



Green HRM Initiatives a Strategy for Employee Engagement among IT Companies

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ABSTRACT:

Companies cannot just build their identity by promoting their products and services through advertisement, in the present scenario they are expected to be responsible towards welfare and benefit of the environment around them which could be in the form of taking initiatives towards pollution. Developing commitment among the employees towards the company apart from their regular professional relationship is something most of the companies thrive for. Employees commitment towards the companies is usually done in the form of employee engagement activities which are in the form of fun Fridays, cultural events conducted at the company, or events that comprise of some activities other than routine task performed by employees at work. Green HRM is a trending practices in various sectors and requirement involvement of employees to executive the same. The study attempts to understand if companies can engage their employees through green HRM initiative through employee's involvement in the same. Study is based on qualitative research as data was collected through interview method and based on the interaction with HR managers and employees from IT companies it could be inferred that level of awareness about Green HRM initiative among IT Company is less, but they are willing to contribute towards developing a sustainable environment.

Key Words: Green HRM, IT Companies, Employee Engagement, Environment Sustainability.

I. INTRODUCTION

Companies from various industries operate within the environmental and ecological system, where they tend to utilize the resource from the nature could be in the form of land, water and various other sources which serves as the resource for functioning for the companies. But due to increase in the pace of industrialization organizations has ended up utilizing the resources at a higher quantum and high dependency of these companies to depend on advanced technology has led an ecological imbalance in the environment they operate. Customers, general public no more relate with the companies only based the product or service offered by them, their revenue generation or market reputation, they tend to connect with the brand that is more responsible towards the society in general and towards building a sustainable environment.

Human Resource that is manpower of the company plays a crucial role in effective implementation of any practice and the mediation of HR department for effective initiation of any process and its execution is extremely important. Green HRM is trending practices in area of HRM and HR managers have been attempting to develop a greener workplace with the help of internal stake holders that is employees of the company. As the concept of Green HRM is closely related to the functionality of HRM, HR managers have been trying to implement it in various sub functionalities of HR such as recruitment and selection, Training and development, performance appraisal, Employee engagement, rewards and recognition, CSR initiatives through involving employees in community service etc.

II. LITERATURE REVIEW

Green HRM (GHRM) at work can be effectively routed through HR department in the company by imparting training on aspects of GHRM to employees and educating the employees about the same in the form of activities at work. GHRM which means contribution of the company towards building a sustainable environment can also be a lucrative means of revenue generation. **Rebecca Schoemaker (2019)** Green HRM is important for the companies in order for being responsible towards sustainable environment and GHRM can be implemented in various sub functionalities such as recruitment, training, performance management, pay and rewards etc. **Dr. Safaa Shaban (2019)** Green HRM is an effective practice which is enrooted through HR department in most of the companies. HR department has to implement GHRM at work through various sub functionalities of HRM such as recruitment, training, performance appraisals etc. **Dr Aquil Hussain (2018)**. It is responsibility of the companies to focus on building a sustainable environment which can be done through mutual initiative of management and the company, Green HRM can be done by educating school children about importance of greenery for maintaining ecological balance and awareness about the same can be done through working on projects related to environment sustainability. **Dr. Shweta S. Kulshrestha, Shruti Srivastava (2018)** Green HRM practices not only helps in bringing change in the environment but also

