A STUDY OF EFFECTIVE IMPLEMENTATION OF GREEN HRM POLICIES AND PRACTICES BY IT COMPANIES

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ABSTRACT

What happens when implementation blues strike green initiatives? This research looks into all such implementation blues obstructing the implementation of Green HRM in IT companies. This research was undertaken with the objectives of assessing whether the company's environmental practices and Green HRM policies are integrated, whether the implementation of Green HRM policies is effective, assessing whether the green HRM practices lead to employee satisfaction, and assess whether the Green HRM practices lead to the better public image. The context of the study was IT companies from Pune. The study was based on primary data collected from 400 Senior/HR managers, 400 employees, and 400 general Public from Pune. Additionally, ten expert interviews were taken seeking guidance on the implementation of Green HRM. The analysis was centered on four variables: Integration of Green HRM with overall environmental policies, effectiveness in implementation, employee satisfaction in this context, and public image. Green HRM practices are not effectively integrated with the environmental practices of companies. Further, the implementation of the Green HRM practices itself is not widely followed. At the same time, the impact of Green HRM on employee satisfaction and public image is vital. Hence, the IT companies require healthy initiatives and actions to improve their Green HRM practices with general environmental policies. Equal rigor is required for the actual implementation effectiveness of the Green HRM practices. This will be beneficial for all the stakeholders, including the employees and the public at large.

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1. Introduction
1.1 Background

United Nations Member States accepts the 2030 Agenda for Sustainable Development in unity in 2015. The Agenda offers a shared plan for prosperity and peace for individuals and the planet, presently and into the future. The seventeen Sustainable Development Goals (SDGs) are, at their core, an emergency call for action by all developed and developing nations in a worldwide partnership. They identify that removing poverty and other deficiencies must go together with tactics that enhance well-being and education, decrease inequality, and upsurge financial progress. This all should be accomplished while handling climate variation and working to preserve the forests and oceans. The SDGs developed through several years of hard work by nations and the UN, and the UN Department of Economic and Social Affairs.

Nowadays, practical support and capacity-building for the SDGs and their associated thematic problems, such as climate, oceans, the Global Sustainable Development Report (GSDR), urbanization, water transport, energy, science and technology, associations, and Small Island Developing States is offered by the Division for Sustainable Development Goals (DSDG) in the United Nations Department of Economic and Social Affairs (UNDESA). In assessing the UN system-wide application of the 2030 Agenda and supporting and outreach activities concerning the SDGs, DSDG plays a vital role. In reality, to accomplish the 2030 Agenda, extensive ownership of the SDGs must interpret into a robust assurance by all shareholders to apply and accomplish the global targets. DSDG goals to aid and simplify this engagement (SDGS.UN.org, 2021).

Green Human Resources Management (GHRM) can be described as the group of guidelines, practices, and systems that inspire a company's green behavior regarding creating an environmentally subtle, resource competent, and socially responsible office and complete organization.

The increasing role of sustainable growth and, above all, its environmental feature in the expansion of a modern company competitive advantage leads to the promotion of the query of incorporating environmental practices into the zone of human resource strategy, mentioned as Green HRM.

1.2 Research Objectives

In the context of the study, the following objectives were set for the research:

1) To assess whether the IT Company's environmental practices and Green HRM policies are integrated

2) To assess the effectiveness of the implementation of Green HRM policies by the IT companies

3) To assess whether the Green HRM practices lead to employee satisfaction of the IT companies

4) To assess whether the Green HRM practices lead to a better public image and

5) To suggest measures to implement Green HRM policies

1.3 Need and Significance of the study

SDGs had been accepted as a universal benchmark of balanced growth and development world-over since its adoption by the UN in 2015. At the beginning of this chapter, the seventeen SDGs stated global concerns for the environment and the need to sustain the eco-system. Corporations are citizens of the business world. They have an essential responsibility to discharge towards the society. In India, we have seen a recent amendment to The Companies Act, 2013, making Corporate Social Responsibility (CSR) mandatory. On the same lines, companies should shoulder the responsibility of moving towards the SDGs. A catalyst in doing this is the HR department. Studies evaluating the implementation of Green HRM in IT sectors will provide a valuable knowledge base for the IT Companies and corporate in general to understand the implementation issues. IT Companies represent central corporate citizenship, and hence the way they are practicing green HRM policies and practices needs to be scrutinized, studied, and analyzed. The literature research gap strongly justifies the need for this study.

