

“Awareness of Green HRM Among Job Seekers With Special Reference To Meenachil Taluk”

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I. Introduction

In this globalised business world, entire organisational sustainability depends on its relation to economic, ecological and social sustainability. Researches has opted that organisations have to pay attention to social and environmental factors along with economical and financial factors in order to sustain and survive. Green HRM is a concept that promotes sustainable practises through increasing employee’s awareness and commitments on sustainability. It involves adopting and implementing environment friendly HR initiatives in order to achieve greater efficiencies, and better employee engagement, which in turn, helps organizations to reduce employee carbon footprints.

Green Human Resource Management is a new emerging concept in today's scenario. Growing concern for global environment has created a need for business to adopt environmental strategies and programmes. All organizations have impact on the environment through their operations, products and services and through frequent interaction with shareholders, employees, customers and suppliers. Organizations as well as the human resources today are becoming more aware about the environmental sustainability.

Green HR is the use of HRM policies to promote the sustainable use of resources within business organizations and more generally, promote the cause of environmental sustainability. The present economy worldwide can be termed as a green economy in which organizations have to address "green" issues in response to consumer and employee expectation.

Green Human resources is a typical Human resources operations but within the expectation that most or all efforts and activities also keep in mind sustainability and earth friendly practices. Green HRM has become a key business strategy for the significant organizations where Human Resource department plays an active part in going green in office.

Green initiatives within HRM form a part of wider programmes of corporate social responsibility. Green HRM essentially consists of two major elements namely; environment -friendly human resource and preservation of knowledge capital. Green HRM has also secured position as a hot topic in recent research works since the awareness on environment management and sustainable development has become increasingly rising day by day all-round the globe.

The “Magna Carta” on Human Environment was declared in the First United Nations (International) Conference on Human Environment held in June 1972 in Stockholm declared that to defend and improve the human environment for present and future generation, have become an imperative goal for mankind. The Green HRM literature is largely a western one and given the importance of Asian Economic Development for environment management.

Green HRM involves in undertaking environment friendly HR initiatives resulting in greater efficiencies, lower cost, and better employee engagement and retention which in turn, help organisations to reduce employee carbon footprints by the likes of electronic filing, teleconferencing and virtual interviews, recycling, telecommunicating, online training, energy efficient office spares etc.

1.1 SIGNIFICANCE OF THE STUDY

Growing global environmental concerns and the development of international environmental standard are creating the need for business to adopt formal environmental strategies and programs. The environment is polluting due to various reasons. So the organizations need to be ready to apply an eco-friendly approach in their organization for saving the environment and keep it green forever. Since it is significant to study the awareness of job seekers about the green HRM adopted by various eco- friendly companies

1.2 STATEMENT OF THE PROBLEM

The need for the protection of the environment has become a necessity now-a-days. A majority of companies around the world has used the compliance approach in their environmental or green management initiatives. Most of the companies are coming up with integrated approaches for materializing green projects and expressing green commitment. Now a day's social responsibility of an individual to the society, employees, government, organizations etc.. are increasing. Green HRM policies initiated by the organizations may be a blessing to the environment for its protection. Therefore the essentiality for the awareness of Green HRM among the job seekers becomes a necessity. So the topic selected for the study is “Awareness and effectiveness of Green HRM among the job seekers with special reference to Meenachil taluk”

1.3 OBJECTIVES OF THE STUDY

The objectives of the study are as follows:

1. To examine the awareness about Green HRM among job seekers.
2. To determine the effectiveness of Green HRM.
3. To evaluate whether the job seekers are capable to attend interviews.
4. To study the expectations of Green HRM by job seekers

1.4 SCOPE OF THE STUDY

Every human being are responsible to keep the environment survive, go green. There are a lot of job seekers around the globe. Therefore there is a need to make awareness about the green HRM policies and practices. Thus the area of this study extents to the job seekers in Meenachil thaluk. For this 50 respondents are selected from Meenachil area. Through this concept the employees as well as job seekers can get a chance to aware about the environmental responsibility and their importance.

1.5 METHODOLOGY

Methodology is a way to systematically solve the research problem. For every research work before it is carried out and even at the time of the implementation, it is very important how it is carried out. the purpose of stating the methodology is to describe the research procedure. This provides the objectives of the researcher and details the research design, data collection methods, sampling field work and analysis and interpretation. The data collection specifies gathering of data, the contents depends on the selected design.

1.5.1 SOURCE OF DATA

In this study both primary and secondary data were collected .

PRIMARY DATA

The data that has been collected from the first- hand- experience is known as primary data. Primary data has not been published yet and is more reliable, authentic and objective. Here primary data is collected from 50 respondents in the Meenachil Taluk by a pre-standard questionnaire.

SECONDARY DATA

Data collected from a source that has already been published in any form is called as secondary data. These include journals, websites, books etc..

1.5.2 RESERCH DESIGN

The study is designed as partly descriptive and partly analytical.

1.5.3 AREA OF THE STUDY

The job seekers in the Meenachil Taluk is selected for the purpose of this study.

1.5.4 POPULATION

The population selected for the study is job seekers in the Meenachil Taluk.

1.5.5 SAMPLE SIZE

50 samples from the area of Meenachil Taluk is selected for the study

1.5.6 SAMPLING TECHNIQUE

The sampling technique used in this study is convenience sampling. A convenience sampling is one in which the only criterion for selecting the sampling units which is convenience of the sampler.

1.6 TOOLS FOR DATA ANALYSIS

A. PERCENTAGE METHOD

The present Study uses percentage analysis method. Percentage analysis is the method to present raw streams of data for better understanding. Simple percentage method has been used for analysis of primary data collected.

Percentage of respondents = $\frac{\text{Number of respondents}}{\text{Total No. of Respondents}} \times 100$

Total No. of Respondents Here Total No. of Respondents = 50 nos.

B. RANKING METHOD

Ranking method is a non-quantitative method of comparing different alternatives. In statistics, "ranking" refers to the data transformation in which numerical or ordinal values are replaced by their rank when the data are stored. Ranks are related to the indexed list of order statistics, which consists of the original data set rearranged into ascending order. A ranking is a relationship between a set of items such that for any two items, the first is either 'ranked higher than', 'ranked lower than' or 'ranked equal to' the second. In mathematics, this is known as a weak order or total preorder of objects. It is not necessarily a total order of objects because two different objects can have the same rankings. The ranking themselves are totally ordered.

C. LIKERT SCALE ANALYSIS

The Likert scale is one of the most widely used attitude scaling techniques. In this approach, the respondents are asked to indicate his degree of agreement or disagreement with each of the series of statements that are related to the objects in questions.

Normally the Likert scale is expressed in the terms of five categories, although three and seven are sometimes used. The usual description for the five categories is :

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

The five scale category used here includes:

⇒ Strongly agree	Very Important
⇒ Agree	Somewhat Important
⇒ Neutral	Not Important
⇒ Disagree	Important
⇒ Strongly Disagree	Essential

Each point on the scale carries a score. The choice between the two ordering of score for an item depends on whether "strongly agree" indicates a favorable or unfavorable attitude. Sometimes it will be expressed positively, so that it indicates a favorable attitude and sometimes negatively, so that answer indicates an unfavorable attitude. To make the total score meaningful; positive answer must be scored in one order and negative one in reverse order.

The procedure for developing a Likert scale is as follows:

1. The first step is to collect a large number of statements relevant to the study.
2. The respondents are asked to indicate their response on the five point scale.
3. The response to various statements are scored in such a way that a response indicative of the most favorable attitude is give the highest score say 5, and that with the most unfavorable attitude is given the lowest

score say 1, the marks are multiplied with number of respondents of each category.

4. The total marks of each statement are divided by the sample size that is 50. Thus we get the mean. Mean is the range of 1-2-3-4-5.

1.7 PERIOD OF STUDY

The period of study is from 1st December 2018 to 30 April 2019

1.8 LIMITATIONS OF THE STUDY

The limitations of this study are:

- There are only limited numbers of respondents.
- The findings of the study are based upon the information collected from the respondents.
- A complete study of Meenachil Taluk is not possible within the limited period.
- Cost to conduct a detailed study is another limitation

1.9 CHAPTER SCHEME

Chapter1-This chapter includes significance of problem, statement of problem, objectives, scope, methodology, tools for analysis, period of study, and limitations

Chapter2- This chapter deals with review of literature which contains brief description about Green HRM

Chapter3- This chapter deals with theoretical profile which contains brief description about Green HRM

Chapter4- This chapter consists of Data Analysis and its Interpretations

Chapter5- This chapter includes Summary of Findings, Conclusion and Suggestions

II. Review Of Literature

Green businesses is more responsible towards environment resource effective and have more awareness towards social responsibilities, furthermore, it assimilates a fundamental system and green enterprise.

Daily B, and Huang S.(2001) In this journal it has observed that the organizations essentially need to balance the industrial growth as well as preservation of environment because it has been confirmed that by endorsing green practices, the companies may profit than before.

Renwick. D (2008) Distinguished policies in the field of recruitment, performance and appraisal management, employee relations and reward systems are considered as powerful tool for aligning employees with a company's environmental strategy.

Feza Tabassum Azmi (2009) In this article it has been realized that the researchers and practitioners interventions in HRM may not contribute positively to company performance. In order to make the HR functions effectively, both internal and external functions have to be integrated. It can be also called as horizontal fit. The two constructs of HRM horizontal fit were identified to test empirically the dimensionality, reliability, and validity.

Salih Kusluvan, Zeynep Kusluvan, and Lutfi Buyruk(2010) Human resources are often seen as the most important assets of the organizations. This article offers an assessment of emerging trends in HRM.

