

## EMPLOYEE AWARENESS AND PRACTICES ON GREEN HUMAN RESOURCE MANAGEMENT: ASYSTEMATIC REVIEW

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### ABSTRACT

*Human Resource Management (HRM) practices perform a significant role to accomplish and sustains the company's environmental function by promoting green human resource functions as training, recruiting, creating green corporate culture, and appraisal. In this study, the researcher intends to assess the knowledge of faculty members regarding Green HRM practices. The study was conducted on 225 faculty members from Delhi University and its affiliated Colleges. The sampling technique used for the study was Random Sampling Technique where a structured questionnaire was used by the researcher for collecting information pertaining to Green human resource management (HRM) practices in the Delhi University and its affiliated Colleges for the study. The study concluded that the highest mean of green awareness and practices has been observed for the variable "Virtual interview is followed in institutions rather than calling pool of candidate to an interview directly" while the least has been observed for the variable "I usually turn off light and PC when leaving my room" having a mean of 2.43 and 1.33 respectively. There was a significant negative correlation among the designation and the use of energy efficient light. There was significant linear relationship observed among the green management practice's effects and awareness on the effectiveness of green management in the organization.*

**Keywords:** HRM, Green Practices, Green Awareness, Green Policies, Educational institution

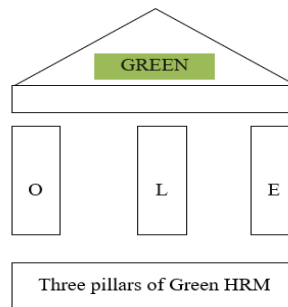
### 1. INTRODUCTION

Life is always exciting when integrated with nature. Similarly, the Human Resources Management when it is merged with the environmental management makes exciting facts in the organization as well as to an environment. However, the Green HRM success not only vests on the hands of organization alone but also the entire team such as employers, employees, shareholders etc.

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Two important green human resource management components are green human resource management practices and the preservation of knowledge capital, which supports employees to decrease carbon emissions through car sharing, electronics, job sharing, conference calls and retraining, virtual interviews, online training, and more. The main factors that support for the Green HRM in the organization are Green training and development, Green Recruitment and selection, Green rewards and compensation, Green performance Management, Green Empowerment and Appraisal etc.

As part of the development of global environmental issues and international environmental standards, companies are required to review official environmental practices. (Daily and Huang 2001). Green HRM is the development, progress and execution with the goal of training green with the aim of developing a Green organization (Ren, Tang et al. 2018).



**Figure 1:** Representing the three pillars of Green HRM [Sources Aravamudhan, 2012]

There are 3 pillars of Green HRM. They are organization sustainability (O) which determines the programs, initiatives and action that aim at preservation of Resources to support environmental practices. Leadership (L) the action of leading a group of people or an organization to coordinate all together for success. Employee behavior (E), where employee's reaction to a particular situation at workplace which



enhance their loyalty towards organization. Hence this OLE is needed to be strong in implementing Green HRM at workplace. Educational institutions have an important role in implementing green initiatives, for which knowledge of green policies, practices and initiatives is essential (Amrutha and Geetha 2020). Hence, in this study, the researcher intends assess the knowledge of faculty members in Delhi University and its affiliated Colleges regarding Green HRM practices.

The study objectives are as follows:

1. To assess faculty awareness and knowledge of Green HRM practices.
2. To identify green HR practices and the extent of implementation in academic institution.
3. To estimate the awareness and knowledge of Green HR practices based on demographical factors.

## **2. REVIEW OF LITERATURE**

The term “green” in human resource management (HRM) activities also considered as the interests of HRM policies and practices in relation to the larger environmental map of the company (Ullah 2017). Therefore, the word green does not mean greening the environment but means that the companies of the business are aware of their environment (Jabbour 2011; Kapil 2015; Jyoti 2019).

