

PERSPECTIVES ON GREEN HRM PRACTICES AMONG THE YOUNG GRADUATES IN TAMILNADU

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Abstract

Green HRM is a trending practice in almost all the industries in India and the globe as well. Starting Agriculture marketing to political promotion there is a tremendous transformation from traditional practices to Green Management across all the sectors all over the world. Human Resource Management is also not an exception in this regard. Green HRM is felt much significant since their role in any organization is the key role in selecting, recruiting, training and developing the workforce in a desired manner and framing policies and procedures to practice in the whole organizational setting. HR managers will be the key persons to frame the rules and regulations and play vital role in framing guidelines to what and what not to do, how and why so and all; and more over they are responsible for measuring, monitoring, evaluation and rewarding the work force in the entire origination. Therefore the HR is perceived as the key element and best suited for studying sustainability of any ordination through studying the Green HRM practices. This particular study has been conducted among the young graduates working across cities in various industries including educational institutions in Tamil Nadu state using a unstructured interview questionnaire. For this study, the data from two hundred and twelve respondents were collected. Thus collected data was analyzed using SPSS software with basic statistical tools for analysis and interpretation. Inferences drawn are presented in the findings and conclusion part with suggestions.

Key Words: Green Human Resource Management, Sustainable Development, Employees

Introduction

Industries across sectors all over the world are flourishing and a lot of employment opportunities are generated through several inventions, innovations and revolutions, among all, the ICT revolution is the most promising revolution which enabled almost all industries across the globe to digitalize the most of its operations resulted in reducing carbon foot print and achieving sustainable development. Likhitkar, P., & Verma, P. (2017) eradication of poverty and hunger, imparting education, improving health, achieving equality health and sanitation, preserving energy, conserving aquatic life on land and under water, ensuring peace and partnership are the main goals of sustainable development achieving these goals without degrading or exploiting much the environment; is actually the concept green management.

This can be achieved through digital revolution (Singh, S., & Nath, D. 2020). Green HRM is a new emerging initiative, since HRM is an area which helps to the whole organization to recruit, train and develop the human resource and the HR Managers are instrumental in framing policies, procedures what to do and what not to do and so on thus going green especially in HRM is the key area to manage the entire organization to achieve sustainable development in terms of social, economic and health and wellbeing, ultimately preserving the knowledge capital with preserving environment and achieving sustainable development (Mehta, P & Mehta, K 2017). Singh, D. B. (2019) therefore promotes environment friendly HR policies that effect efficient organizational performance and cost effective way of managing the organization. These initiatives are extended in recruitment, selection training development and rewarding and the like. The exposures to Green HR practices imparted by the organizations are extended to effect in the personal life style of the employees of those organizations thus the employees in their day to day life even with their kids have become environmental cautious, eco-friendly and responsible in reduction of carbon foot print and enabling the society to achieve sustainable economic development.

Green HRM Practices

There is a growing concern for environmental sustainability at the global level the environmental managers and green management scholars are of the view that this green management practices can be achieved only if the companies could recruit and train the digitally skilled work force otherwise is very difficult. Most of the employees in reputed organizations view that there is a high level of correlation between environmental and socially relevant organizational

practices and the reputation of the organization (Sharma, R., & Gupta, N. 2015). Sharma, N., Khatri, B., & Attri, A. (2021) it is therefore has become mandatory for the upcoming work force to be aware of environmental issues thus become environmentally responsible citizens and for that they should acquire and possess necessary skills required to reduce the negative consequences for the environment it is obvious that those of environmentally responsible skill set and technically skilled and well informed life style are the basic needs to be employed. Only this will create mindfulness among the employees and environmentally conscious and responsible citizens that will help to protect the environment and achieve sustainability. Sarode, A. P., Patil, J., & Patil, D. T. (2016).