Muster and Schrader (2011) This article observes that the main objective of green HRM is to make the employee aware of intricacies of environment management i.e.; what action is needed how it functions and how it help the environment . The exercise really motivate the employees and develops a sense of pride in them for being a part of the going green program.

Murai & Bhandari(2011) This journal it states that the HR department of an organization plays a significant role in the creation of their companies sustainability culture.

Michael Muller - Camen, Richard Croucher, Matt Flynn and Heike Schroder (2011) This article reveals that the change has been modest and has a reality gap exists in firms as they seek to hedge . It advances the idea of national modes of firm option - exploration as an important way of conceptualizing the process involved.

Mandip Gill (2012) In this journal it is observed that Green HRM practices have much wider scope than just implementing environmental management initiatives. HR functions have been acclaimed as the driver of organizations green culture by aligning its practices and policies with sustainability goals reflecting an eco-focus.

Andy Danford and Weizhao (2012) This article analyses that the workers attitude to management control and workplace change. It states that the evidence of tightly controlled and highly disciplined work environment which generate a countervailing pattern of interest dissonance between workers and their managers.

Dutta. S. (2012) Primarily this study concentrates on Green Human Resource Management, which according to the author includes two major elements, namely; environmental friendly HR practices and the preservation of knowledge capital. Green HR refers to using every employee touch point or interface to promote sustainable practices and increase employee awareness and commitment on the issues of sustainability.

Opatha&Arulrajah(2014)This article reveals that the policies , practices, and systems that makes the employees of the organization green for the benefit of the individual ,society, natural environment and the business.

III. Theoretical Framework

Human Resource Management is concerned with people in the management. HRM is a term increasingly used to refer to the philosophy, policies, procedures and practices relating to the management. Human resources thus create organizations and make them survive and prosper. Organizations are made up of people. Without people organizations cannot exist. The resources of men, money, and machinery are controlled, coordinated and utilized through people. Therefore people are the most significant resource of any organization.

3.1 CONCEPT OF HRM

HRM may be defined as a set of policies, practices, and programs designed to maximize both personal and organizational goals. According to Dale Yoder "The management of human resources is viewed as a system in which participants seeks to attain both individual and group goals". Flippo defines Human Resource Management as "planning, organizing directing and controlling of procurement, development, compensation, integration, maintenance and reproduction of human resources to the end that individual, organizational and societal objectives are accomplished.

3.2 FEATURES OF HRM

HRM has the following features:

- **Comprehensive function:** HRM is concerned with managing people at work. It covers all type of people at all levels in the organizations. It applies to workers, superiors, officers, managers and other types of personnel.
- **People oriented:** HRM is concerned with employees both as individuals and as a group in attaining goals. It is also concerned with behavior, emotional, and social aspects of personnel. It is the process of bringing people and organizations together so that the goals of each are met.
- **Individual oriented:** Under HRM, every employee is considered as an individual so as to provide services and programs to facilitate employee satisfaction and growth. In other words it is concerned with the development of human resources that is knowledge, capability, skill, potentialities and attaining and achieving employee goals.
- **Continuous function:** HRM is a continuous and never ending process. According to George R. Terry, "it cannot be turned on and off like water from a faucet; it cannot be practiced only one hour each day or one day each week. Personnel management requires a constant alertness and awareness of human relations and their importance in everyday operations".
- **Development oriented:** Individual employee-goals consists of jobsatisfaction, job security, high salary, attractive fringe benefits, challenging work, pride, status, recognition, opportunity for development etc.. HRM is concerned with developing the potentialof employees, so that they derive maximum satisfaction from their work and give their best efforts to the organization.

3.3 ENVIRONMENTAL INFLUENCES ON HRM

Personnel manager cannot perform his job in a vacuum as a number of environmental factors affect HRM. The environment furnishes the macro context and the organization is the micro unit. Of primary importance here are the external influences of economic conditions, labour markets, laws and regulation and labour unions. Each of these external factors separately or in combination can influence the HRM function of an organization. The changes in the external environment of an enterprise have a profound impact on its personnel. These changes include technological obsolescence, cultural and social changes, policies of the government etc.. The external environment consists of those factors that affect organizations human resources from outside the organization.

- **Technological innovation:** Rapid technological changes and innovations are taking place all over the world. As a result of these technological changes, technical personnel are increasingly required. Hence, procurement of technically skilled employees is necessary to match the changing job requirements.
- **Economic factors:** Economic conditions influence financial "health" of the organization. Under favorable economic conditions, expansion of existing programs and creation of new programs are very likely. With less favorable or deteriorating conditions, contraction or cancellation of some programs may be necessary. Thus, a number of economic factors affect human resources management of an organization by influencing its operations.
- **Employee's organization:** Employees organizations have mustered strength that is parallel to the growth of industrialism. Labour unions seek to bargain with management over the terms and conditions of

employment for their members. As a consequence, most HR activities are subject to joint decision making when employees are represented by a union.

- Labour markets: In labour markets, organizations seek employees (demand for labour) and individuals offer their availability to organizations (supply of labour). Labour supply and demand have implications for all activities, but particularly for compensation and external staffing. Moreover, they are generally not subject to organization control, thereby creating potential turbulence and uncertainty for HR management.
- Changing demand of employers: Organizations also undergo changes and consequently their demands for employees will also change. The technological revolution and neck-to-neck marketing competition amongst most of the organizations demand that the existing employees adapt to the every changing work situations and learn new skills, knowledge etc. to cope with the new changes.
- Legal factors: One of the most important external factors that affect HRM is the legal environment. The management cannot manage the human resources unilaterally. It is now compelled to manage its employees according to the legislation enacted by the government at the center and the state. The important legislation enacted in India affecting HRM is - Factories Act, Trade Unions Act, Workmen's Compensation Act and Payment of Wages Act, The Minimum Wages Act, Payment of Gratuity Act, and Maternity Benefit Act. The government believes that it is the custodian of industrial and economic activities and hence legislation.
- Human resource in the country: The structure, values and the level of education of human resources in the country influence the HRM function of any organization. The influence of manpower in the country can be studied through :

- a) Change in the structure of employment with the entry of workforce with different backgrounds.
- b) The changes have taken place in the structure of the workforce over the years and that have led to the emergence of new values in the organizations.
- c) Increased level of formal education has led to the changes in attitude of employees. The well-educated employees always challenge and question the management's decisions and want a voice in the company's affairs that affect their interest.

Thus many environmental factors affect the performance of specific tasks of HRM. Changes in the internal and external environmental factors complicate the job both of line and personnel managers in overseeing the contribution of human resources.

Considering the complexities and the challenges in the HRM now and in near future, management has to develop sophisticated techniques and competent people to manage personnel on sound lines.

3.4 GREEN HUMAN RESOURCE MANAGEMENT

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. Green HR involves two essential elements:

1. Environmentally-friendly HR practices.
2. The preservation of knowledge capital.

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.

In a nutshell creating a green world where consumers and employees force change. In fact the HR function can be renamed as 'people and society'. Green Human Resource Management is the combination of environmental management HRM practices. It helps organizations to uncover alternative way to reduce the cost without losing their experienced workers. Green HRM involves the application of HRM policies to encourage the use of sustainable use of resources with companies and to promote the cause of environmentalism. According to Gill man dip 2012, Shakti- "It involves reducing carbon footprints via less printing of paper, job sharing, telecommuting, video conferencing and interviews etc..

Green HRM is the use of HRM policies to support the sustainable use of resources within organizations and, more usually helps the reasons of environment sustainability. The term "Green HRM" is most regularly used to refer to the concern of people management policies and practices towards the broader corporate environmental schedule. Typical green activities contain video recruiting, or the use of online and video interviews, to minimize travel requirements. Green rewards can embrace the use of workplace and lifestyle benefits, ranging from carbon credit compensates to free bicycles, to keep people in the green program, as continuing to identify their involvement. Whereas many employees often feel it is not their responsibility to support the environment while they are at work, the new workforces of millennial are highlighting environmental realization as they prefer their employers. There is also a broader opportunity to connect the workforce given that more and more people search for significance and self-actualization in their jobs. Other

simple green events embrace minimizing the amount of printed materials used in performance management, salary evaluations and so on. Although there is absolutely an important amount of green washing“ happening in reducing waste, there are many opportunities here too. However, HR is never going away to have a really important impact on a business through the improvement of HR processes singlehanded so the superior opportunity is to include to the green program of the business as a whole.

The HR professional today is also helping the companies to adopt strategies to green their business through online sharing of training / self- learning materials, by encouraging employees to turn off their computer monitor when they are not present on their desk. It also motivates the employees to keep the lighting minimum during the non-working hours and more usage LED is also promoted by the companies.

3.5 BIRTH OF GREEN HRM

Green movement is a political movement which advocate four important principles, environmentalism, sustainability, non- violence, and social justice. Supporters of green movement are called Greens, adhere to Green Ideology and share many ideas with ecology, conservation, environment, feminist and peace movements. In March 1972, the world's first Green Party was formed, at the same time, in Canada, a small party was formed, and then it spreads to the other countries. In India the Bishnoi Community the traditionally lovers and protectors of trees and animals like deer, cinkara were responsible for green movement in Jodhpur, Rajasthan.