Research outcomes are expected to benefit academia and IT professionals in addition to policymakers and industry in general.

1.4 Scope of the study

In terms of concept, the core concept of the study is Green HRM and its implementation. The study tries to understand the practical dimensions of Green HRM, including its impact on employee satisfaction and public image.

In terms of context, the study focuses on IT companies from Pune.

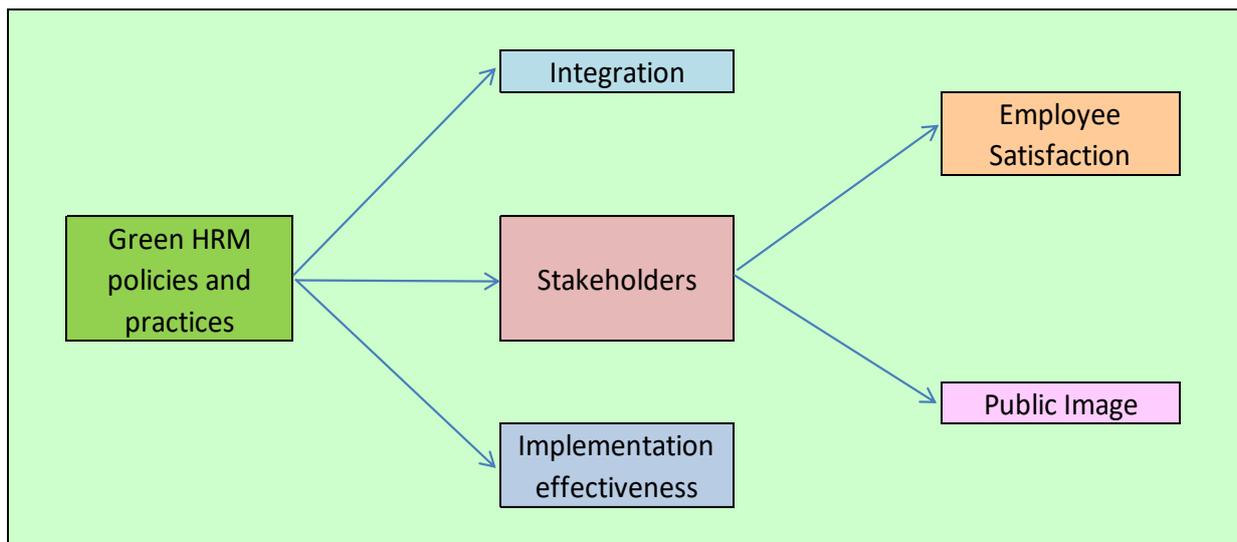The conceptual model adopted for the study is as under:

Figure 1: Snap-shot view of the research

The study variables are four: Integration of Green HRM with overall environmental policies, Effectiveness in implementation, Employee satisfaction, and Public image. The latter two were taken as dependent variables and were associated with Effectiveness in Green HRM implementation.

2. Literature Review

There are several articles on green HRM policies and practices, integration of green HRM policies with environmental policies, green HRM implementation, and green HRM on employees and the public at large or in society. A few examples are given below.

Sathya & Krishanan (2019) found that green HRM is applying Human Resource Management tactics to encourage the sustainable use of resources within business administrations and more usually inspires the cause of environmental sustainability. The study aims to discover Green Human Resource Management approaches of administrations and encourage the philosophy that is significant for the appropriate arrangement of human resource management philosophies with green management purposes in an organization. It is an expressive approach based on both primary and secondary information. Green HRM includes all activities targeted at aiding a firm to carry out its plan for environmental management to decrease its carbon footprint in zones worries on embarkation and achievement of human resources, initiation, performance assessment & management, training and development, and pay reward management. This is only likely by the operative implementation of green HRM within the administration. These practices would result in enhancing employee attitudes and behaviors within the organization.