Review of literature

Bose, I., & Gupta, V. (2017) The concept of green HRM has emerged as Green Movement, the rapid growth of which was witnessed during 2000-2010 in almost all industries across India. They evaluated the effectiveness of different Green HR practices in terms of cost-benefit, employee engagement and reachability and employer branding perspectives, as practiced in these organizations. The world is changing tremendously there are plenty of industrial revolutions across countries and across the industries as well. As the entire world is moving towards green HRM the corporates also started go green in its operational process thus the HRM is also going green. Green HRM enables and helps the organizations reduce the carbon foot print and thus helps for sustainable development. This has led an environmental friendly HRM practices and preservation of human capital by reducing occupational hazardous deceases with better CSR perspective.

Aggarwal, S., & Sharma, B. (2015) Green HRM is an initiative by all the corporate companies to preserve the earth by reducing carbon foot print. Green HRM has the ability to increase employee well-being as well as organizational success by process improvement and cost reduction strategies and reducing or removing environmental wastages such HR Materials equipments and refurbishing procedures.

Arora, M. (2020) Green HRM practices are mostly well adopted in recruitment, training and development, safety and health management systems while the performance appraisals are least adopted across organizations. Among the industries the most promising one is the IT sector

in conscious implementation of green HR environment while other institutions like banking institutions are reluctant to adapt green HRM practices.

Bangwal, D., & Tiwari, P. (2015) the industrial revolution across the globe not only increase human conveniences and also increases standard of living. But as an effect it results in ecological threats to the man kind and other species. Therefore it is the need of the hour to protect the environment by reducing carbon footprint, ease of doing organizational practices by adopting green HRM practices. Now Green HRM across industries have implemented Green HR practices viz., green recruitment, training, performance evaluation and compensation.

Dangmei, J. (2015) integrated the corporate green initiative with mining and industrialization. As a result of the corporate companies' going green in most of its operational process they could indirectly give lot of benefits to preserve the forest environments and it is greatly beneficial to the tribes living in the forest area.

Das, S. C., & Singh, R. K. (2016) Green HRM and shareholders wealth has certain relevance, through environmental friendly and sustainable development and so on. This can be achieved through engagement of talents who can well work in green environment that means techy savvy. This can well be implemented through change management and cultural changes and so on.

(Deshwal, P. 2015). Kapil, K. (2015). In the present scenario most of the companies are showing interest in going green, it is obvious that majority of the companies have right man in the right job. If this is true then those companies would facilitate Green HRM practices in their organizations achieve sustainable development. The green HRM practices substantially reduced the use of paper printouts and started using alternative resources like e-mails and video conferencing and so on.

Krithika, J., DivyaPriyadharshini, N., & GokulaPriya, J. (2019) though implementation of cent percent Green HRM practices in an organization is not possible it can well adapt alternative resources for going green by reducing the use of scarce and precious resources that results in better performance of the organizations and reduction in cost and improved operational efficiency.

Likhitkar, P., & Verma, P. (2017) if the employers are blessed with well-equipped employees with better efficiency and productivity it will enhance employee motivation and quality work culture, improved performance better returns and healthy financial status, goodwill among the stake and so on.

Mehta, K., & Chugan, P. K. (2015) environmental sustainability is increasing concern to the government, business executives and management scholars. The new process, policies and procedures improve efficiency and meets better compliance requirements the time has come to formalize the green HRM practices by saving money and resources Green companies believe that Green HRM is cost effective and economic.

Sharma, K. (2016) green HRM is a vital initiative to be environmental friendly and preserving the knowledge capital. Policies and procedures are being framed and effectively monitored in corporate houses as CSR initiatives to better implement green HRM and achieve sustainable development. Green HRM practices highlights on waste management, recycling, reducing carbon foot print and using green products. All companies take continuous initiatives to implement green HR practices where ever possible by reduced use of natural resources. But anyway there is a gap between preach by the academic researchers and the organizations implementing the same.