The Green Movement across the world gave birth to Green HR. Human Resource Management is responsible for managing, developing and retaining employees in the organization. 19th and 20th century was an era of industrialization, especially in Europe the Industrial Revolution started in 19th century, manufacturing large quantity of consumer goods, the factory system and demand for different products, the advancement of technology put a lot of pressure on the natural resources of the planet earth. eg: exploitation of resources like air, water, exploitation of flora and fauna. Timber, minerals, chemicals including animals and forest for commercial needs of the society. Large number of human beings left their traditional business of farming, trained themselves and were employed by industries like mines, textiles, transportation, chemicals, pharmaceuticals etc.. The result of industrialization was that the world community started discussing about natural resources, pollution, ecological imbalances and biodiversity. As the strength of industrial workers increased a separate department or cell was created to handle the employees, it was clearly called as personnel department and now human resource. The responsibilities given to this department was to ensure and get right person for the right job, trained them, retain and develop them as per the requirement of industry. The result was that these employees recruited started using material resources as a raw-material to manufacture required goods or products, resulting in industrial wastage and polluting the surrounding climate and environment.

3.6 GREEN MANAGEMENT

A Green organization is defined as a workplace that is environmentally receptive, resource well-organized and socially responsible. In the environmental writing, the impression of green management for sustainable development has different definitions; all of which normally, look for to clarify the require for balance between organizational growth for wealth design and protection the natural environment so that the future making may succeed (Daily and Huang, 2001). In the past, economic performance of the organization was estimated to undertake corporate success by organizations and its shareholders, but now it is no longer suitable; profitable and financial outcomes need to be attended by minimization of environmental footprints and improved awareness to social and environmental phases.

3.7 SIGNIFICANCE OF GREEN HRM

Therefore, the new strategic problem, corporate ecology or green management appeared in 1990s and became a accepted slogan globally in 2000s. Green management is defined as the method whereby organizations manage the environment by developing environmental management strategies. This conception becomes a strategic principal concern for businesses, mainly multinational activities operating their business internationally. In summary, green management refers to the management of organization contact with, and impact upon, the environment, and it has disappeared further than regulatory fulfillment and needs to include theoretical tools such as pollution prevention, product stewardship and corporate social responsibility.

3.8 NEED FOR GREEN HRM

Last two decades of this century have witnessed a unanimous consensus for the need of a realistic environmental management drive all over the world. This effort was undertaken since the damaging effect of different pollutants among which the industrial wastes being the major culprit that have been deteriorating and depleting our natural resources very fast has been evident. The "Magna Carta" on human environment was declared in the first United Nations (International) conference on human environment held in June 1972 in Stockholm declared that to defend and improve the human environment for present and future generation have

become an imperative goal for mankind. The green HRM literature is largely a western one and given the importance of Asian economic development for environmental management. This is an important gap for future studies to reduce scholars of management around the world are now analyzing various managerial practices that can facilitate the achievements of the goals of Green HRM and also have a significant importance to the environmental competitiveness of the organization.

3.9 SCOPE OF GREEN HRM

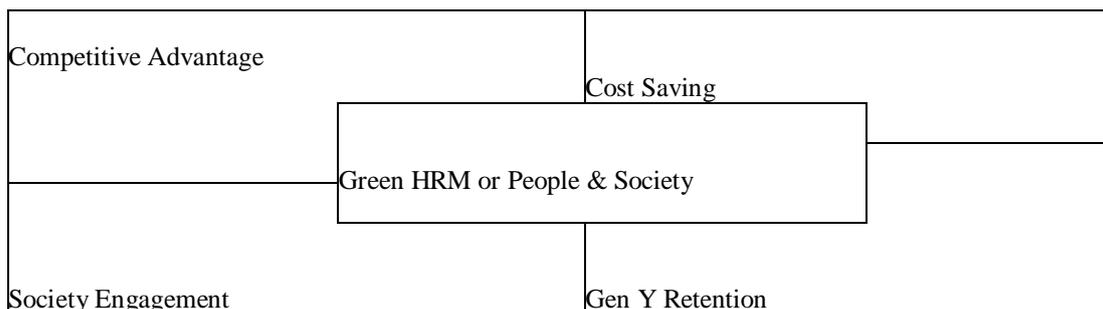
It must be realized that HR alone cannot contribute to improved business results by incorporating Green HR processes. Organizations have to invest in the green agenda of the business as a whole. Some the areas where a company can build its green business can include decreased use of printed material, increased recycling, using reusable grocery and lunch bags, and prohibiting the use of bottled water ,plastic and Styrofoam cups in the workplace. Work stations can have fluorescent light bulbs and other energy saving and green devices. Companies can encourage employees to change their travel and transportation habits by limiting official car trips, using metro and public transport for business travel, carpooling, providing interest free loans to buy hybrid cars, and cycling or walking to work. Business meetings and conferences can be conducted through internet, tele and video conferencing, wherever possible, in order to minimize business travel. Organizations can discharge their social responsibility by including environment management in their mission statement as an important green objective. Companies should organize cleanliness and waste management drives in workplaces and surrounding society to create awareness about green issues. Many companies which are taking a greener approach inside their organizations are experiencing a positive and congenial effect on the patterns of employee relations in the organization. This also has a positive influence on the mindset of employees as they feel that apart from their functional contribution on the job, they have an important responsibility inpreserving environment.

3.10 GREENHRM - HR FACTORS AFFECTING GREENMANAGEMENT INITIATIVES

A lot of researchers, mainly in the area of HRM, bickered that the helpfulness and successful in any organization innovation and strategic implements are caring on the accessibility and ability of their human resources employed in the strategic manners. HRM schemes defined as “a set of different but interconnected activities, functions, and process that are aimed at attracting, developing, and maintaining a firm's human resources”. HRM is the most successful tools which contribute to the formation of human capital, and in revolve, contributes to organizational performance and competitive advantage. Currently, many corporations are implementing a proactive, strategic tool known as an EMS to gain competitive advantage. This system provides a structure that allocates management of the organizations the ability to better control the organization’s environmental impacts .To effectively implement green management initiatives and development environmental innovations, corporations require a high levelof technical and management skills.

Green HR refers 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 cost and better employee engagement and retention which in turn, help organizations to reduce employee carbon footprints by the likes of electronic filing, job sharing, teleconferencing, and virtual interviews, online training, energy efficient office spaces etc. In this green world the green HR or people management function has sustainability at its core as part of its people management and talent management focus and organizations engage with the society by aligning their agenda with it. Communities, customers and contractors all become equal stakeholders along with employees and shareholders.

Figure No. 3.1
Green HRM and sustainability



Green business practices are an emerging strategic imperative that is helping corporate improve their operation and increase their competitiveness in the global market. Green HRM will lead to long lasting savings for business which help in attracting Gen Y people.

3.11 HRM FUNCTIONS AND WAYS OF MAKING THEM GREEN

In order to make sure that organizations gets right employee green inputs and right employee green performance of job , it is indispensable that HRM functions are adapted or modified to be green. Traditionally there are

18 functions of HRM including job design, human resource planning, recruitment, selection, hiring, induction, performance evaluation, training and development, career management, pay management, incentive management, welfare management, management of employee movements, discipline management, health and safety management, grievance management and labour relations. Making a HRM function green involves inclusion of policies, procedures and practices which ensure right employee green inputs and right green performance of job. Ideally it is possible to make each function green. For the purpose, the following table was developed.

HRM Functions and ways of making them green

HRM Function	<ul style="list-style-type: none"> ● Green policies, procedures or practices
Job analysis	<ul style="list-style-type: none"> ● To include environmental dimension as aduty in job description. ● To include green competencies as a specialcomponent in job specification.
Recruitment	<ul style="list-style-type: none"> ● To include environmental criteria in therecruitment messages. ● To communicate the employers concernabout greening through recruitment efforts.
Selection	<ul style="list-style-type: none"> ● To select applicants who are sufficiently aware of greening to fill job vacancies. ● To select applicants who have been engaging in greening as customers under their private life domain
Induction	<ul style="list-style-type: none"> ● To make new employees familiar withgreening efforts of the organization.
	<ul style="list-style-type: none"> ● To develop induction program showinggreen citizenship behavior of current employees.
Training	<ul style="list-style-type: none"> ● To impart right knowledge and skills about greening to each employee through a training program exclusively designed for greening.
Performance Evaluation	<ul style="list-style-type: none"> ● To evaluate employees job performance according to green-related criteria. ● To include a separate component for progress on greening in the performance feedback interview.
Rewards Management	<ul style="list-style-type: none"> ● To give financial incentives to employees for their good green performance of job. ● To give non-financial rewards such as praises and recognition to employees for their greening.

3.12 EFFECTS OF GREEN HRM AND ITS SUBS

⇒ Performance Management System (PMS): PMS present the challenges of how to measure environmental performance standards across different units of the firm, and gaining useful data on the environmental performance of managers.

⇒ Training and development: Training is a key intervention to manage waste (in terms of both prevention and reduction). Employee trainingand development programmers should include social and environmental issues at all levels. Orientation program for the newly hired. Inform the employees about the green procedures and policies."Green teams" can be established in each department, producinggeneral awareness and specific training.

⇒ Employee Involvement and Participation: An EI approach in employee management motivates the worker, allows them to detect problems like leakages in the process of production that delegating responsibilities to workers is based upon team knowledge of the causes of waste and how to reduce them. Other ways in which employees can be encouraged are to pursue green commuting habits like:

a) Allowing flexible work weeks.

- b) Establishing a car pool program.
- c) Offering free or discounted free transportation passes.
- d) Adding car sharing as an employee benefit and setting up transportation savings account.
- e) Telecommuting or e-work.