Yusoff et al. (2020) found that the hotel industry is expanding rapidly in developing nations due to an increase in the tourism sector; however, on the other hand, the hotel sector is one of the sectors mainly increasing the pressure on the environment. Hence, because of an enormous number of environmental problems that the hotel industry has experienced, there is an upsurging force to give an appropriate reaction to environmental problems and implementing sustainable business methods such as the acceptance of green human resource management (HRM) practices offer a win-win choice for the organization and its shareholders. Hence, it points out the necessity to assess how green HRM initiatives will enhance the hotel sector's environmental presentation. Based on resource-based view theory, the study applied an investigative model examining the association among green HRM initiatives (green staffing and assortment, green training and enhancement, green performance assessment, and green reimbursement) and ecological performance in Malaysia's hotel sector. Survey forms were circulated to human resource (HR) administrators/ executives in three-, four- and five-star hotels in Malaysia. In total, 206 hotels were involved in the study. The information collected was examined applying partial least squares structural equation modeling. Based on the analysis, the study discovered that green recruitment and selection, green training and enhancement, and green reimbursement have a meaningful association with environmental performance.

In contrast, green performance evaluation did not have a substantial relationship with environmental performance. The outcomes extend the previous study by emphasizing the importance of green HRM practices in functioning environmental performance and signifying how each part of green HRM practices either enhances or motivates environmental performance. This is the primary experiential study that examines the association between green HRM and environmental performance in the hotel sector.

Alzgool (2019) found that the study tried to understand Green HRM's connection, Green Management, towards demonstrating individual Green values. Moreover, the study tried to evaluate green management's control on the association between Green HRM and individual Green standards. A substantial private delivery business in Bahrain was chosen for the current study based on the recent initiatives towards green practices across the main work predictions. Outcomes of the structural equation modeling from the organization's non-managerial employees specified a significant positive association between green HRM and individual green standards. Accordingly, the study also stated a significant relationship between Green Management and improvement of individual green values. The study also stated vital control of green management on the association between green HRM and individual green standards. The study forwards implications for

experts followed by the restrictions and scope for future studies.

A comprehensive study focusing on the IT industry in the Indian context is not so easily seen. Therefore, this study investigates the effective implementation of Green HRM policies and practices within IT Companies.

Research Gaps

There is a developing requirement for environmental management coordination into Human Resource Management (HRM) – Green HRM-research practice (Renwick et al., 2008). This gap is still evident. Literature promoting Green HRM as a silo is seen on a higher side.

Implementation is a classic problem with almost everything, and Green HRM is not an exception to this. Strangely enough, studies going deep into this aspect are not seen so much.

The contextual gap concerning the IT sector and that too from India is pretty evident. Most of the studies are in the context of manufacturing or hospitals, or such other sectors. It looks like researchers have assumed that the IT industry has got nothing to do much with Green HRM. This assumption has been challenged in this research. IT companies include software, hardware, ITES, BPO, KPO, and a few more pockets. So it covers a broad spectrum of activities. Therefore, this research looks into Green HRM in the IT industry context – a sector not researched much for Green HRM.

3. Research Methodology
3.1 Resource Identification:

Data for the demographic factors was collected through responses to the questionnaire's profile section for Senior/ HR managers, Employees, and the General Public. For the variable Green HRM - Integration with environmental policies, responses were collected through Section I of the questionnaire (Senior/HR managers). Data on the variable Green HRM - Implementation effectiveness was fetched through Section II of the questionnaire (Senior/HR managers). For the variable, Employee Satisfaction responses were collected through Section III of the questionnaire (employees). Responses for Public Image were collected through Section IV of the questionnaire (general public).

3.2 Research Purpose and formulation of hypotheses

The research seeks to study anti-diabetic drugs' marketing strategies for progressing from the introduction to the growth phase in the brand lifecycle.

The hypotheses formulation is presented below:

Ho1: There is no significant integration of the company's environmental practices and Green HRM policies

Ha1: There is a significant integration of the company's environmental practices and Green HRM policies

Ho2: There is no effective implementation of Green HRM policies

Ha2: There is a practical implementation of Green HRM policies

Ho3: There is no significant relationship between Green HRM practices with employee satisfaction

Ha3: There is a significant relationship between Green HRM practices with employee satisfaction

Ho4: There is no relationship between the implementation of Green HRM practices and the public image

Ha4: There is a relationship between the implementation of Green HRM practices and the public image

3.3 Population and sample size
Population

Figure 2: Number of IT companies in Pune
(Source: The Hindu)

The number of more than 800 IT companies we take them as 1000 to account for non-registered entities.