helps in developing sustainability in the company. It is important for companies to understand and educate their employees about the importance of Green HRM. **Edyta Bombiak, Anna Marciniuk-Kluska (2018)**. Most of the companies try to contribute from their end towards creating a sustainable environment and initiative for the same starts within the organization in the form of various practices for reducing wastage of paper, energy consumption, effective utilization of resources etc. Employee's involvement plays a crucial role in the same and companies practicing Green HRM are benefitted in the form of employee retention, employee engagement, positive brand image etc. **Amutha.V (2017)**. GHRM has definitely picked up the trend in the last few years but implementation of the same cannot be generalized to all the companies as it depends on the structure of the organization and cultural background employees come from. Hence a systematic and feasible strategy for implementation of GHRM has to be individually articulated by the organization to ensure it can be easily adapted in the company. **Shuang Ren & Guiyao Tang & Susan E. Jackson (2017)**. Effective implementation of Green Human resource management depends on awareness among employees about its importance and how it can help to create balance at workplace. HR department has to train the employees on the aspects of GHRM and make employees habituated to it by making it as a part of day to day work. **Dr. A P Sarode, Jayashree Patil, Deepak Tulsiram Patil (2016)**. HR department in companies play a crucial role in imbibing the culture of environmental sustainable practices at work, based on the earlier researches in the area it could be observed that Middle level and top level managers are aware and understand the relevance of Green HRM practices but it is important to impart knowledge about these practices to various level employees at work. Relating a proportion of salary and appraisal of employees with their contribution towards Green HRM initiatives can help in bringing transformation in effectively implementing Green HRM practices. **Sarode, A & Patil, Jayashree (2016)**. Globalization has not only introduced emerging trends in the corporate but has also led to ecological imbalances due to individual's dependency on technology. Hence it has become quite crucial for the corporate to take initiative to contribute towards maintaining ecological system in the form of Green Human Resource Management. As GHRM cannot be implemented with involvement of employees, hence it is important to engage the employees as part of the process and motivate them to do so in by giving them lucrative perk which can be in monetary or non-monetary form. Deepak Agarwal and Prakash Tiwari (2015). Green HRM can be implemented in most of the HR functionalities such as making it mandatory for the employee to take green initiative by including it in job design and job analysis, hiring candidate on the basis on his or her contribution towards sustainable environment, including GHRM as a part of induction by introducing employee about GHRM initiative of the company and also importance given to the same at work. A. Anton Arulrajah, Prof. H.H.D.N.P. Opatha, Dr. N.N.J.Nawaratne (2015). Implantation of Green Human Resource Management in HR sub functionalities such as recruitment and selection, Training and Development, Green Reward Management, Green employee involvement can help to

motivate employees and also job satisfaction at work that can enhance employee commitment towards the company. Dr. Vikas Nath, Dr. Ankit Goel (2014) Implementing Green HRM is not just confined to the internal stake holder of the company such as employees and management but can also be extended to other vendors associated through work such as suppliers, people involved in SCM process, packaging, environment friendly practices in the form of sustainable packaging, imparting education through the means of social service. Ridhi Sharma, Neha Gupta University of Jamm (2012). Green HRM practices can be related with Environmental Management, Human resources management, its relatedness with employee motivation but for determining its effectiveness it can be determined depending on the willingness of the management to implement Green HRM practices and involvement of employees in executing the same. Renwick, Douglas & Redman, Tom & Maguire, Stuart. (2012). Effectiveness in implementation of Green Human Resource in the organization mainly depends upon the involvement of employees working in the company and HR department, they play a crucial role in effective execution of synergizing employee with organization. Dr. Douglas Renwick, Professor Tom Redman, Dr. Stuart Maguire (2008).

III. RESEARCH METHODOLOGY

Qualitative research method was used for the study, convenience sampling method was adapted to draw sample size, HR managers of 7 companies and 30 employees working with IT companies were interviewed from Bangalore city. Responses were recorded based on the interview conducted with the respondents.

IV. RESEARCH OBJECTIVES

- a. To understand the Green HRM initiatives taken by IT companies in Bengaluru
- b. To understand employees interest in being involved with Green HRM initiatives organized by the companies
- c. To understand if employees involvement in Green HRM initiatives results in employee engagement at work.