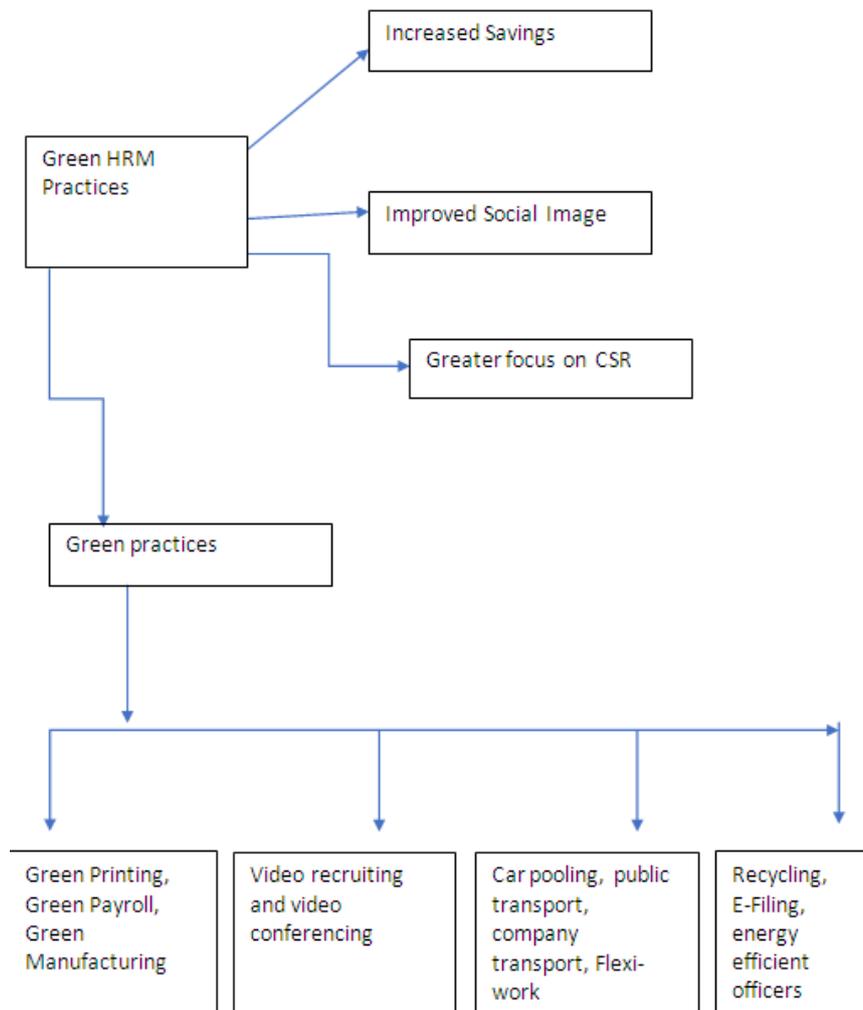
⇒ Performance Related Pay (PRP): An important proportion of monthly managerial bonuses are dependent upon performance outcomes in environmental management. Du Pont base their executive compensation and bonus system for middle managers and senior officers in part on environmental stewardship practices, where bonuses can be over 10 per cent. They get the most money for pushing green products.

⇒ Recognition and Awards: Senior managers at presenting awards in public meetings, and via news articles. Firms include paid vacations, time off, favored parking and gift certificates with them all seen to encourage employees on environmental performance.

3.13 GREEN PRACTICES AND THEIR POSSIBLE OUTCOMES IN ORGANIZATIONS IMPLEMENTING GREEN HRM

Figure No. 3.2

Green practices and their possible outcomes in organizations implementing Green HRM



3.14 GREEN HRM REQUIREMENTS

In order to achieve organizational environmental goals or greening, green human resource requirements need to be identified. There are four categories of green human resource requirements, that is, green competencies, green attitude, green behavior and green result. Though these major type of green human requirements are related they can be distinctly treated. The following figure shows these requirements and relevant dimensions.

Figure No. 3.3 Green HRM requirements



Employee is required to possess a sufficient amount of knowledge and skills in respect of greening and without this knowledge and skills it is not possible for the employees to become a green employee. An active role of human resource management requires in developing cleaner technologies. Based on the environmental strategy of an organization, HRM has to provide the competencies needed for the continuous improvement of organizational environmental performance.

An environmental sustainability requires behavior change by employees and all members of an organization at all levels are required to exhibit a positive behavioral change. A critical green HR requirement is green behavior. One dimension of which is green organizational citizenship behavior that is defined as extent to which the employee engages in positive action aimed at helping the organization as a whole to achieve greening. These actions do not become a part of formal job requirement. They primarily represent voluntary green actions. Examples of such actions:

- Use both sides of paper when writing or printing or copying (this will reduce the electricity and save trees).
- Come to work by walking or bus/ train (this will reduce fuel consumption and air pollution) whenever possible.
- Shutdown computer when not working instead of hibernating it (this will reduce electricity and air pollution).
- Use natural light when working (this will reduce electricity).
- Work with a minimum number of bulbs which are on.
- Re- use many items at office such as jugs, cans, bottle, bags etc. rather than throwing them away.
- Report to the relevant officer regarding damages, possible harms etc. to the environment whenever noticed.

- Switch off the air conditioner before the ending time of daily work.(30 minutes in advance).

Another dimension of green behavior is green interpersonal citizenship behavior that is defined as the extent to which the employer engages in positive actions aimed at helping specific co-employees to do their green work. These actions are not a part of formal job requirements and represent voluntary helps given by the employee to other employees at the similar level to become them green or perform their green work. Examples of such actions:

1. Stimulate others to become green.
2. Answer questions asked by others about green positively.
3. Teach others about how to become green.

Green official behavior is the third dimension of green behavior and it is defined as the extent to which the employee engages in official duties assigned by the superior with regard to greening. This engagement is not a voluntary one and it is an official requirement to be met by the employee. Such duties may include specific procedures to be followed by the employee to reduce wastage and remove wastes.

Green results are outcomes or outputs which are environmentally friendly. Green results are defined as the extent to which employee has produced green outcomes. Green results have the following two dimensions.

- Green Innovations: New environmental initiatives, new solutions for waste reduction, pollution, pollution reduction etc.
- Green outcomes: Number of hours of working with natural light or minimum number of electricity bulbs.

Green competencies and green attitude are viewed as green employee input and green behavior and green results are viewed as employee green performance of job which contributes to green organizational performance meeting the CSR to a significant extent.

3.15 GREEN JOB DESIGN AND ANALYSIS

In general, job description can be used to specify a number of environmental protection related task, duties and responsibilities. These days, some companies have incorporated environmental and social tasks, duties and responsibilities as far as possible in each job in order to protect the environment. In some companies, each job description includes at least one duty related to environmental protection and also specifically includes environmental responsibilities whenever and wherever applicable.

Job descriptions and job specification may include environmental, social, personal and technical requirements of the organization as far as possible. In addition, some companies use team work and cross-functional teams as job design techniques to successfully manage the environmental issues of the company. This because of the reason that environmental protection task of a company requires or demands multi-disciplinary team works.

Now a day's many companies have designed environmental concerned new jobs or position in order to focus exclusively on environmental management aspects of the organization. From the perspective of HRM, it is really a valuable initiation ad practice to protect the environment. Moreover, some companies have involved in designing their existing jobs in a more environmentally friendly manner by incorporating environmental centered duties and responsibilities

3.16 GREEN HUMAN RESOURCE PLANNING

At present, some companies engage in forecasting number of employees and types of employees needed to implement corporate environmental management initiatives/programs/activities. These are good practices some leading companies have adopted to manage their environmental issues. The corporate environmental management initiatives demand some new job positions and specific set of skills. Green HR planning gets required in this context. In addition these companies engage in deciding strategies to meet the forecasted demand for environmental works and sometimes they are outsourcing.

3.17 GREEN RECRUITMENT

In general, environment concerned companies have their own environmental policy framework. In materializing the established environmental policies, companies need environmentally oriented work force. In creating environmental oriented workforce, companies have two options: First is focusing on green recruitment. Second is providing required environmental protection related awareness, education, training and development to the existing workforce. The first option is more proactive and cost effective than second option. Here searching best green recruitment practices are important to organizations.

On the other hand, potential employees also search and want to work in environmental concerned organizations. In United Kingdom environmental issues have an impact on organizations recruitment efforts, and according to a survey high achieving graduates judge the environmental performance and reputation of a company as a criterion for decision-making when applying for job vacancies.

Additionally, in order to attract environmentally concerned people for job vacancies, job advertisements of some companies express certain environmental values in their job advertisements. Some companies also express their preferences to recruit candidates who have competency and attitudes to participate in corporate environmental management initiatives too. These are some of the green recruitment practices organizations can have.

Green recruitment means a paper-free recruitment process with a minimal environmental impact. Applications are invited through online mediums like e-mail, online application forms or the Global Talent Pool. If possible telephone or video based interviews are conducted to minimize any travel related environmental impact. Green recruitment is active in the field of professional recruitment, with a view to meeting the growing

needs for experts in the areas of renewable energy, climate executive search. Whether one is looking for the brightest emerging talent or the most established industry leaders, Green recruitment is long-term partner in environmental recruitment for recruiters.

3.18 GREEN SELECTION

In the selection context, when making selection for the job vacancies some companies consider candidates environmental concern and interest as selection criteria. When interviewing candidates or evaluating them for selection, environmental related questions are asked by those companies. Really, these are some of the good green selection practices any organization can adopt to select environmental friendly people in addition to the normal selection criteria relating to the specific duties of the job being concerned.

3.19 GREEN INDUCTION

Induction for new employees seems to be needed to ensure they understand and approach their corporate environmental culture in a serious way. Companies can adopt two approaches in respect of green induction. They are general green induction and job specific green induction. Some companies practice general green induction. After selecting the candidates for the posts, these companies provide necessary basic information about the corporate environmental management policy, system and practices. In some instances, certain organizations do specific green induction as well to their new recruits. They induct new employees about environmental orientation programs specific to their job. In general, these two green induction practices are important for any organization nowadays. Organizations should ensure that new recruits understand their environmental responsibilities, become familiar with health and safety arrangements, appreciate the corporate environmental culture, adopt the company's environmental policy and practices, and know given relevant contact persons within the organization.