During this administration, thinkers are currently engrossed in their knowledge of how to help create a universe as a better place to live, Academics and experts of HRM are reluctant to take the stage, emphasizing green management of human resources difficult to indicate when reviewing Green HRM (Renwick, Redman et al. 2013).

A Green company is numerous responsive towards the environment, resources effective and produce additional perception towards social obligation (Sathyapriya, Kanimozhi, et al. 2013). Companies that are accompanying green policies regularly intimate the green employment necessity.(CIA and HUSSAIN 2013). To apply an effective green management system for companies, it is important to develop strong technical and managerial skills in all company employees(Bangwal and Tiwari 2015; Jain and D'lima 2018).

HRM practices play an important role in achieving and sustaining companies' environmental performance by encouraging the green functions of human resources like training, creating green corporate culture, appraisal, and recruiting (Roscoe, Subramanian, et al. 2019). (Bhardwaj 2016), reviewed numerous green banking practices representations utilized through Indian firms to develop and achieved that banks that are utilizing green banking practices influence the company performances.(Mampra 2013) have presented green human resource management as the application of human resource management guidelines to promote the use of maintainable resources in business and environmental protection, which further improves the morale and fulfilment of workers.

The research (Harved et al., 2012) reports that HRM performs a significant role in promoting green practices and highlights the HRM contribution to green productivity. Also, the learning of eco-friendly performance affects different related actions, and GHRM practice implementation may enhance the lifestyle of workers (Ragas, Tantay et al. 2017). Green management is the method by which the banking sector confronts the environment when formulating environmental management guidelines (Sudin 2011), whereby the bank needs to reconcile banking growth among compulsory growth of banking with the protection of the environment for the upcoming generation.

### **3. METHODOLOGY**

The following section describes the tools and the methods used for obtaining information for the purpose of the research study.

#### **3.1. Research Instrument**

The type of research design used in this research is descriptive research design. Fundamental data were collected from respondents using the method of survey. The instrument used for the data collection is questionnaire. The questionnaire included questions related to Green HR practices. Likert scale has been used (1= Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree, 5= Strongly Disagree)

#### **3.2. Sample of exploration**

Sample chosen for the study was 225 faculty members from Delhi University and its affiliated colleges. For this investigation the random sampling technique is utilized. Structured questionnaires are used by the researcher.

### 3.3. Hypothesis:

H<sub>0</sub>: About Green HR practices with a demographic variable, the knowledge and awareness level have no important correlation.

H<sub>1</sub>: About practices of Green HR with demographic variable, the awareness and knowledge level have an important correlation.

### 3.4. Statistical Analysis

To checking the reliability of the questionnaire Cronbach's alpha was conducted. Descriptive statistics was used by the researcher for analyzing the data. The hypotheses are two tail test based and having a confidence level of 95%.

## 4. RESULT AND DISCUSSION

**Table 1:** Reliability statistics of the green awareness variables

Reliability Statistics
Cronbach's Alpha
.886

The reliability statistics measured by Cronbach's Alpha for the green awareness variables is found to be 0.886. If the composite reliability and Cronbach's  $\alpha$  scores are greater than 0.70 (Nunnally 1994), referred as a strong construct.

**Table 2:**Representing the various Green HR practice variables and awareness also the Green practices efficiency in the organization

	<b>N</b>	<b>Mini mum</b>	<b>Maxi mum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Effectiveness of Green Management in the organization	225	2	5	3.35	.918
I am aware about Green HR practices in my institution	225	1	5	1.90	.816
Students are encouraged to think about the environmental concerns	225	1	4	1.68	.695
Public transport is used rather than individual vehicle to institution	225	1	5	2.12	1.117
I usually turn off light and PC when leaving my room	225	1	4	<b>1.33</b>	.558
All materials and Equipments are conserved at my work place	225	1	4	1.79	.707
I would like to learn a environmental friendly behavior at my work	225	1	3	1.51	.612
Teleconference with participants of different location is a used to interact all at a time	225	1	5	2.23	.911
Virtual interview is followed in institutions rather than calling pool of candidate to a interview directly	225	1	5	<b>2.43</b>	.946

