

CONTRIBUTION OF EMPLOYEES: ENGAGEMENT AND PARTICIPATION OF EMPLOYEES IN GREEN HRM TO ACHIEVE SUSTAINABILITY

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ABSTRACT

Green HRM is the most important buzz word now in HR management. Role of HR manager is not only to recruit, select and manage people, but also HR managers can divert the policies towards the broader concept of environmental sustainability. To involve and participate employees in the implementation process is the challenging task for HR managers.

For the research, data from 192 HRs and managerial level employees were collected. Service sector and manufacturing sector were considered for analyzing data. Contribution of employees is very crucial. If employees are aware about the environmental problems and their contribution to reduce pollution, they can better help in achieving sustainability goals of the organization.

KEYWORDS: Aware, Green HRM, Contribution of Employees, Pollution, Sustainability

Article History

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INTRODUCTION

Green Human Resource Management (Green HRM) is today's need. It is the efforts taken by the HR managers to implement green practices to achieve environmental goals of the organization towards sustainability. To develop green culture in the organization, the role of HR managers is very crucial. HR managers have to bridge the gap between implementation of green practices and involvement and enthusiastic participation of employees. Employee involvement is vital for successful implementation of green practices. To motivate employees to follow green rules and green work life balance are challenging job for HR managers.

Importance of Employee Contribution

Employee contribution is also known as employee participation, which is used to involve employees in decision making process. It can be used to decentralize. International Labor Organization (ILO) has defined employee participation as, "employee participation is may broadly take to cover all terms of association of workers and their representatives with the decisions making process, ranging from exchange of information, consultants, decisions and negotiations to more institutionalized forms such as the presence of workers' member on management or supervisory boards or even management by workers themselves as practiced in Yugoslavia".

Employees' participation in decision making process, improves the sense of responsibility in employees. To achieve the organizational goals, employees' participation plays a key role. It makes employees capable to take appropriate decisions. To involve the ideas of employees in the process make them creative to innovate quality and quantity Production.

Green HRM and Contribution of Employees

Green movement across the world has boosted green strategies and Green HRM was introduced in industrial culture. Eventhough Green HRM started long back HR managers are not aware about the potential of Green HR policies. These policies are always referring to the broader concept of environmental sustainability (Prasad, 2013). In Green HRM, all HR policies and practices are converted into green practices. It is a Human Resource Manager's responsibility to contribute organization towards achieving sustainability goals. Green HRM results in effective cost, better employee engagement and retention. HR Department functions like recruitment, selection, induction programs, training and development, performance appraisal, grievance handling, retention, pay and perks, rewards can be improved with the help of Green HR strategies (Arumugam, Vijai 2018).

Contribution of employees in Green HRM is very essential. To inculcate the innovative green HR policies employees' involvement is necessary. It is a crucial role of HR manager to make employees involve in green goals of the organization.

LITERATURE REVIEW

Literature based on Green HRM and employee involvement and participation have been taken into consideration.

Gill Mandip suggested that organizations should involve employees in reducing carbon footprint, to create their workplace green, to reduce and recycle waste. Organizations can encourage employees for carpooling, video conferencing and all types of E-work.

Shoeb Ahmad found that employee involvement develop eco friendly staff as well as it improves organization's safety. Employee involvement gives the opportunity to employees to express their ideas to develop green practices in the organizations. It improves the relations between management and organizations which results in long term trust among them.

Douglas Renewick recommended that employee involvement makes the production process easier and it improves the worker's health and safety. Multinational company in the UK gained employee support by environmental awareness and training on current environmental issues. Environmental initiatives from employees were low, if the companies did not keen about the sustainability goals. Employee participation reduces the pollution at workplace.

Contribution of employees in implementing green practices is not explained deeply.

RESEARCH METHODOLOGY

Objective of the paper is to study and analyze the contribution of employees in effective implementation of New HRM practices and procedures.

Questionnaire was designed to analyze the objective and testing the hypothesis. Data were collected from 192 employees, 110 from manufacturing units and 82 from service industries. It included HR managers and managerial level employees. Service industries included IT, animation and gaming, others. Manufacturing units included chemical,

electrical, Machinery MC tools, auto and ancillary industries. Research Period 2015–2018. Data were collected online and offline. Data were analyzed by Excel, SPSS software.