3.20 GREEN PERFORMANCE EVALUATION

Measuring employee green performance of job is one of the key functions in green HRM. Without this practice any organization cannot ensure the realistic environmental performance in long term basis. Evaluation of green performance of employee must be done separately or atleast as a part of performance evaluation system of the organization. The measurement criteria of employee green performance of job must be carefully aligned with the organizations criteria of environmental performance.

In order to sustain good environmental performance, organization must establish Environmental Management Information System (EMIS) and environmental audits. Many organizations have established EMIS and environmental audit. The main aim of EMIS is to effectively monitor the large number pollution, resource usage, energy and regulatory requirements an organization encounters. When an EMIS has been developed it is important that it is not just used for reporting purposes, but should also be integrated with performance appraisals of managers as well as employees. Incorporating corporate environmental management objectives and targets with the performance evaluation system of the organization is a must for any organization nowadays. Organizations must include environmental issues as well as environmental incidents; take up of environmental responsibilities and the success the success of communicating environmental concerns and policy within the performance evaluation system of the company.

Installing corporate wide environmental performance standard is also a must in the green performance evaluation context. Firms like Amoco in the United States have tackled them by installing corporate wide environmental performance standard (which cover on site use, waste management, environmental audits and the reduction of waste) to measure environmental performance standard, and developing green information system and audits.

Installing corporate wide environmental standards or establishing green performance indicators into performance management system, and appraisals is not adequate. Communication of green schemes, performance indicators and standards to all levels of staff through performance evaluation systems and establishing firm - wide dialogue on green matters are also needed to materialize targeted environmental performance.

Managers must set green targets, goals and responsibilities for their sections or divisions or departments, they could assess number of green incidents, use of environment responsibility, and successful communication of environmental policy within their scope of their operations.

For example, some companies have environmental goals for each employee or group or department or division to achieve in a given period of time. Those companies formally evaluate the extent to which each employee, group, department or division has achieved environmental goals. And also supervisors and managers of those companies give regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance.

3.21 GREEN TRAINING AND DEVELOPMENT

Providing environmental training to the organizational members to develop required skills and knowledge is an important function of green HRM. This will be helpful to implement corporate environmental management programs of the company. Providing training to encourage recycling and waste management, supporting flexible schedule and telecommuting, and reducing long-distance business travel are very useful to reduce the negative environmental impact of the organization.

Creating environmental awareness among the work force by conducting seminars and workshops at organizational level is also important to achieve good environmental performance. Providing environmental education that will result in a change of attitude and behavior among managers and non-managerial employees is also needed to the organization. Some companies celebrate annual environmental day at company/organization level by organizing many competitive programs for non-managerial employees, managers and children of employees. This is also a good practice to inculcate certain key values among the work force as well as their family members.

Renwick suggest certain green training and development practices such as training staff to produce green analysis of workspace, application of job rotation to train green managers of the future, provision of specific training on environmental management aspects of safety, energy efficiency, waste management and recycling, development of green personal skills, and re-training of staff losing jobs in relevant polluted industries.

Environmental related education, training and development are key areas of green HRM in an organization. Without proper education, training and development, materializing targeted environmental performance of a firm is very difficult to achieve. Therefore, it seems that certain companies have actually realized the importance of green education, training and development in their organizational setting. Nowadays, some companies seriously analyze and identify environmental training needs of employees in order to make them more environmental concerned work force. Really, these are good practices and also needed to implement corporate environmental management initiatives. Based on environmental training needs analysis of the work force, these companies conduct serious and systematic education, training and development programs which are given to the employees for the purpose of providing needed knowledge, skills and attitudes for good environmental management.

3.22 GREEN REWARD MANAGEMENT

Green reward management is another key function of green HRM. The sustainability of organizations environmental performance is highly dependent on the green reward management practices of the organization. To motivate managers and non-managerial employees on corporate environmental management initiatives, green reward management has significant contributions. Organizations can practice it in two ways such as financial and non-financial. In some companies employees are financially (e.g. incentives, bonuses, cash) rewarded for their good environmental performance. In some other companies, employees are non-financially rewarded (awards/special recognitions/honors/prizes) for their good environmental performance. The success of recognition rewards relies on the importance of company-wide identification. For example, such attention increases employee's awareness of environmental achievements. Communicating employee environmental excellence is also a good practice in some organizations. There are many ways in which organizations can communicate their environmental excellence within the organizations. For example, managers at Coors present awards at important meetings to employees who have participated in successful environmental programs.

Having diverse employee environmental performance recognition programs at different levels is also needed for many organizations. The core success of recognition rewards is making them available at different levels within the organization. Providing incentives to encourage recycling and waste management, supporting flexible schedules and telecommuting, reducing long-distance business travel can also be considered as green reward management practices.

Renwick suggests several green reward management practices. They are green pay/ reward system, tailor packages to reward green skills acquisition, use of monetary based environmental management rewards, use of non-monetary based environmental management rewards (sabbaticals, leaves, gifts), use of recognition based environmental management rewards (awards, dinners, publicity) positive rewards in environmental management rewards personal reward plan for all to gain green stewardship/ citizenship, linking suggestion scheme with reward system, linking participation in green initiatives with promotion/ career gains (managers advance through supporting staff in environmental management and use of green tax breaks).

3.23 GREEN HEALTH AND SAFETY MANAGEMENT

The health and safety management is really beyond the scope of traditional health and safety management function of HRM. It really includes the traditional health and safety management and some more aspects are environmental management of an organization. That is why now a day's many organizations are

redesigning post of 'health and safety manager' as health, safety and environmental manager. This post includes a wider job scope when compared with traditional post of health and safety manager in an organization. For example, it includes biodiversity protection and community support initiatives. The key role green health and safety management is to ensure a green workplace for all. Green workplace is defined as a workplace that is environmentally sensitive, resource efficient and socially responsible. At present there are companies where traditional health and safety functions were extended to include environmental management or protection. These companies have continually endeavored to create various environmental related initiatives to reduce employee stress and occupational disease caused by hazardous work environment.

In order to improve health and safety of employees some companies have really created strategies (green factory/green zone) to maintain a conducive environment to prevent various health problems. These aspects can be considered as some examples for green health and safety management practices of the organizations. Some proactive companies in environmental management and its cost leads to improvements in health of employees and local communities, enhancing the image of the company as a desirable employer and corporate citizen.

3.24 GREEN EMPLOYEE DISCIPLINE MANAGEMENT

The green discipline management is a pre-requisite in corporate environmental management. In ensuring green employee behavior in the workplace, organizations may need green discipline management practices to achieve the environmental management objectives and strategies of the organizations.

In this context, some companies have realized 'discipline management' as a tool to self-regulate employees in environmental protection activities of the organizations. These companies have developed a clear set of rules and regulations which imposes or regulates employees to be concerned with environmental protection in line with environmental policy of the organization. In such companies, if an employee violates environmental rules and regulation, disciplinary actions (warning, fining, suspension etc...) are taken against him/her.

Renwick indicates that setting penalties for non-compliance on targets in environmental management, discipline and/or dismissal for environmental management breaches, and developing negative reinforcements in environmental management are also worthwhile practices under the function of green employee discipline management. In case of rule violations which are not serious, it is a good practice to apply progressive discipline which is a system that progresses from the least severe to the most severe in terms of disciplinary actions or penalties.

3.25 GREEN EMPLOYEE RELATIONS

The evolution of green HRM has penetrated into the employee relation and union management activities of the organizations. In green HRM employee relations and union support are critical in implementing corporate environmental management initiatives and programs. Some companies. Really it is a good practice to increase firms environmental performance.

Renwick suggested certain green employee relations and union management practices. They include employee involvement and participation in green suggestion schemes and problem solving circles, staff independence to form and experiment with green ideas, integrating employee involvement and participation into maintenance, employee help line for guidance in green matters, tailoring green employee involvement schemes to industry or company standard.

IV. Data Analysis And Interpretations

The study was conducted with the objective of analysing the awareness of Green HRM among job seekers. The study is purely based on primary data whereby 50 respondents are selected, analysed, and processed with various statistical tools and presented with the help of graphs, diagrams etc...

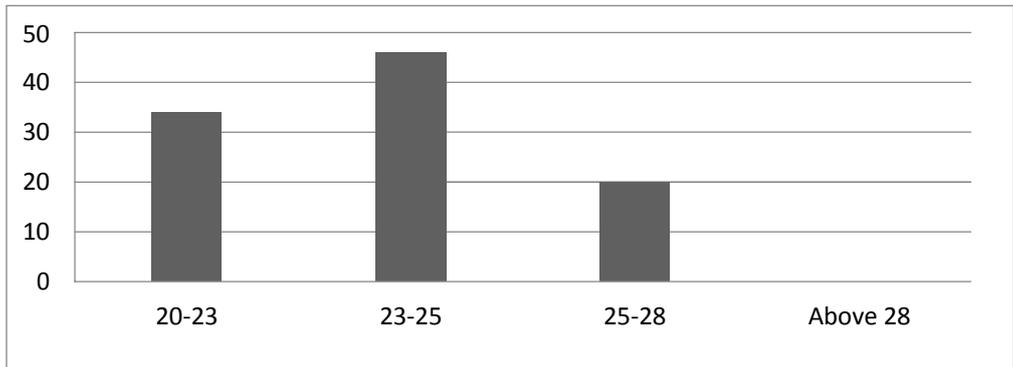
4.1 AGE LIMIT

Table No 4.1 Table showing age limit.

