 (Christmann & Taylor, 2002; Shrivastava & Berger, 2010).

Given the present situation the organizations have also to find out ways and techniques to deal with 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; Govindarajulu & 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). 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 (Wirtenberg, Harmon, Russell, & Fairfield, 2007).

Nowadays companies are implementing EMS (Environmental Management System) a strategic tool, to gain competitive advantage. This system provides better control of firm’s environmental impacts. It includes commitment, policy, planning, implementation, measurement and evaluation, review and improvement of HR systems that fit with organization’s culture and long- term goals. From recruitment/on boarding to exit of an employee, Green HR policies can touch upon every facet of an employee career cycle.

The term 'green HR' is most often used to refer to the contribution of people management policies and practices towards the broader corporate environmental agenda. Green human resources refer to using every employee touch point / interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations to reduce employee carbon footprints by the likes of electronic recruiting, electronic filing, Paperless office, car sharing, job sharing, tele-conferencing and virtual interviews, recycling, telecommuting, online training, green rewards, energy-efficient office spaces etc. The HR function will become the driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals reflecting an eco-focus.

LITERATURE REVIEW

GHRM is a manifesto which helps to create green workforce that can understand and appreciate green culture in an organization. Such green initiative can maintain its green objectives all throughout the HRM process of recruiting, hiring and training, compensating, developing, and advancing the firm's human capital (Dutta, 2012). HR processes play an important role in translating Green HR policy into practice (Renwick, 2008); therefore, human capital and its management are instrumental to the fulfillment of EM objectives (Hersey, 1998). (Huslid 1995) mentions the selection processes, incentive compensation, performance management systems, the employee involvement, and training to be central for the company's success.

Recruiting candidates with green bend of mind make it easy for firms to induct professionals who are aware with sustainable processes and are already familiar with basics like recycling, conservation, and creating a more logical world. Grolleau et al. (2012) in their study on impact of environmental standards of a company on recruitment of an employee found that environmental commitment of the company adds to profile of a company. In their primary survey, they found that professionals were more concerned with respect to the environmental strategy of a company.

The most important aspect of PM is performance appraisal. In addition to meeting the criteria of reliability, validity, and fairness, effective performance appraisals provide useful feedback to employees and support continuous improvements in the firm's environmental outcomes (Jackson et al., 2011, p. 7). Issues involved in environmental PA concern the need for managers to be held accountable for EM performance in addition to wider performance objectives (Renwick et al., 2013, p. 5). We suggest that future research on green performance appraisal should focus upon issues such as environmental incidents, environmental responsibilities, communication of environmental policy, and green information system and audits.

Training and development is a practice that focuses on development of employees' skills, knowledge, and attitudes, prevent deterioration of EM-related knowledge, skills, and attitudes (Zoogah, 2011, p. 17). 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 opportunity to engage employees in environmental problem-solving (Zoogah, 2011). 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. In the context of Green HRM, rewards and compensation can be considered as potential tools for supporting environmental activities in organizations. The efficacy of green rewards and compensation was best observed in a study conducted by Berrone and Gomez- Mejia (2009) on 469 US firms operating in high-polluting industries. They found that the firms having eco-friendly performance paid their CEOs more than non-eco- friendly firms. They also concluded that long term company results in accordance to pay were associated with greater pollution prevention success.

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 (Florida & Davison, 2001); reducing waste (May & Flannery, 1995); and reducing pollution from workplaces (Kitazawa & Sarkis, 2000). Organizations across the world are incorporating and working toward implementing GHRM practices to gain competitive advantages among the corporate world. Complete adoption and integration of GHRM in business is not impossible but requires a changed approach toward the existing HR practices on part of both the management as well as employees simultaneously. A key role for HR environmental executives could be to guide line managers in terms of gaining full staff co-operation toward implementing environmental policies which means HR needs to nurture supporters and create networks of problem-solvers willing to act to change the current status quo (Sathyapriya, Kanimozhi, & Adhilakshmi, 2014, p. 32).

Though the green movement and Green HR are still in the stages of infancy, growing awareness within organizations of the significance of green issues have compelled them to embrace environment- friendly HR practices with a specific focus on waste management, recycling, reducing the carbon footprint, and using and producing green products. Clearly, a majority of the employees feel strongly about the environment and, exhibit greater commitment and job satisfaction toward an organization that is ever ready to go "Green." The effects of GHRM practices are multifaceted and require constant monitoring to recognize their potential impact on HRM issues. The Greening HRM involves specific HR's policies and practices aligned with the three sustainability pillars— environment, social, and economic balance (Yusliza, Ramayah, & Othman, 2015, p. 1)

OBJECTIVES

To examine employee perceptions towards green HRM.

- To correlate the demographic factors with the perceptions of employees regarding green HRM in selected units.
- To put forth certain suggestions and conclusions based the findings that have been arrived.

HYPOTHESES

H₀₁ There is no association between education and the perceptions of employees on Green HRM practices.