Telecommuting is used for flexibility at work now a days	225	1	4	1.87	.695
Electronic-filing method makes work easy compared to paper filing method	225	1	5	1.55	.728
Faculty motivates to use resources properly	225	1	5	1.71	.803
There is support from my department to create Green product/processes	225	1	5	1.81	.782
The institution policy includes Green HR practices to conserve the environment	225	1	5	1.97	.800
The Institution uses energy efficient light bulbs	225	1	5	1.90	.848
The management communicate the importance of environmental concern to all faculty members	225	1	4	1.95	.736
The institution follows Green recruitment and selection process	225	1	4	2.24	.823

The institution focuses on green training and development	225	1	5	2.18	.847
The top management emphasize on Green reward Management	225	1	5	2.38	.864
The institution has Green performance management system	225	1	4	2.30	.774
The institution has a Green discipline management	225	1	4	2.16	.721

The mean values for all the variables of the green awareness and practices have been determined. It has been observed from the study that the highest mean of green awareness and practices has been observed for the variable “Virtual interview is followed in institutions rather than calling pool of candidate to an interview directly” while the least has been observed for the variable “I usually turn off light and PC when leaving my room” having a mean of 2.43 and 1.33 respectively (Table 2).

**Table 3:** Representing Pearson correlation among the green awareness variables with the demographic variables

Correlations				
		Qualification	Designation	Experience
I am aware about Green HR practices in my institution	Correlation of Pearson	-0.105	-0.064	0.011
	Sig. (2-tailed)	0.263	0.494	0.911



Students are encouraged to think about the environmental concerns	Correlation of Pearson	-0.120	-0.077	-0.024
	Sig. (2-tailed)	0.203	0.411	0.796
Public transport is used rather than individual vehicle to institution	Correlation of Pearson	0.044	-0.016	0.008
	Sig. (2-tailed)	0.640	0.863	0.929
I usually turn off light and PC when leaving my room	Correlation of Pearson	-0.064	-0.092	-0.093
	Sig. (2-tailed)	0.497	0.328	0.323
All materials and Equipments are conserved at my work place	Correlation of Pearson	-0.093	-0.055	0.166
	Sig. (2-tailed)	0.323	0.560	0.076
I would like to learn a environmental friendly behavior at my work	Correlation of Pearson	-0.137	-0.070	0.091
	Sig. (2-tailed)	0.143	0.460	0.333
Teleconference with participants of different location is a used to interact all at a time	Correlation of Pearson	0.032	-0.161	0.076
	Sig. (2-tailed)	0.734	0.085	0.422

Virtual interview is followed in institutions rather than calling pool of candidate to a interview directly	Correlation of Pearson	0.073	-0.060	0.173
	Sig. (2-tailed)	0.439	0.528	0.064
Telecommuting is used for flexibility at work now a days	Correlation of Pearson	-0.008	-0.050	-0.049
	Sig. (2-tailed)	0.930	0.592	0.602
Electronic-filing method makes work easy compared to paper filing method	Correlation of Pearson	0.033	-0.122	-0.044
	Sig. (2-tailed)	0.726	0.194	0.637
Faculty motivates to use resources properly	Correlation of Pearson	-0.039	-0.035	0.125
	Sig. (2-tailed)	0.678	0.710	0.182
There is support from my department to create Green product/processes	Correlation of Pearson	-0.075	-0.079	0.094
	Sig. (2-tailed)	0.426	0.400	0.319
The institution policy includes Green HR practices to conserve the environment	Correlation of Pearson	-0.143	0.034	-0.069
	Sig. (2-tailed)	0.128	0.715	0.462