Age	No. of Respondents	Percentage
20-23	17	34
23-25	23	46
25-28	10	20
Above 28	0	0
Total	50	100

Source of Data- Primary Data.

Figure No.4.1 Figure showing Age Limit



Source- Table No.4.1

Interpretation:

Table 4.1 shows that 34 % of the respondents are belonging to the age limit of 20-23, 46 % of the respondents are in between 23-25, 20 % of the respondents are belonging to the age limit of 25-28

4.2 EDUCATIONAL QUALIFICATION OF RESPONDENTS

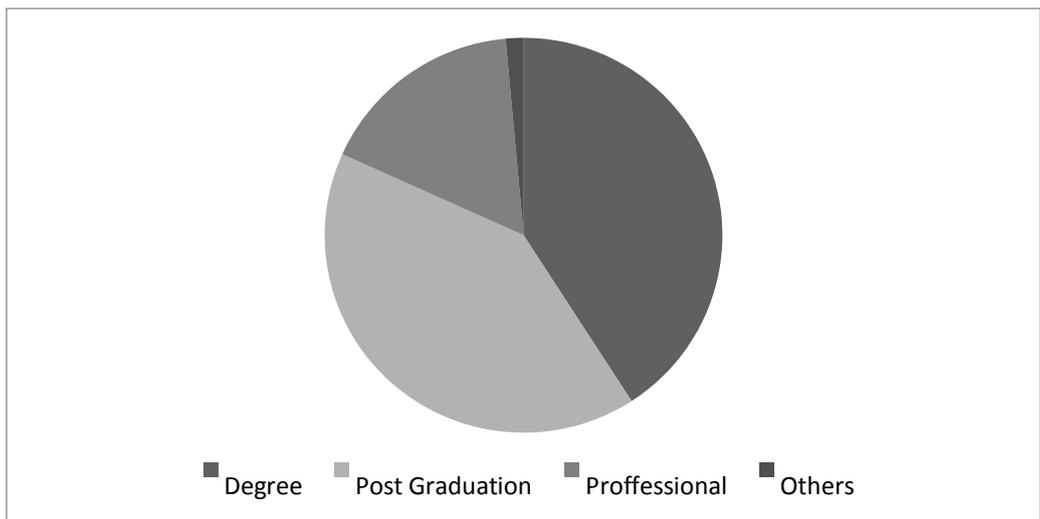
Table No. 4.2

Table showing Educational Qualification of Respondents

Educational Qualification	No. Of Respondents	Percentage
Degree	17	34
Post Graduation	17	34
Professional	7	14
Others	9	18
Total	50	100

Source of Data - Primary data

**Figure No. 4.2
Figure Showing Educational Qualification of respondents**



Source- Table No.4.2

Interpretation:

Table No. 4.2 reveals that 34% are degree holders, 34% are postgraduates, 14% are professionals and 18% have other qualifications.

4.3 OPINION ABOUT GREEN INITIATIVES AND ENVIRONMENTAL POLICIES IN THE DEVELOPMENT OF SOCIETY

Table No. 4.3

Table Showing Response regarding the statement” Green initiatives and environmental policies in the development of society”

Response	No. of Respondents	Weightage	Weightage Score
Strongly Agree	29	5	145
Agree	12	4	48
Neutral	8	3	24
Disagree	1	2	2
Strongly Disagree	0	1	0
Mean Value= 219/50 = 4.38			

Source of Data - Primary Data

Interpretation:

Table No. 4.3 shows the opinion about the green initiatives and environmental policies in the society. The respondents are strongly agreeing that the green initiatives and environmental policies of the companies are essential for the development of society. Here the mean value lies between 4-5 that is 4.38

4.4 OPINION ABOUT SOURCES OF AWARENESS ABOUT GREEN HRM

Table No. 4.4

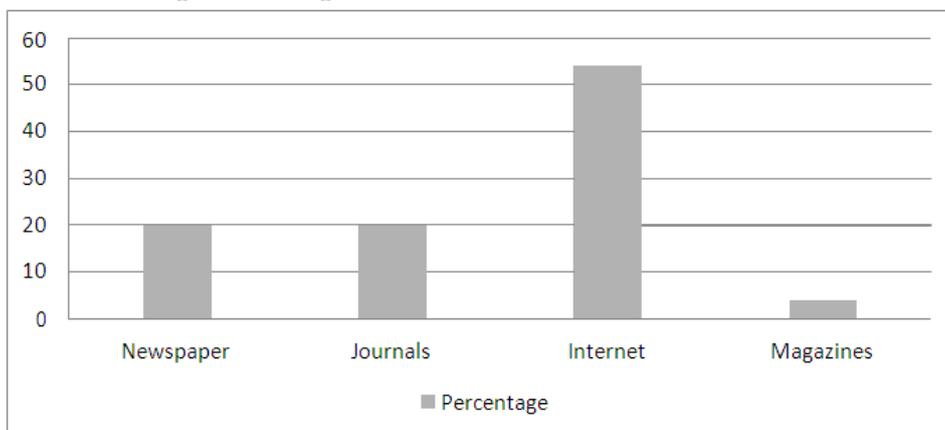
Table Showing Sources of Awareness about Green HRM

Sources	No. of Respondents	Percentage
Newspaper	10	20
Journals	10	20
Internet	27	54
Magazines	2	4
Articles	1	2
Total	50	100

Source of Data - Primary Data

Figure No. 4.3

Figure Showing Sources of Awareness about Green HRM



Source-Table No. 4.4 Interpretation:

Table No. 4.4 reveals that 20% of respondents got awareness about green HRM through newspaper, 20% through journals, 54% through internet, 4% through magazines and 2% through articles.

4.5 AWARENESS OF GREEN HRM ADOPTED BY VARIOUS COMPANIES

**Table No.4.5
Table Showing Awareness of green HRM adopted by various companies**

Awareness Level	No. of respondents	Weightage	Weightage Score
Highly Aware	3	5	15
Almost Aware	25	4	100
Somewhat Aware	17	3	51
Little Aware	5	2	10
Not Aware	0	1	0
Total	50		176
Mean Value = 176/50= 3.52			

Source of data - primary data

Interpretation:

Table No.4.5 reveals that the mean value lies between 3-4 . So it can be concluded that majority of the respondents are almost aware about Green HRM adopted by the companies.

4.6 RESPONSE REGARDING INTEREST TO ATTEND GREEN INTERVIEWS

**Table No. 4.6
Table Showing Interest to attend green interviews**

Response	No. of Respondents	Percentage
Yes	49	98
No	1	2
Total	50	100

Source of Data - Primary data

**Figure No.4.4
Figure Showing Interest to attend green interviews**



Source- Table No.4.6

Interpretation:

In table No. 4.6 98% of job seekers are interested to attend the green interviews. The remaining 2% are not interested.

4.7 RESPONSE REGARDING IMPORTANCE FOR ENVIRONMENTALLY RESPONSIBLE ORGANIZATION

**Table No.4.7
Table Showing Importance of environmentally responsible organizations**

Response	No. of Respondents	Weightage	WeightageScore
Very Important	21	5	105
Important	16	4	64
Essential	10	3	30
Somewhat Important	3	2	6
Not important	0	1	0
Total	50		205
Mean Value = 205/50 = 4.1			

Source of data - Primary Data

Interpretation:

Table No. 4.7 shows that the mean value lies between 4-5. So the respondents says that the importance for environmentally responsible organizations are important.

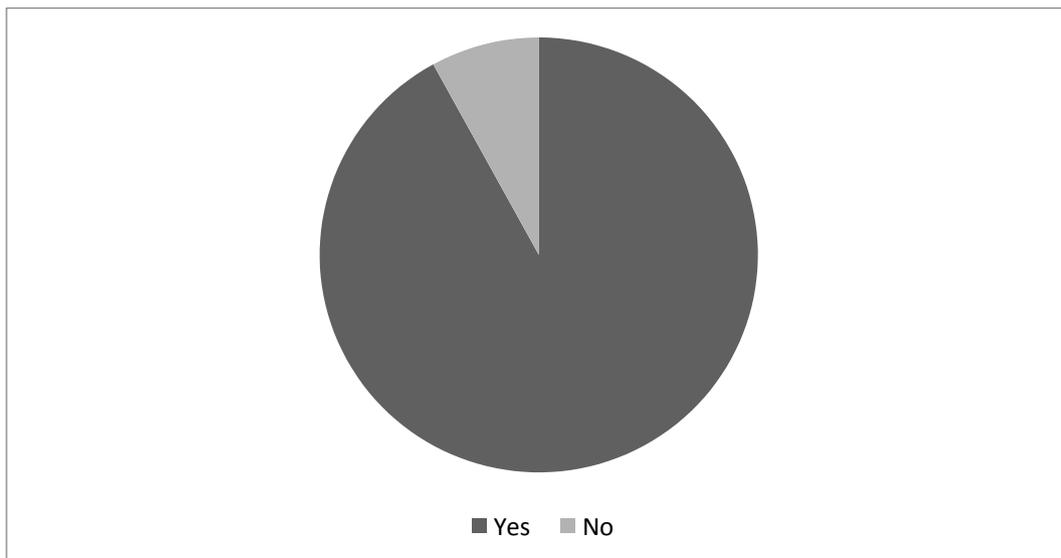
4.8 OPINION REGARDING WHETHER THERE IS DIRECT INVOLVEMENT OF HR IN GREEN COMPANIES

**Table No. 4.8
Table Showing Direct involvement of HR in green companies**

Response	No. of Respondents	Percentage
Yes	46	92
No	4	8
Total	50	100

Source of data - Primary Data

**Figure No. 4.5
Figure Showing Direct involvement of HR in green companies**



Source-Table No.4.8

Interpretation:

Table No. 4.8 represents that 92% are of opinion that there is a need for direct involvement of HR in green companies and 8% are of the opinion that there is no need.