PROFILE OF TECH MAHINDRA

Mahindra & Mahindra started a joint venture with British Telecom in 1986 as a technology outsourcing firm. British Telecom initially had around 30 percent stake in Tech Mahindra. In December 2010, British Telecom sold 5.5 per cent of its stake in Tech Mahindra to Mahindra & Mahindra for Rs 451 crores. [10] In August 2012, British Telecom sold 14.1 per cent of its stake to institutional investors for about Rs 1,395 crores. In December 2012, British Telecom sold its remaining 9.1 per cent (11.6 million shares) shareholding to institutional investors for total gross cash proceeds of Rs 1,011.4 crores. This sale marked the exit of British Telecom from Tech Mahindra.

Tech Mahindra is an Indian multinational information technology services and consulting company. Part of the Mahindra Group, the company is headquartered in Pune and has it Tech Mahindra is a US\$5.2 billion company with 125,236 employees across 90 countries. The company ranked #5 in India's IT firms and overall #47 in Fortune India 500 list for 2019. On 25 June 2013, Tech Mahindra announced the completion of a merger with Mahindra Satyam. Tech Mahindra has 973 active clients as of April 2020.

RESEARCH METHODOLOGY

To fulfill the aforesaid objectives the data are collected from two sources i.e. primary and secondary sources. The secondary data are collected from various journals, periodicals, magazines, books and unpublished documents. The primary data are collected directly from the sample respondents with pre - designed and tested questionnaire.

Research Approach: -

A quantitative approach is followed in this exploratory study. The primary data are collected by using the questionnaire. Results are presented by means of descriptive group statistics and correlations.

Research Method: -

The participants were selected using convenient sampling method. Total 120 employees were selected from Tech Mahindra Information Technology sector in Bangalore.

DATA ANALYSIS AND RESULTS

The first part of output concerns data screening, assumption testing and sampling adequacy. Second part follows with hypothesis testing. The table -1 is an abridged version of the R-matrix (Correlation Matrix). The top values of this table contain the Pearson correlation coefficient between all pairs of the factors whereas the bottom value contains the single-tailed significance of these coefficients.

Table- 1: Correlation Matrix

	1	2	3	4	5	6	7	8	9	10	11	12
Correlation												
E- Recruiting	1.000											
E- Filing	.439	1.000										
Paperless Office	.634	.665	1.000									
Car Sharing	.459	.481	.733	1.000								
Job Sharing	.730	.483	.725	.538	1.000							
Teleconferencing	.618	.586	.680	.479	.645	1.000						
Recycling	.490	.599	.436	.422	.557	.488	1.000					
Telecommuting	.508	.684	.579	.425	.595	.630	.711	1.000				
Online Training	.098	.194	.274	.190	.256	.104	.144	.296	1.000			
Green rewards	.399	.744	.635	.467	.464	.589	.622	.885	.360	1.000		
Energy efficient Office space	.330	.415	.294	.375	.386	.397	.730	.541	.042	.472	1.000	
Virtual Interviews	.201	.119	.280	.405	.196	.077	.163	.203	.682	.233	.163	1.000
Sig. (1-tailed)												
E- Recruiting												

E- Filing	.000											
Paperless Office	.000	.000										
Car Sharing	.000	.000	.000									
Job Sharing	.000	.000	.000	.000								
Teleconferencing	.000	.000	.000	.000	.000							
Recycling	.000	.000	.000	.000	.000	.000						
Telecommuting	.000	.000	.000	.000	.000	.000	.000					
Online Training	.143	.017	.001	.019	.002	.128	.058	.001				
Green rewards	.000	.000	.000	.000	.000	.000	.000	.000	.000			
Energy efficient Office space	.000	.000	.001	.000	.000	.000	.000	.000	.323	.000		
Virtual Interviews	.014	.098	.001	.000	.016	.203	.038	.013	.000	.005	.038	
a. Determinant = 6.683E-005												

The researcher first scanned the significant values and looked for any variable for which the majority of values are greater than 0.05. Then scanned the correlation coefficients themselves and looked for any value greater than 0.9. If anyone is found more than 0.9 then there is a problem of singularity in the data and thus those variables have to be removed. But here all top values are below 0.9 only, so there is significant correlation between each and every pair.

Second part of correlation values shown that there is a significant correlation between the variables, because Majority of the values are below 0.05. The determinant of the matrix must be greater than 0.00001. Here it shows the determinant value is 6.683. So multi-co linearity (according to changes in one dimension other dimensions are also changing i.e., eligible for comparisons) is not a problem for this data. To sum up, all the factors correlate fairly well and none of the correlation coefficients are particularly large therefore no need to eliminate any dimension at this stage. After declaring these aspects, the researcher made KMO and Bartlett's test.

KMO (Kaiser-Meyer-Olkin) and Bartlett's test:-

The KMO statistic varies between 0 and 1. A value of 0 indicates that the sum of partial correlations is longer than the relative the sum of correlations, indicating diffusion in the pattern of correlations (if so the factor analysis is likely to be inappropriate). A value close to 1 indicates that patterns of correlations are relatively compact, so the factor analysis should yield distinct and reliable factors. Following table 2 shows the results of the KMO and Bartlett's test.