RESULTS

Table 1: Data Analysis

	Sector	N	Mean	Std. Deviation	Std. Error Mean
Paperless office	Service	82	1.94	0.49	0.05
	Manufacturing	110	1.77	0.54	0.05
Energy consumption	Service	82	.40	.768	.085
	Manufacturing	110	.26	.585	.056
Air pollution	Service	82	1.37	0.62	0.07
	Manufacturing	110	1.35	0.66	0.06
Waste Disposal	Service	82	1.63	0.94	0.10
	Manufacturing	110	1.46	0.76	0.07
Employee involvement	Service	82	0.64	1.12	0.12
	Manufacturing	110	0.41	0.89	0.08
Pollution Reduction	Service	82	2.55	0.73	0.08
	Manufacturing	110	2.51	0.70	0.07
Employee Inspiration	Service	82	1.09	1.12	.13
	Manufacturing	110	.89	.88	.09

DISCUSSIONS

Paperless Office

Industries have to make efforts to become paperless. Very few industries are going towards paperless. About 14% sector industries and 12% manufacturing industries are sufficiently paperless. Employees agreed that they prefer the organization, which works for sustainability. Many service organizations include environmental criterion, hence recruitment, selection and joining formalities work carried out paperless. Employees from service sectors maintain the record electronically, which is easily accessible and safe to preserve, hence the use of paper is reduced. Employees from service and manufacturing sectors follows the practices like online leave application and electronic slip generation system in the organization. Employees from service and manufacturing sectors support the training program to carry out paperless. Employees from service and manufacturing sectors are enthusiastically participated in ‘paperless office’ motto of the organization.

Energy Consumption

About 67% employees from manufacturing industries and 34% employees from service industries are consuming less energy. Employees from manufacturing sector are contributing in energy consumption. They switch off ACs before end of office hours. They switch off the monitors when not in use. Periodic energy audits reduce energy consumption. Employees from service and manufacturing sectors use of resources efficiently can also save energy. Employees of service sector, use daylight to save energy.

Air Pollution

About 24% employees from manufacturing industries and 6% employees from the service sector are enormously contributed towards reducing air pollution. Employees from manufacturing industries are enthusiastically noted their contribution to air pollution. They prefer carpooling or car sharing to reduce air pollution and traffic jam, which is cost effective. Employees from manufacturing industries use of video-conferencing, e-recruitment reduce air pollution, it saves

time, petrol also. Employees from manufacturing industries attended training sessions conducted for current environmental issues motivate employees to reduce air pollution. Employees from manufacturing industries get freedom to modify the greening practices, gives employees to think on it and create new practices to reduce pollution.

Waste Disposal

About 22% employees from manufacturing industries and 5% employees from service industries disposed the waste successfully. To minimize the waste is proactive method. Manufacturing organizations working on recycle, and reuse the waste. Manufacturing organizations use recycled papers and one-sided papers. It reduce, recycle, and reduce the waste. Service industries are effectively recycle, reuse and reducing the waste, use of resources effectively and efficiently can reduce the waste.

Employees Involvement

About 29% employees from manufacturing sector and 50% employees from service sector involve substantially. HR managers from manufacturing sector include environment awareness criterion while assessing training needs analysis.

Pollution Reduction

Manufacturing industries are ahead with 25% of employees in contributing for pollution reduction. Manufacturing industries minimize the waste. Manufacturing industries arrange training sessions on green practices motivate employees to reduce the pollution. Manufacturing industries arrange video conferencing, e-recruitment, e-HRM are the ways to protect the environment. Manufacturing industries use available resources, can reduce the pollution. Employees argued that many organizations get success in reducing the pollution.

Employees' Participation in Greening

About 23% employees from manufacturing sector and 11% employees from service sector inspired for following green practices. Employees from manufacturing sector attend conferences, workshops, seminars on different aspects of environmental sustainability; encourage employees to pursue green practices. Involving employees from the manufacturing sector in modifying or creating green practices or suggestions for implementing new practices regarding the environmental practices their responsibility increases. HR managers and managerial level employees, efficiently motivate employees to pursue green practices. Employees from manufacturing sector reward for the green behavior and should encourage them to buy more Earth friendly and buying green products.

CONCLUSIONS

Contributions of employees make significant difference in implementing EMS (Environmental Management System) in the organization. To achieve sustainability goals, contribution of employees is very crucial. Employees can reduce the use of papers and make the organization paperless. To reduce air pollution employees use carpooling, video conference call save fuel, time and help in pollution reduction. Include employees' participation in decision making process; improve their confidence and sense of responsibility. Involvement of employees' in implementing green practices, encourage employees to keep green work life balance.

Proposed model for contribution of employees in implementing green practices in the organization is given below.

Proposed Model for Contribution of Employees



Figure 1: Proposed Model of Contribution of Employees in Green HRM.

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