The Institution uses energy efficient light bulbs	Correlation of Pearson	-0.101	<b>-.215*</b>	0.032
	Sig. (2-tailed)	0.282	0.021	0.733
The management communicate the importance of environmental concern to all faculty members	Correlation of Pearson	-0.131	-0.179	-0.074
	Sig. (2-tailed)	0.162	0.055	0.429
The institution follows Green recruitment and selection process	Correlation of Pearson	-0.040	-0.062	0.068
	Sig. (2-tailed)	0.668	0.513	0.468
The institution focuses on green training and development	Correlation of Pearson	0.031	-0.059	0.040
	Sig. (2-tailed)	0.746	0.534	0.670
The top management emphasize on Green reward Management	Correlation of Pearson	0.092	-0.023	0.090
	Sig. (2-tailed)	0.328	0.806	0.339
The institution has Green performance management system	Correlation of Pearson	0.001	-0.031	0.055
	Sig. (2-tailed)	0.991	0.745	0.562

The institution has a Green discipline management	Pearson Correlation	-0.069	-0.010	0.098
	Sig. (2-tailed)	0.465	0.919	0.296
**. At the level of 0.01(2-tailed), correlation is important				
*. At the level of 0.05 (2-tailed)correlation is important				

Person correlation analysis among the green awareness variables and practices with the demographic variables of the subjects such as qualification, designation and experience has been analyzed. Correlation analysis showed here was an important negative correlation among this designation and the variable “the institution uses energy efficient light bulbs”. However, for all other variables there were many positive and negative correlations observed among the variables but the findings were found to be non-significant (Table 3).

**Table 4:** Factor analysis representing the extraction value of the variables using principal component analysis

	Initial	Extraction
I am aware about Green HR practices in my institution	1.000	.472
Students are encouraged to think about the environmental concerns	1.000	.521
<b>Public transport is used rather than individual vehicle to institution</b>	1.000	<b>.738</b>
I usually turn off light and PC when leaving my room	1.000	.416
All materials and Equipments are conserved at my work place	1.000	.622
<b>I would like to learn a environmental friendly behavior at my work</b>	1.000	<b>.710</b>

Teleconference with participants of different location is a used to interact all at a time	1.000	.597
Virtual interview is followed in institutions rather than calling pool of candidate to a interview directly	1.000	.614
Telecommuting is used for flexibility at work now a days	1.000	.682
Electronic-filing method makes work easy compared to paper filing method	1.000	.598
Faculty motivates to use resources properly	1.000	.595
There is support from my department to create Green product/processes	1.000	.693
The institution policy includes Green HR practices to conserve the environment	1.000	.584
The Institution uses energy efficient light bulbs	1.000	.556
The management communicate the importance of environmental concern to all faculty members	1.000	.659
<b>The institution follows Green recruitment and selection process</b>	1.000	<b>.699</b>
<b>The institution focuses on green training and development</b>	1.000	<b>.747</b>
The top management emphasize on Green reward Management	1.000	.676
<b>The institution has Green performance management system</b>	1.000	<b>.737</b>
The institution has a Green discipline management	1.000	.685
Process of Extraction: Investigation of Principal Component.		

The analysis of Factors was performed on various variables about the practices and awareness of green management in the organization using the principal component analysis to identify the various important variables. It has been observed from the study that principal component analysis has identified five important factors for measuring the awareness and practices of green management in the organization. The five variables are as follows “Public transport is used rather than individual vehicle to institution”, “I would like to learn an environmental friendly behavior at my work”, “The institution focuses on progress and Green training”, “The organization consumes green performance management system”, “The institution follows Green recruitment then process of selection” (Table 4).