Thus, the population of IT companies in Pune is 1000. The population concerning senior/HR managers, employees, and the general public is certainly very large (greater than 10000).

Sample Size

The sample size using 95% Confidence Level with 5% Confidence Interval is 370.

Figure 3: Sample Size Calculator (Source: Survey Systems, 2019)

This was rounded off to 400. Thirty companies were selected on a random basis from the complete list of the companies. Multiple respondents from the same company were allowed subject to a cap of 20. This means if, say, employees from TCS are responding, then up to 20 Senior Managers, 20 Employees, and 20 respondents from the general public were allowed to respond to their respective questionnaires.

In the case of qualitative methods like interviews with experts, a sample size of 10 was fixed. These sample sizes were based on the opinion of expert researcher Dworkin (2012), who has said, "While some experts in qualitative research avoid the topic of ''how many'' interviews are "enough,'' there is indeed variability in what is suggested as a minimum. An extremely large number of articles, book chapters, and books recommend guidance and suggest anywhere from 5 to 50 participants as adequate (p.1319)."

3.4 Data collection method
Primary data collection scheme

The primary data collected for each of the research objectives were as under:

1. For Integration of Green HRM with environmental practices and Effectiveness of Green HRM implementation, the data was collected from 400 Senior/HR managers.

2. For measuring employee satisfaction, data was collected from 400 employees from the IT companies
3. To assess Public Image, data was collected from 400 general public

4. To suggest measures to implement Green HRM policies, ten expert interviews were conducted

3.5 Data analysis Methodology

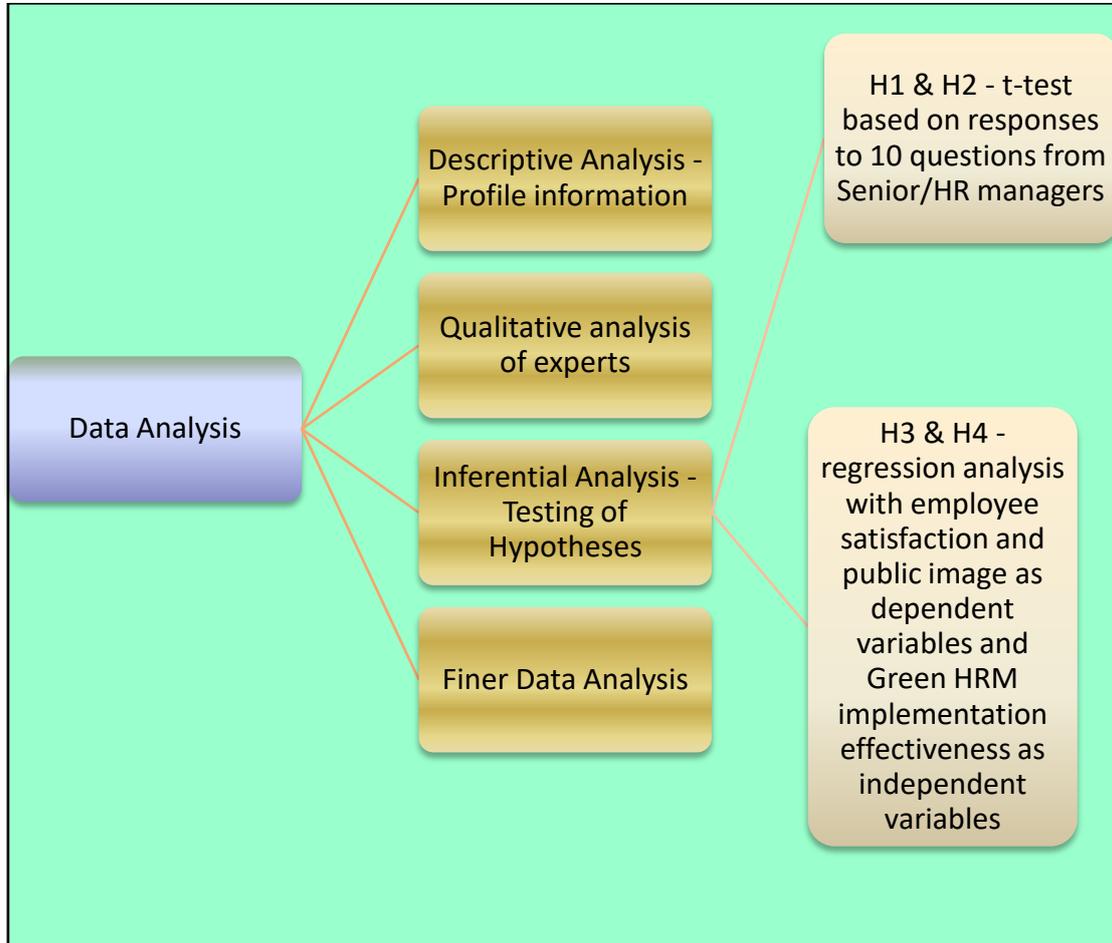The following broad scheme was set for data analysis:

Figure 4: Scheme of data analysis

Descriptive analysis was done to provide information about the IT companies' profile characteristics and their employees like gender, experience, etc. Qualitative analysis was conducted based on primary data collected from experts. Inferential analysis was done to examine the hypotheses. Further, finer data analysis was done to find out unique relationships between the variables.

4. Data analysis and interpretation
4.1 Data analysis and interpretation scheme explained.

The scheme formulated was as under:
In the case of Green HRM - Integration with environmental policies, the expected outcome was the Integration level of green HRM with environmental policies. The interpretation was planned as If the integration level is significantly above the 50% level (an event possible by chance), reject the null hypothesis that the Green HRM and environmental policies are not integrated.

In the Green HRM - Implementation effectiveness, the expected outcome was the Effectiveness level of green HRM implementation. The interpretation was planned as follows: If the level of integration is significantly above the 50% level (an event possible by chance), reject the null hypothesis that green HRM implementation is not effective.

In the case of Employee Satisfaction, the expected outcome was the Satisfaction of employees and its correlation with the implementation of Green HRM practices. The interpretation was planned as If R^2 read along with p-value is statistically significant to reject the null hypothesis that Green HRM practices have no significant impact on employee satisfaction.

In the case of Public Image, the expected outcomes were Public image ratings and their correlation with the implementation of Green HRM practices. The interpretation was planned as If R^2 read along with p-value is statistically significant to reject the null hypothesis that Green HRM practices are significant in the public image.

4.2 Summary of data analyses of responses & overall interpretation

In the case of Green HRM - Integration with environmental policies, the actual outcome was: Integration level of green HRM with environmental policies 2.04 on a scale of 4 with a p-value 0.26.

Interpretation: As the integration level is not significantly above the 50% level (an event possible by chance), the null hypothesis that the Green HRM and environmental policies are not integrated could not be rejected.

In Green HRM - Implementation effectiveness, the actual outcome effectiveness level of implementing green HRM 2.03 on a scale of 4 with a p-value of 0.27.

Interpretation: As the integration level is not significantly above the 50% level (an event possible by chance), the null hypothesis that implementation of green HRM is not effective could not be rejected.

In Employee Satisfaction, the actual outcome was R^2 of 88% between the effectiveness of Green HRM policies and employee satisfaction with p-value <0.0001.

Interpretation: As R^2 read along with p-value is statistically significant, rejected the null that there is no significant impact of Green HRM practices on employee satisfaction.

In the case of Public Image, the actual outcome was R^2 of 88% between the effectiveness of Green HRM policies and public image with a p-value <0.0001.