Table- 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of adequacy		.813
Bartlett's Test of Sphericity	Approx. Chi-Square	1097.530
	Df	66
	Sig.	.000

The above table-2 reveals that KMO value i.e. .813 is neither nearer to 0 nor close to 1. So we can say that the range of being is good. Bartlett's measure tests the null hypothesis that the original correlation matrix is an identity matrix. For factor analysis, we need some relationships among variables and if the R-matrix is an identity matrix then all correlation coefficients would be zero. Therefore, we want this test to be significant (i.e., have a significant values less than 0.05). A significant chi- square test tells that the R-matrix is not an identity matrix. For this data, Bartlett's test is highly significant ($p < 0.001$), therefore the factor analysis is appropriate.

Table-3: One-way ANOVA Green HRM Practices by Education of the Employees

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
E- Recruiting	Between Groups	26.057	4	6.514	6.919	.000
	Within Groups	108.268	115	.941		
	Total	134.325	119			

E- Filing	Between Groups	8.859	4	2.215	2.245	.068
	Within Groups	113.466	115	.987		
	Total	122.325	119			
Paperless Office	Between Groups	10.011	4	2.503	5.332	.001
	Within Groups	53.981	115	.469		
	Total	63.992	119			
Car Sharing	Between Groups	13.605	4	3.401	4.331	.003
	Within Groups	90.320	115	.785		
	Total	103.925	119			
Job Sharing	Between Groups	16.026	4 115	4.006	5.151	.001
	Within Groups	89.441		.778		
	Total	105.467	119			
Teleconferencing	Between Groups	11.666	4 115	2.916	3.518	.010
	Within Groups	95.326		.829		
	Total	106.992	119			
Recycling	Between Groups	5.833	4	1.458	1.081	.369
	Within Groups	155.159	115	1.349		
	Total	160.992	119			

Telecommuting	Between Groups	3.052	4	.763	.995	.413
	Within Groups	88.148		.767		
	Total	91.200	119			
Online Training	Between Groups	66.629	4	16.657	10.235	.000
	Within Groups	187.162	115	1.627		
	Total	253.792	119			
Green rewards	Between Groups	2.708	4	.677	1.018	.401
	Within Groups	76.492	115	.665		
	Total	79.200	119			
Energy efficient Office space	Between Groups	21.597	4	5.399	2.830	.028
	Within Groups	219.395	115	1.908		
	Total	240.992	119			
Virtual Interviews	Between Groups	88.986	4	22.246	16.096	.000
	Within Groups	158.939	115	1.382		
	Total	247.925	119			

The information presented in the above table observed that H01, (E-Recruiting, Paperless Office, Car Sharing, Job Sharing, Teleconferencing, Recycling, Online Training and Virtual Interviews) are significant at 5 levels. It is observed that for E- Filing, Recycling and Telecommuting, there is no significant difference in perceptions of the employees by Education. Therefore we can conclude that there is an influence of the Education on the employee's perception on the Green HRM Practices.

FINDINGS OF THE STUDY

- All values in the correlation matrix are below 0.9, therefore there is no problem of singularity in the data and thus no variables have to be removed.
- There is a significant correlation between the variables, because Majority of the values are below 0.05 in correlation matrix.
- Both individual and combined KMO values are significant so sample size is adequate.
- Bartlett's test is highly significant ($p < 0.001$), therefore the factor analysis is appropriate.

SUGGESTIONS

An important way in which employee involvement and participation can be encouraged within the organization is to seek entrepreneurs within the company who are socially or ecologically oriented known as eco-entrepreneurs. Organizations are encouraging employees to think of ideas to reduce carbon emissions and save energy. A variable pay element can be added to the compensation system by linking the pay to eco-performance. Work organizations can benefit from rewarding waste reduction practices that teams develop. Green rewards can include Improved employee retention translates into low replacement costs. Many green companies these days boast low employee turnover rates compared to their non-sustainable counterparts.

CONCLUSION

Green process and policies are now making their way through within the HR space complementing the existing green practices and initiatives. Green HR efforts have resulted in increased efficiencies, cost reduction, employee retention, and improved productivity, besides other tangible benefits. The employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programs to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products. The green human resource management has the responsibility to create green awareness among the new talent and the existing employee working for the organization, encourage their employees for helping the organization to reduce the causes of environmental degradation through green movement, green programs and practices, sustainable growth and development. Green HRM can enhance willingness, inspiration and commitment to employees to contribute their efforts, ideas to the greening of their organization. The green HRM efforts results in increased efficiencies, sustainable use of resources, less wastage, improved job related attitude, improved work life balance, improved quality of work life, lower costs, improved employee performance and retention which help organization to reduce employee carbon footprints by the mean of Green HRM.

Further Scope and Implications of the Study: -

This research paper focus on to study the perception of employees of service organizations on green human resource management. The sample size of this study is 120 respondents only. Therefore, a lot of further scope for extensive research. There are a number of EPRA International Journal of Economic and Business Review reasons for companies to adopt Green HRM practices within the organization that will not only benefit for the organization but also give advantages to the development of human capital, which may leads to a way for quality of work life. Green HRM practices, improve employee morale and this may help to save environment and that will be beneficial for both the company and the employee.

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