Statement of the Problem

It can be observed from the available literature that there are lot transformations happening all over the world among countries across sectors but still there are some lagging in implementing Green HRM practices in some of the sectors in most of the countries due to their resistance to change and deviating perception on digitalization of organizational operations. It is quite obvious that the digitalization or the ICT revolution and its evolution have reached tremendously in almost all walks of life that are in some parts missed to use wisely, somewhere misused badly and the fortune people leveraged and used as stepping stones to climb up in to a new height. Thus those who are with some optimistic approach wisely used and they are shining at the same time the people with pessimistic approach looked at the negative side of the digital revolution such as rapid transformation of technology, disruptive innovation, skilling, re-skilling and upskilling are the happening around the world, some body leverage and celebrate it and some show disappoint,

depressed and resist to change and desperate. Thus though the green practice have achieved far reaching effect in diversified industries, still there are opportunities for improvement. Therefore the present study is an attempt to understand the level of awareness among the young graduates as to what level they understand about the green HRM? Whether they possess enough skill to get employed in organizations where the green management is in practice? Whether they are ready to learn the required skills which are required in the Green HRM organizations? The researcher wishes to know the answers for such a few questions, hence the Study.

Objectives of the Study

1. To test the level of awareness on green HRM among the young graduates.
2. To understand the level of skills acquired and possessed by the employees across organizations.
3. To understand the perspectives of young graduates on green HRM and its impact.

Methodology of the Study

The present study is an exploratory in nature since there are clashing observations from diverse existing literature and the confusing state among the youngsters that they are much used to the digital devices but as to whether they acquire the skills which are necessary for practicing and fit in to corporate requirements and are essential to adopt in organizations where green HRM practices are practice. How they perceive about different aspects of Green HRM practices and what impact it will effect in the economy and the society. Hence the study a small attempt to know the reality of the situation in the proposed topic of the study.

Data Type

The study used both primary and secondary data. The secondary data was collected from existing studies published in reputed journals from google scholar and primary data has been collected from selected respondents.

Method use for data Collection

The data collected using a structured interview questionnaire to solicit data from selected respondents. The questionnaire has been converted in to google form and the same was circulated among the young graduates through WhatsApp link and other social media.

Methods used for Analysis of Data

Collected data has been analyzed using simple percentages, graphs, charts and cross tabulations techniques have been used for analysis and inferences drawn are presented below the table.

Sample selection Method

The population of the study is infinite in nature therefore for this present study the simple random sampling method is used and that has been shared among contact in WhatsApp groups and mails availed with the researcher approximately around five hundred, finally the responses were received from two hundred and twelve respondents.

Analysis and Discussion

Demographic Profile of the Respondents

It is usual in studies to gather and analyses the social and economic features of the respondents selected for the study. The following table and chart gives profile of the select respondents who have participated and furnished necessary information required for successful completion of the study.

Table: 1 Age and Education wise Classification of Respondents

Educational Qualification	Age					Total
	19 - 25	26 - 30	31-35	36-40	Above 41	
School Education	0	0	0	0	5	5
Arts Graduate	10	0	0	0	0	10
Science Graduate	0	0	0	0	15	15
Arts Post Graduate	12	5	11	0	12	40
Science Post Graduate	0	0	0	0	26	26
Certified Professional	5	7	0	0	26	38
Doctorate	0	0	8	12	58	78
Total	27	12	19	12	142	212