Interpretation: As R^2 read along with p-value is statistically significant rejected the null that there is no significant impact of Green HRM practices on the public image

5. Findings, Conclusion and Suggestions
5.1 Research Findings
Profile information of the respondents
a) Senior/HR Managers from the IT companies

1. Segment's distribution was 268 of IT group; 77 for ITES group; and 55 for BPO group.
2. The division of respondents Gender was 283 of Male group; and 117 for Female group.
3. The respondents' role was 68 for the HR group; and 332 for the General Management group.
4. The spread of Standing of the organization was 11 of <5 years group; 221 for 5-10 years group; and 168 for >10 years.
5. Work experience distribution was 135 for the <10 years group; 123 for 10-15 years group; and 142 for >15 years.
6. The division of Employee strength was 161 for <100 groups, 105 for 100-500 group, and 134 for >500 groups. The firm's size was 141 for <Rs.100 crores group; 144 for Rs.100-500 crores group; and 115 for >Rs.500 crores group.

b) Employees from the IT companies

1. Segments distribution was 268 of IT group; 77 for ITES group; and 55 for BPO group.
2. The division of respondents Gender was 269 of Male group; and 131 for Female group.
3. The distribution of respondents Role was 190 for the Technical group; and 210 for the Administrative group.
4. The spread of Standing of the organization was 11 of <5 years group; 221 for 5-10 years group; and 168 for >10 years group.
5. Work experience distribution was 138 for <10 years group; 127 for 10-15 years group; and 135 for >15 years.
6. The division of Employee strength was 161 for <100 groups, 105 for 100-500 group, and 134 for >500 groups. The firm's spread of size was 136 for <Rs.100 crores group; 144 for Rs.100-500 crores group; and 120 for >Rs.500 crores group.

c) General public

1. The distribution of respondents Gender was 197 f Male group; and 203 for Female group.
2. The division of Age was 133 for <30 years group; 135 for 30-40 years group; and 132 for >40 years group.
3. Education distribution was 175 for the Graduate group, 129 for the Post-graduate group, and 96 for the Professional group.
4. The spread of Occupation was 60 for the Homemaker group, 172 for the Job group, and 168 for the self-employed group.
5. The distribution of "Residing in Pune" was 10 for <5 years group; 38 for 5-10 years group; and 352 for >10 years.

5.2 Conclusion

1. The integration of Green HRM policies with the overall environmental policies is not up to the mark. On a scale of 4, the average rating assigned by the 400 Senior/HR Managers is only 2.04, which is just a shade above an average rating of 2 taken on the scale's mid-point. Factors/statements like Employee Diversity, Collective Bargaining Agreements, Occupational Health and Safety, Training conducted, Energy, Emissions, Renewables, Water, Waste and Employee Travel were not rated so well for their effective integration with the overall environmental policies.
2. The effectiveness of the Green HRM policies in terms of implementation is also not up to the mark. On a scale of 4, the average rating assigned by the 400 Senior/HR Managers is only 2.03, which is again just a shade above an average rating of 2 taken on the mid-point of the scale. Factors/statements like Green printing, Teleconferencing, and Virtual interviews, Recycling, Online training, Lower carbon footprint, Green payroll, Carpooling, Company transport, Flexi-work, and Job sharing were not rated so well for their effective integration with the overall environmental policies.
3. There is a strong association between employee satisfaction and the effectiveness of implementing Green HRM policies by the IT companies. Statements measuring employee satisfaction (about Green HRM) like Enjoy the company's culture, Feel connected to the company's goals, Aware of Green HRM objectives, Company management is open to change, Feel that management is transparent, Managers value your feedback, Managers care for your suggestions, You are adequately rewarded for your contribution, You feel proud about environmental efforts and You consider Green HRM practices equally essential as your work was rated on a mediocre level of satisfaction. Employees' dissatisfaction is well explained by the poor implementation effectiveness of the Green HRM policies in the IT companies.
4. There is a strong association between public image and implementing Green HRM policies by the IT companies. Statements measuring public image (about Green HRM) like You have heard about this company, You have heard about any awards this co has won, You perceive this company as good, You have heard about Green HRM /environment commitment, You have read in the newspaper/online about Green practices, You are aware that the company cares about the environment, You have high esteem about friends/relatives working for this company, You would want your relative and friends to work for this company, You feel that this company stands out versus others in the industry and You have heard about the company's CEO and respect his leadership was by and large rated in the negative zone. The negative public image is well explained by the poor implementation effectiveness of the Green HRM policies in the IT companies.
5. Experts have indicated that the concept of Green HRM is still to gain ground with most of the IT companies. There might be few IT majors like TCS, Infosys, and WIPRO who have done well with the implementation of Green HRM policies, but a vast majority of others are not so enthusiastic about the concept as yet.