4.9 RESPONSE REGARDING THE STATEMENT “COMPANIES CONSIDERING OF GREEN SKILLS OF EMPLOYEES IN RECRUITMENT

**Table No. 4.9
Table Showing Consideration of green skills of employees in recruitment**

Response	No. of Respondents	Weightage	Weightage Score
Strongly Agree	15	5	75
Agree	23	4	92
Neutral	9	3	27
Disagree	2	2	4
Strongly Disagree	1	1	1
Total	50		199
Mean Value = 199/50 = 3.98			

Source of Data - Primary Data

Interpretation:

Table No. 4.9 shows that the respondents are agreeing with the statement that the companies are considering the green skills of employees in recruitment. Here, the mean value lies between 3-4 that is 3.98.

4.10 OPINION REGARDING WHETHER ENVIRONMENTAL ASPECTS INTEGRATED WITH ORIENTATION AND TRAINING PROGRAMME

**Table No. 4.10
Table Showing Environmental aspects integrated with orientation and training programs**

Opinion	No. of Respondents	Percentage
Yes	49	98
No	1	2
Total	50	100

Source of Data- Primary Data

**Figure No. 4.6
Figure Showing Environmental aspects integrated with training and orientation programmes**



Source-Table No.4.10

Interpretation:

Table No.4.10 reveals that out of 50 respondents 98 per cent job seekers opined that environmental aspects should be integrated with training and orientation programs and 2 per cent respondents optioned negatively.

4.11 OPINION REGARDING WHETHER IMPORTANCE OF GREENHRM IS IMPORTANT IN PROMOTING CORPORATE SOCIAL RESPONSIBILITY (CSR)

Table No. 4.11

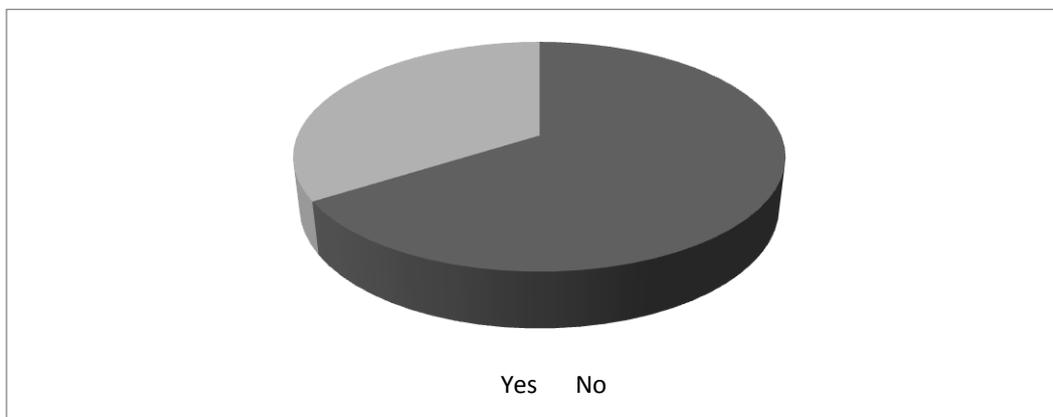
Table Showing Importance of green HRM in promoting Corporate Social Responsibility

Response	No. of Respondents	Percentage
Yes	33	66
No	17	34
Total	50	100

Source of Data - Primary Data

Figure No.4.7

Figure Showing Importance of green HRM in promoting Corporate social responsibility



Interpretation:

Table No. 4.11 represents that 66 per cent job seekers give importance for green HRM in promoting corporate social responsibility. The remaining 34 per cent respondents don't give importance.

4.12 PREFERENCE OF COMPANIES WHICH GIVES IMPORTANCE TO CORPORATE SOCIAL RESPONSIBILITY BY THE ADOPTION OF GREEN HRM

Table No.4.12

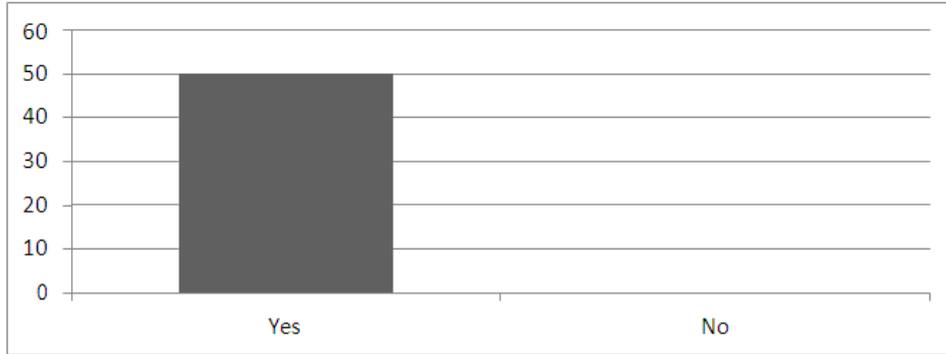
Table Showing Preference of companies which gives importance to corporate social responsibility by the adoption of Green HRM

Preference	No. of respondents	Percentages
Yes	50	100
No	0	0
Total	50	100

Source of Data - Primary Data

Figure No. 4.18

Figure Showing Preference of companies which gives importance to Corporate Social Responsibility by the adoption of green HRM



Source- Table No. 4.12

Interpretation:

In the Table No. 4.12, 100 per cent respondents give importance to corporate social responsibility by the adoption of green HRM.

4.13 RESPONSE ABOUT POSSIBILITY TO IMPLEMENT SOCIAL RESPONSIBILITY BY THE ADOPTION OF GREEN HRM

Table No. 4.13

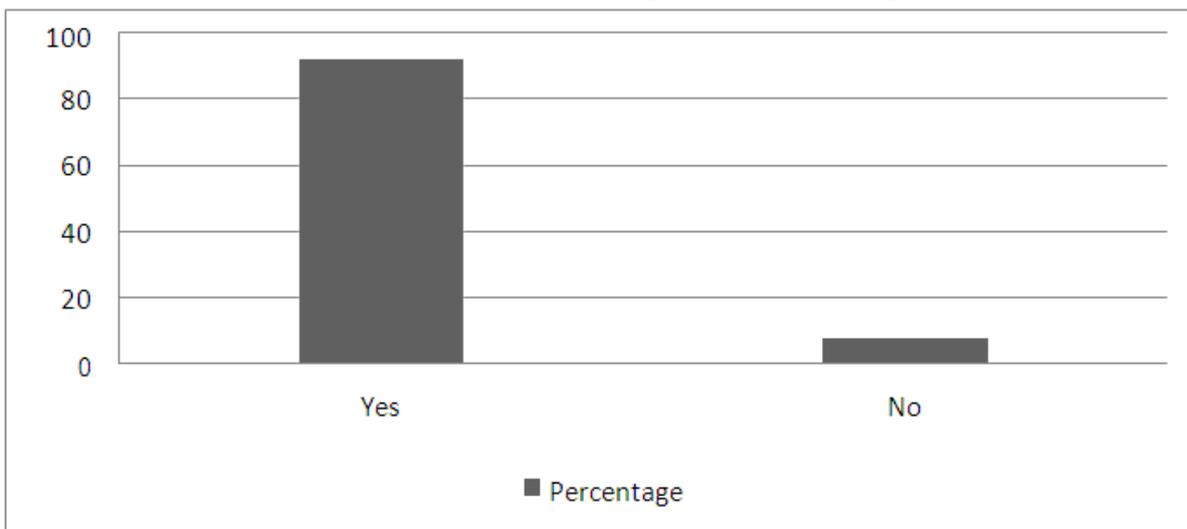
Table Showing Possibility to implement social responsibility by the adoption of green HRM

Response	No. of Respondents	Percentages
Yes	46	92
No	4	8
Total	50	100

Source of Data - primary data

Figure No. 4.9

Figure Showing Possibility to implement social responsibility by the adoption of green HRM



Source- Table No.4.13

Interpretation:

Table No. 4.13 reveals that out 92% states there is a possibility to implement social responsibility by the adoption of green HRM. The remaining 8% respondents oppose the statement.

4.14 OPINION REGARDING CONFIDENCE TO ATTEND GREENINTERVIEWS

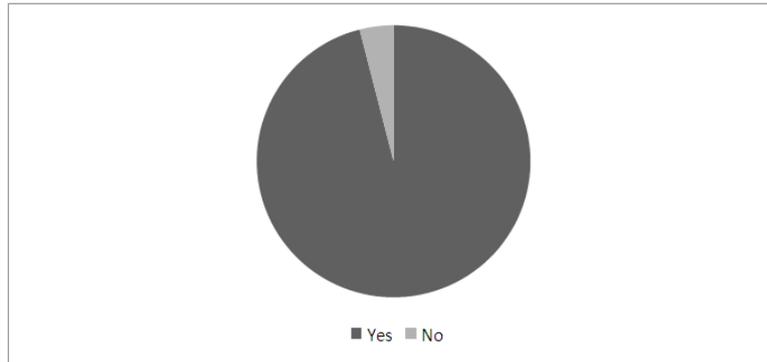
Table No. 4.14

Table Showing Confidence to attend green interviews

Response	No. of respondents	Percentage
Yes	48	96
No	2	4
Total	50	100

Source of Data - Primary data

Figure No.4.10
Figure Showing Interest to attend green interviews



Source- Table No.4.14

Interpretation:

Table No. 4.14 reveals that 96% of respondents are interested to attend the green interviews. The remaining 4% are not interested.