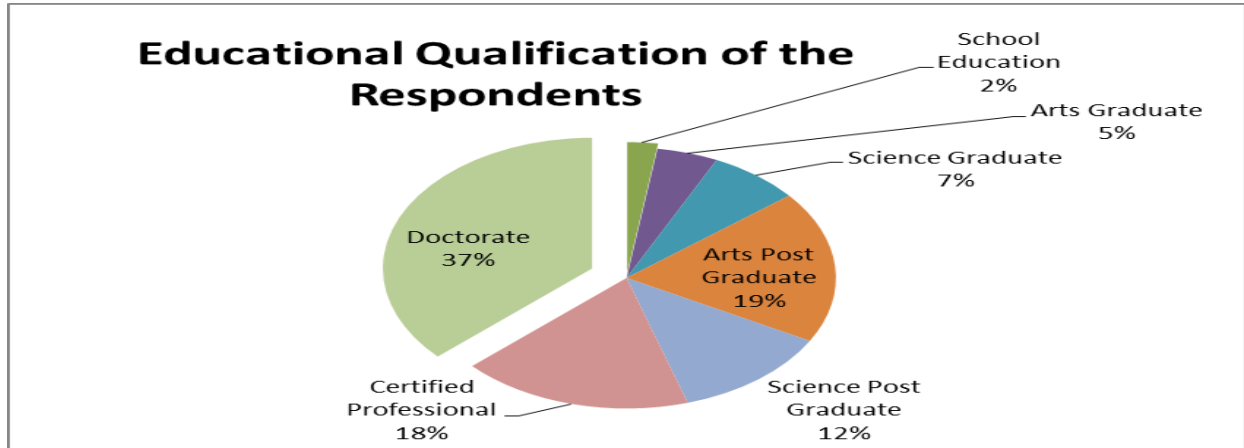


Table 1 presents the education level of respondents at different levels of age groups. Out of 212 respondents selected only 2 percent respondents have secured only school education, hardly 5 percent of the respondents are arts graduates, 7 percent are science graduates, 19 percent are arts post graduates, 12 percent are science post graduates, 18 percent are certified professionals and a major share of respondents are doctorates. It is very interesting to look that all the respondents who got only school education are under the age group of above 40. Among Arts graduates a majority of them are under the age group of 19-25. All Science graduates who participated are under the age group of above 40 years old. Among Arts post graduates, 30 percent of the respondents are falling under the age group of 19-26 years, 12 percent of them are under the age group of 26-30 years, another 28 percent of the respondents are under the age group of 31-35 years a majority of 30 percent of the respondents are above 41 years old. All science post graduates are above 40 years old. Among certified professionals 13 percent are under 25 years old, 19 percent are under 26 to 30 years old and vast majorities of 68 percent are above 40 years old. All doctorates are above 30 categories of which 10 percent are under 31 - 35 years old, 16 percent are 36 - 40 years old and majority of 74 percent are above 40.

Table: 2 Level of Awareness on Green HRM among the select Respondents

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Green HRM is an Attempt to Reduce the Paper Work	126 (59.4%)	81 (38.2%)	5 (2.4%)	-	-	212
Green HRM is much of digital oriented process	121 (57.1%)	76 (35.8%)	10 (4.7%)	-	-	212

Green Recruitment is a Digital Process to the extent possible	95 (44.8)	91 (42.9%)	26 (12.3%)	-	-	212
Green Training is digital oriented using soft materials	91 (42.9%)	74 (34.9%)	37 (17.5%)	10 (4.7)	-	212
Green Evaluation is a Digital Process with less paper work	103 (48.6%)	81 (38.2%)	28 (13.2%)	-	-	212
Green Currency is a Digital transfer of remuneration and other relevant payments	105 (49.5%)	82 (43.4%)	10 (4.7%)	5 (2.4%)	-	212

Table: 2 depicts the level of awareness on green HRM on various aspects among the respondents a vast majority of 60 percent of the respondents strongly agree that the green HRM is an attempt to reduce the paper work, 38 percent of the respondents also agree this statement while no one shown any negative opinion in this regard. A vast majority of 57 percent of the respondents strongly agree that the Green HRM is much of digital oriented process, followed by 36 percent of the respondents agree up on this statement and five percent are neutral while no one is negative in this regard. Vast majorities of 49 percent of the respondents strongly agree that the green recruitment is a digital process to the extent possible, followed by 43 percent of the respondents also agree upon this statement, 12 percent of the respondents are neutral while no one shown any negative opinion in this regard. Vast majority of 43 percent of the respondents strongly agree that the green training is a digital oriented process where all the training programs in the present scenario and they use much of ICT oriented state of the art technology in their training process, and followed by 40 percent of the respondents also agree this statement while 18 percent of them are neutral while hardly four percent of the respondents shown some negative opinion in this regard. Majority of 49 percent of respondents perceive that the performance evaluations across industries are done digitally and 39 percent of the respondents also agree this while 13 percent are neutral. Nearly fifty percent of the respondents strongly agree that the green currency is a digital transfer of remuneration and other relevant payments, and another 43 percent of the respondents also agree this statement while hardly 4 percent and 2 percent are neutral and disagree respectively.