Overall, the concept of Green HRM policies needs some "marketing" to be sold to the IT companies. There is not an iota of doubt about

the value propositions offered by the concept. However, some convincing is required.

5.3 Suggestions

Ten experts from the industry were interviewed, and a gist of their interviews has already been given in chapter 4. Based on their inputs following suggestions are offered:

1. Formalization of Green HRM policies by the IT companies is the 1st thing that is recommended. For this, the initiative needs to be taken by the top management.
2. It is recommended that a twin-approach, visualized as a mix of both the formal and informal systems, should go hand-in-hand together to plan and control Green HRM.
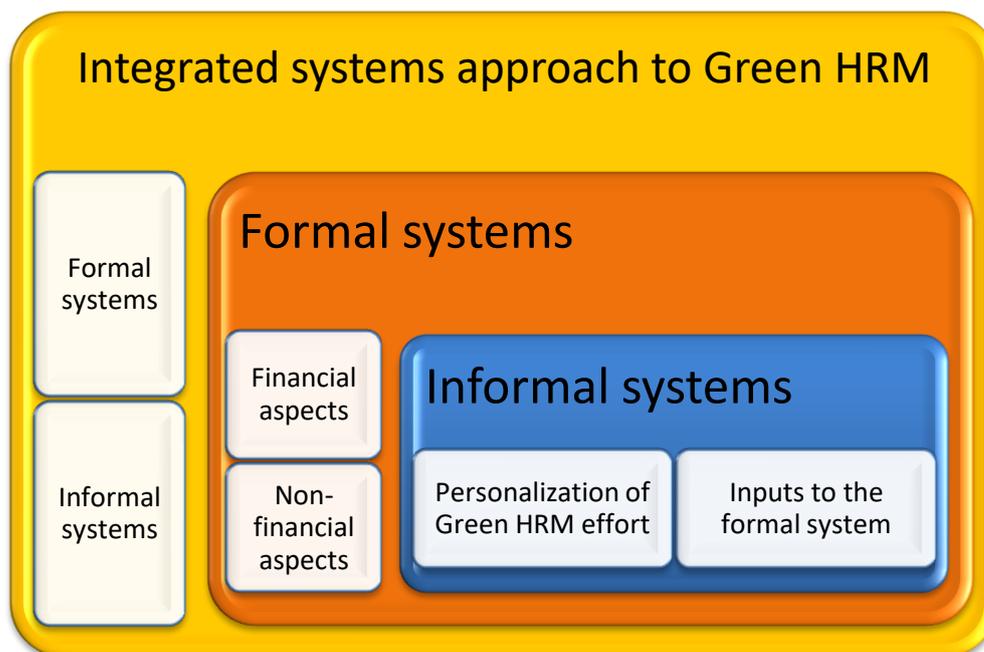

Figure 5: Integrated systems approach to Green HRM

3. Some "marketing and selling" of the concept is needed. This can be done by an agency like ASSOCHAM, an apex institution of the IT companies.
4. The employees at the operating level need to be educated about the opportunities with Green HRM. The myth that they are carrying that Green HRM has got nothing to do with IT companies needs to be overcome through awareness campaigns by these companies' HR department.
5. HR Managers from the top IT majors in the likes of TCS, Infosys, and WIPRO should be requested to have a Webinar and address the employees sharing with them the benefits these companies have reaped through Green HRM implementation.

5.4 Limitations

1. Limitations due to a niche industry
The study was confined to only the IT industry.
2. Limitations due to sampling

Problems of the accuracy of data, Inadequacy of the samples, Difficulty of getting the representative sample, Chances of committing errors in sampling, Chances for bias, and Absence of the informants are limitations apply to this study.

However, due care has been exercised to minimize the impact of these limitations on the present study. Further, wherever appropriate, statistical tests and methods have been used to ensure reasonably objective calculations and conclusions.

5.5 Suggestions for further research

1. Similar studies can be carried concerning other industries.
2. Comparative studies within industries can be also be done.
3. Comparative studies with other nations can be carried to understand their Green HRM policy implementation levels.

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