4.15 OPINION ABOUT EFFECTIVENESS OF GREENRECRUITMENT PROGRAMMES

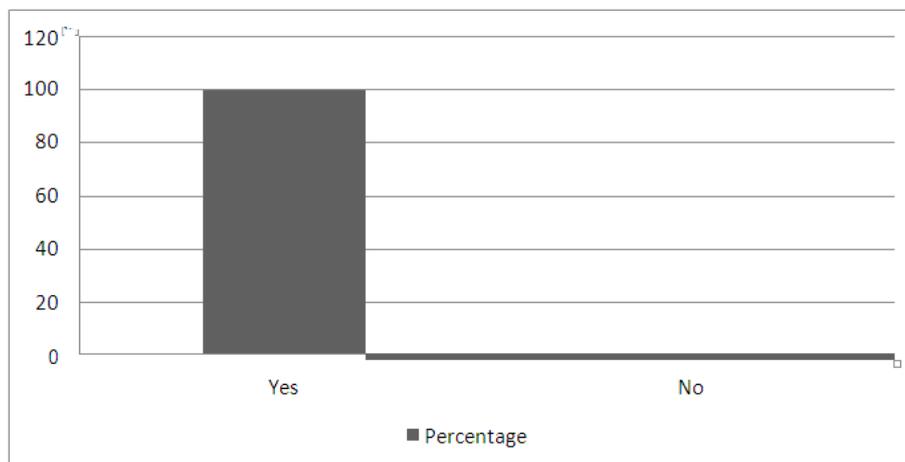
Table No. 4.15

Table Showing Effectiveness of green recruitment programs

Response	No. of respondents	Percentage
Yes	49	98
No	1	2
Total	50	100

Source of Data - Primary Data

Figure No. 4.11
Figure Showing Effectiveness of green recruitment programmes



Source- Table No.4.15

Interpretation:

Table No. 4.15 represents that 98 per cent respondents opinioned that green recruitment programs are effective while 2 per cent opinioned it is not effective.

4.16 FACTORS INFLUENCING JOB SEEKERS TO A GREENCOMPANY

**Table No. 4.16
Table Showing Factors influencing job seekers to a green company**

Factors	Rank				Total Weighted Score	Average Score
	1 st (weight 4)	2 nd (weight 3)	3 rd (weight 2)	4 th (weight 1)		
Motivational Factors	8	8	16	18	106	2.12
Keeping environment clean	23	13	8	6	153	3.06
Strategies adopted by companies	7	8	19	16	106	2.12
Sustainable use of resources	12	21	7	10	135	2.70

Source of Data - Primary Data

Interpretation:

Table No. 4.16 reveals the main factor influenced by the job seekers is keeping the environment green and the second factor is the sustainable use of resources.

4.17 OPINION ABOUT IMPORTANCE OF GREEN HRM IN INCREASING PROFITABILITY

**Table No. 4.17
Table Showing Importance of green HRM in increasing profitability**

Response	No. of respondents	Weightage	Weightage Score
Very important	10	5	50
Important	13	4	52
Essential	6	3	18
Neutral	20	2	40
Not important	1	1	1
Total	50		161
Mean Value = 161/50 = 3.22			

Source of Data - Primary Data

Interpretation:

Table No. 4.17 represents that the mean value lies between 3-4. So it can conclude that most of the respondents are giving importance to Green HRM in increasing the profitability of the concern.

4.18 OPINION ABOUT FACTORS OF GREEN HRM BECOME EFFECTIVE AS A JOB SEEKER

**Table No. 4.18
Table Showing Factors of green HRM becomes effective as a jobseekers**

Options	Ranks					Total Marks	Average Score
	1 st (weight 5)	2 nd (weight 4)	3 rd (weight 3)	4 th (weight 2)	5 th (weight 1)		
Greater Efficiency	8	16	11	8	7	160	3.2
Lower cost	12	5	15	9	9	152	3.04
Better employee engagement	9	7	14	6	14	141	2.82
Reduce wastage	8	13	4	17	8	146	2.92
Reduction of carbon footprints	13	9	6	10	12	151	3.02

Source of Data- Primary data

Interpretation:

Table No. 4.18 shows that lower cost is the most important factor of green HRM that becomes effective to a job seeker because while applying for job they need to spend only a lower cost. The second important factor is greater efficiency.

4.19 OPINION REGARDING PREFERENCE FOR SOCIAL RESPONSIBILITY GIVEN BY THE JOB SEEKERS

Table No. 4.21

Table Showing Preference for social responsibility given by the jobseekers

Social Responsibilities	Ranks					Total Marks	Average Score
	1 st (weight 5)	2 nd (weight 4)	3 rd (weight 3)	4 th (weight 2)	5 th (weight 1)		
To the Company	12	7	13	15	3	160	3.2
To the Government	6	4	9	6	25	110	2.2
To the Environment	18	12	7	7	6	179	3.58
To the society	13	16	7	8	6	172	3.44
To the employees	1	11	14	14	10	129	2.58

Source of Data- Primary Data

Interpretation:

Table No. 4.19 reveals that social responsibility to the environment has given the highest preference and social responsibility to the government, the least.

4.20 OPINION REGARDING EXPECTATION FROM GREEN HRM Table No. 4.20

Table Showing Expectation from Green HRM

Expectations	Ranks					Total Marks	Average Score
	1 st (weight 4)	2 nd (weight 4)	3 rd (weight 4)	4 th (weight 4)	5 th (weight 4)		
Healthy Job environment	8	9	13	15	5	150	3
Environmental protection	21	11	2	8	8	179	3.58
Paperless work	10	12	4	10	14	144	2.88
Good atmosphere	7	13	13	7	10	150	3
Healthy relationships	4	5	18	10	13	127	2.54

Source of Data- Primary Data

Interpretation:

Table No. 4.20 reveals that most of the respondents expect environmental protection. The second for healthy job environment and good atmosphere. The job seekers expect healthy relations, the least.

V. Summary Of Findings, Suggestions And Conclusion

5.1 SUMMARY

HRM is a common term familiar to all especially, to the commerce graduates and most of the job seekers in companies. But the term Green HRM is a new concept to all of us. For every job seeker who seeks a job in a green company should have some basic knowledge and awareness about the term "Green Human Resource Management". Green HRM is eco- friendly in nature. Awareness is essential for every activity. So the present study is related to the "Awareness about Green HRM among the job seekers". A sample of 50 job seekers is selected. Thus this study is organized to analyze the following 4 main objectives.

1. To examine the awareness about Green HRM among job seekers.
2. To determine the effectiveness of Green HRM.
3. To evaluate whether the job seekers are capable to attend interviews
4. To study the expectations of green HRM by jobseekers.

5.2 FINDINGS

- ⇒ Majority of the job seekers (Mean Value = 4.38) are strongly agreeing the green initiatives and environmental policies adopted by the companies for the development of society.
- ⇒ Internet is one of the major sources of information. In this study Internet is the best source of awareness about Green HRM for of respondents.(54 per cent)
- ⇒ Majority of the job seekers (Mean Value = 3.52) are highly aware about Green Human Resource Management.
- ⇒ Even though majority of respondents has awareness, among this 98 per cent job seekers are interested to attend green interviews.
- ⇒ Environmentally responsible organizations are important according to the respondents.(Mean Value = 4.1)
- ⇒ Most of the respondents opinioned that companies are considering the green skills of employees at the time of recruitment. (Mean Value = 3.98)
- ⇒ 98% of respondents agreed the integration of environmental aspects in training and orientation programs
- ⇒ 66 per cent job seekers give importance for Green HRM in promoting Corporate Social Responsibility.
- ⇒ All the respondents (100%) prefer companies that give importance to Corporate Social Responsibility by the adoption of Green HRM.
- ⇒ 92 per cent of the jobseekers agree the possibility to implement social responsibility through the adoption of Green HRM
- ⇒ 96 per cent of the job seekers are capable to attend green interviews.
- ⇒ 98 per cent respondents opinioned that green recruitment programs are effective.
- ⇒ Keeping the environment green is the most important factor influenced by job seekers to a green company (Weight Score = 3.06)
- ⇒ In order to increase the profitability of the concern Green HRM is important in the opinion of respondents (Mean Value = 3.22).
- ⇒ Greener Efficiency is the most effective factor (Weightage Score = 3.2) of green HRM to a job seeker.
- ⇒ Social responsibilities are scattered to various areas. Through this study job seekers gives more priority to social responsibility to the environment (Weighted Score = 3.58).
- ⇒ Job seekers expect environmental protection from Green HRM (Weighted Score = 3.58).

5.3 SUGGESTIONS

- The green companies should introduce more Green HR programs.
- The companies should encourage more awareness programs.
- The companies should encourage more programs to equip the candidates to appear in the recruitment.
- Medias in the business sector should introduce more programs about Green HRM. It will increase the level of awareness among job seekers.
- The authority should take sufficient measures to ensure that all provisions relating to green HRM are strictly following.
- Job trainers should try to equip the job seekers with green practices.

5.4 CONCLUSION

Environment should be protected by each and every citizen in the nation. So protection of environment is a part of social responsibility. In this scenario, the awareness about green HRM is an essentiality for every job seeker. Most organizations prefer to go for Green practices as a part of their corporate social responsibility towards environment. Thus Green HRM may attract many of the job seekers who prefer for going green. The green HRM practices are more powerful tools in making organizations and their operations green.

From this study it can be concluded that most of the job seekers are aware about Green HRM and they are interested to attend the interviews of green companies. So Green HRM is effective among the job seekers in Meenachil Talkuk.

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