Table: 3 Perception of respondents on the Positive side of Green HRM Practices

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Green HRM Improve Efficiency of operational performance	101 (47.6%)	95 (44.8%)	16 (7.5%)	-	-	212
Green HRM helps to protect the Environment	88 (41.5%)	88 (41.5%)	36 (17%)	-	-	212
Green HRM helps to Improve the Employee health	94 (44.3%)	98 (46.2%)	20 (9.4%)	-	-	212
Green HRM will help to preserve the Knowledge Capital	61 (28.8%)	89 (42%)	57 (26.9%)	5 (2.4%)	-	212
Green HRM Will Increase Job Opportunities	60 (28.3%)	112 (52.8%)	40 (18.9%)	-	-	212
Green HRM Contributes for Economic Development	87 (41%)	85 (40.1%)	40 (18.9%)	-	-	212
Green HRM will enable the employees to improve the status of Living	22 (10.4%)	72 (34%)	70 (33%)	48 (22.6%)	-	212
Green HRM will lead to sustainable development	40 (18.9%)	66 (31.1%)	56 (26.4%)	50 (23.6%)	-	212

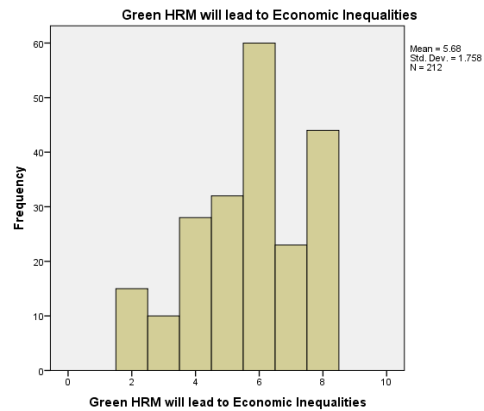
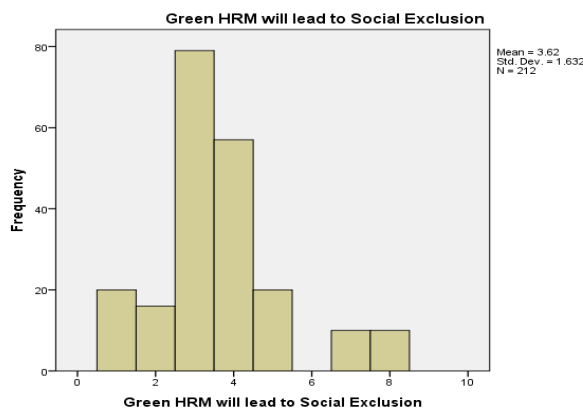
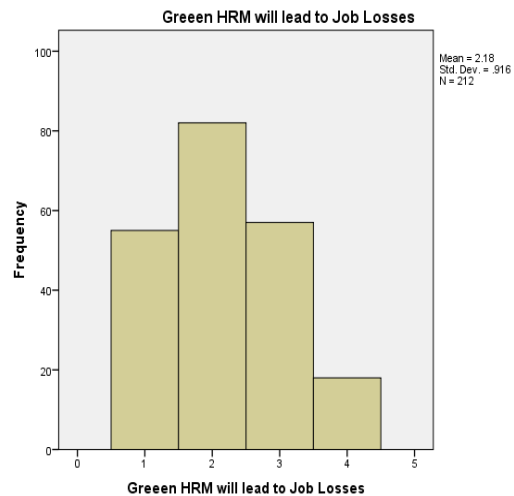
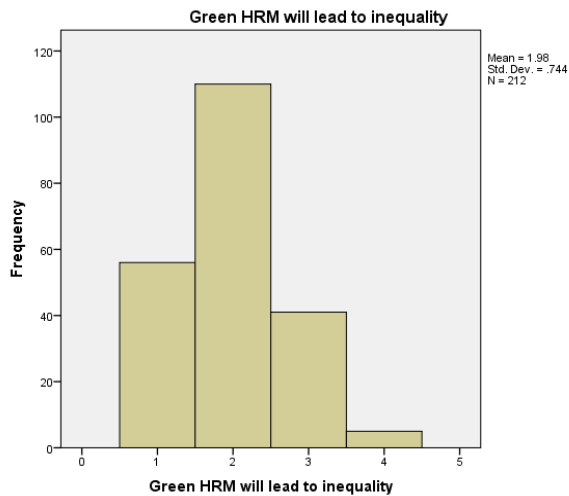
Table: 3 present the perception of select respondents on the positive side of the green HRM initiative in which 48 percent of the respondents strongly agree that the green HRM practices across sectors in variety of industries will help to improve the operational efficiency in different functional areas. And followed by 45 percent of the respondents also agree this statement and 8 percent are neutral while no one shown any negative opinion in this regard. Nearly 42 percent of the respondents say that the green HRM helps to protect the environment and another 42 percent respondents agree on the same statement and 17 percent of the select respondents are neutral while there is no one in the negative side of this statement.