V. RESULTS AND INTERPRETATION

Interview with Employees of IT companies

- a. IT companies superficially know about the concept of Green HRM but do not have a detailed idea about the practices involved in implementing Green HRM

- b. Most of the IT companies have been attempting to implement Green HRM at work but have not taken a call on formally communicating about the same to employees.
- c. Employees of IT companies are aware about the alarming problem of pollution and are willing to take initiatives to contribute towards environmental sustainability.
- d. IT employees have been avoiding usage of plastics, prefer to travel by pool in mainly from the perspective to reduce personal cost and never gave though that it could be a part of Green HRM initiative.
- e. No formal training has been provided to IT company employees pertaining to implementation of Green HRM practices.
- f. IT employees expressed their willingness to be a part of campaign that promotes and encourages environment protection on weekends.
- g. Involving employees in Green HRM initiatives will give them a break from a routine monotony and yet ensure to be on track with their work. Most of the employees were of opinion that it could actually make the workplace happening and interesting.

Interview with HR managers

- h. HR manager's agreed to have not implemented Green HRM as a fully-fledged practice at work.
- i. Green HRM is being practice in the organization as whole and very few companies have interlinked Green HRM with HR functionalities such as recruitment, training, performance management, employee engagement, performance appraisal system etc.
- j. Most of the companies agreed to done activities related corporate social responsibility but have not planned any specific activities as a part of Green HR initiative.
- k. Companies have taken few initiatives to educate employees to reduce usage of plastics, have kept p flower pots in company premises near water purifier for effective utilization of water.
- l. Company has been giving monetary and non-monetary rewards for employees for their initiative towards minimal wastage of food at work, effective utilization of electricity, car pool in one in quarter as a part of employee engagement activity.
- m. HR manager are of opinion that employees could play a key role in implementation of Green HRM.
- n. Formal training and development program should be organized to educate employees on implementation of sustainable environment practices.
- o. Implementation of Green HRM could help in developing a distinguished brand name for the organization which could help in talent attraction and at the same time reduced

recruitment and branding cost of the company.

VI. Managerial Implications

- a. Employees play a key role in implementation of new practice in the organization and their support is extremely important its success.
- b. New practices planned to be introduced at work should be imbibed in the form of activities at work.
- c. Employees can be encouraged to be a part of implementing new practices by relating their appraisals with their initiative towards new practice.
- d. Company infrastructure, willingness of the management to invest on new practices is key influencers.
- e. Employees should be provided with a favorable environment to implement and express their ideas.
- f. Training plays a key role in guiding and educating the employees about importance of practice and benefits that could be derived by implementing the same.
- g. Democratic and participative work culture makes it easier for the companies for mutual acceptance of newly introduced practice at work.
- h. Rewards and recognition play a key role in motivating employees to be a part of sustainable.

VII. CONCLUSION

Companies have been working for these many years with the objective of business expansion, profit generation, technology advancement, enhancing and building a positive brand name in the industry. (Amutha.V 2017). Organization operating in the environment cannot just have a revenue generation model but are also expected to be equally responsible towards the nature and environment they operation in. Usage of plastic, emission of smoke generated by cars, wastage of water, over consumption of electricity and many more are taking a toll on sustainability of the environment. Many IT companies have been taking initiative to educate the employees on effective utilization of resources in the form of training and development, rewards and appraisals linked to their initiative towards Green HRM, imbibe certain practices from companies end in the form of paperless work etc (Dr Aquil Hussain 2018), employees are the backbone of the company and engagement of employees with the organization is extremely important for the success of the company. Study emphasizes on understanding if employees could be engaged through Green HRM initiative and if it can result in employee engagement. (Rebecca Schoemaker 2019). HR managers and employees of IT companies were interviewed about the same and based on their response it could be inferred that employees have a major role to play in implementing Green HR initiatives at work, this could make the job performed by the employees to be quite interesting

and at the same time company could build certain new practices towards environment sustainability by engaging employees in execution of the same.

VIII. LIMITATIONS AND SCOPE FOR FUTURE RESEARCH

Study was confined to employees and HR managers working in IT companies in Bengaluru and the number of respondents considered for the study was limited to 7 HR managers and 30 IT company employees. Respondents for the research were chosen through convenience sampling. These are scope for Empirical research in similar area with a larger sample size and the responses can be quantitatively analyzed to avoid subjective errors in future. Similar research can be conducted in the form of longitudinal study to understand the similarity and difference in the employees and HR managers' responses over a period of time.

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