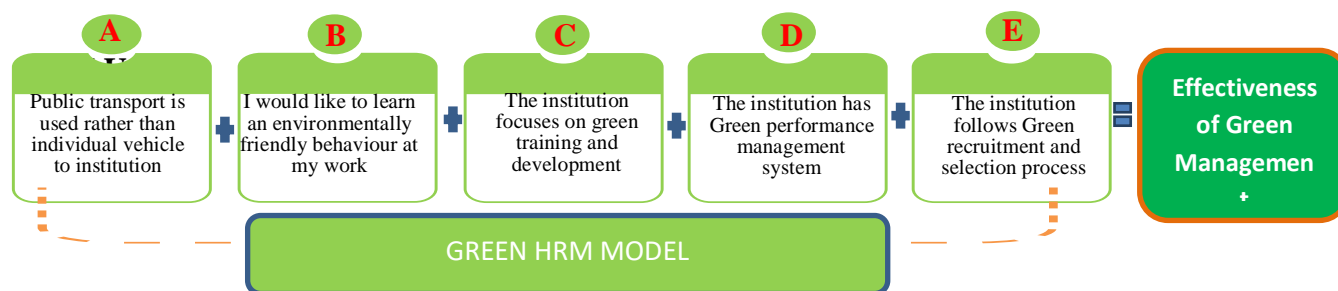
**Table 5:** Regression analysis of the effectiveness of green management in the organization based on the green management awareness and practices in the organization`

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.793	.361		7.738	.000
Public transport is used rather than individual vehicle to institution	.043	.081	.052	.529	.598
I would like to learn an environmentally friendly behavior at my work	.156	.146	.104	1.065	.289
The institution focuses on green training and development	.111	.163	.102	.679	.499
The institution has Green performance management system	.155	.150	.131	1.032	.304
The institution follows Green recruitment and selection process	-.167	.166	-.150	1.006	.317

a. Dependent Variable: Effectiveness of Green Management in the organization

Regression analysis has been performed to determine the green management practice's effects and awareness of the green management efficiency in the organization. It has been observed that there was a significant linear model that explained the impact of effectiveness of green management in the organization based on the practices and awareness of green management in the organization (**Table 5**). The regression equation for the model has been calculated to be

**“Effectiveness of green management...” = 2.793 + 0.043 \* “public transport is used....” + 0.156 \* “I would like to learn...” + 0.111 \* “The institution focuses on...” + 0.155 \* “The institution has green...” – 0.167 \* “The institution follows green...”**



In this ever changing world, the environment has been the most affected. It is necessary for us to understand that humans and nature are complementary to each other, if one is not, the other cannot survive. Institutions should teach to the coming generation that how to perform duties without wasting energy, they must initiate learning from their teachers and curriculum .Whatever you learn today and adopt as lifestyle, will design and built tomorrow. It is the common responsibility of teachers and students to take more steps for green culture and environment in the campus and society at large. Whatever we save from today's toil, will prove to be a boon for the world to come. It will be a quite difficult to adopt these green practices in the initial phase but later everything will be easy. If educational institutions give any form of awareness & training towards Green culture, then people will be able to re-orient, re-innovate and re-connect with green policies. The COVID-19 pandemic has put us in unforeseen crisis and everything is about to collapse, so it is important for us to handle that turmoil. We have to stop this together and re-create everything, so that a better tomorrow can be formed and future generations can take advantage of it. We have already lost a lot, this is our only opportunity, and this is our turn now to bring change.

The present study concludes that the highest and the lowest mean of green awareness and practices have been observed at 2.43 and 1.33 respectively. There was a significant negative correlation among the designation and the use of energy efficient light. There was a significant linear relationship observed among these green management practice's effects and awareness of the effectiveness of green management in



the organization. After the enactment of the blended mode of offline and online classes under the new education policy (NEP 2020), a new direction will be set in Green Human Resource Management. Several new initiatives have been taken in the university and colleges towards green practices, such as Virtual Learning Environment (VLE), online classes through Microsoft Teams, Google Classroom and online assignment submission by students etc. The university has successfully completed two years of fully online mode of Open Book Examination (OBE) and online script evaluation by teachers. The university has also completed the declaration of final year results within 28 days, such quick declaration of results shows that green and online practices are time efficient and cost effective for sure. Go-green initiatives of e-resources caters to many disciplines of Undergraduate and postgraduate courses, it will bring ingenuities in the times to come, and it will be the key to green society.

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