Forty four percent of respondents have strong positive opinion that the Green HRM will help the organizations to improve the occupational health of the employees. And another set of 46 percent respondents agree this statement and 10 percent are neutral while there is no any negative opinion in this regard. 29 percent of the respondents have strongly agreed that the Green HRM will help to preserve the knowledge capital, another 42 percent of the respondents also agreed up on this, followed by 30 percent of the respondents are neutral and only a meager amount of respondents shows negative opinion in this regard. 30 percent of the select respondents strongly agree that Green HRM Will Increase Job Opportunities, and another set of 53 percent of respondents also agree in this opinion and 19 percent of the respondents are neutral in this regard while there is no any negative opinion in this regard. 41 percent of the respondents strongly agree that Green HRM Contributes for Economic Development and also another 40 percent of the respondents agree up on this statement, 19 percent of the respondents say that they are neutral to this statement while there is no any negative opinion in this regard. Only 10 percent respondents of the respondents strongly agree that the Green HRM will enable the employees to improve the status of Living, 34 percent of the respondents also agreed up on this statement, followed by 33 percent respondents are neutral and 23 percent of the respondents disagree with this statement. 40 percent of the respondents strongly agree that the Green HRM will lead to sustainable development, 31 percent of the respondents also agree this statement, 27 percent of the respondents are neutral and 24 percent of the respondents disagree in this statement.

Table: 5 Perception of respondents on the Negative side of Green HRM Practices

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Green HRM Will lead to Economic inequalities in the society	56 (26.4%)	110 (51.9%)	41 (19.3%)	5 (2.4%)	-	212
Green HRM will lead to Job Losses	55 (25.9)	82 (38.7)	57 (26.9)	18 (8.5)	-	212
Green HRM will lead to Poverty and social exclusion	55 (25.9%)	82 (38.7%)	57 (26.9%)	18 (8.5%)	-	212
Green HRM will widen the Rural urban disparity	63 (29.72)	74 (34.91)	48 (22.64)	27 (12.4)	-	212

Despite lot of positive impact the Green HRM affect some negative impact also therefore the probable such a negative effect also has been probed from the respondents. Table 5 presents the negative effects of respondents on a few aspects such as job losses, economic inequalities, social exclusion and rural urban disparities. 26 percent of the select respondents strongly agree that the green HRM will lead to economic inequalities in the society, another 52 percent of the respondents agree upon this statement, 19 percent of them are neutral 2 percent only sat that it won't create economic inequalities.



Regarding job losses 27 percent of the respondents strongly agree that the Green HRM will lead to job losses, followed by 39 percent of the respondents also agree upon this statement, and 27 percent are neutral while only 9 percent are disagree in this point. 26 percent of the strongly agree that the green HRM will lead to poverty and social exclusion, 39 percent of then also agree

in this point of view, 27 percent are neutral to this view and 9 hardly 9 percent are disagreed and they believe that the Green HRM will not lead to poverty and social exclusion. 30 percent of the respondents viewed that the green HRM will widen rural urban disparity, 35 percent of the respondents also agree this point, 23 percent of them are neutral when 12 percent of them disagree with this view.

Findings

- Green HRM is of recent origin and evolved during 2000-2010. It has the ability to protect the environment, improve employee health, preserve the knowledge capital, contribute economic development, improve status of living and achieve sustainable development.
- Out of 212 respondents surveyed nearly 37 percent are doctorates, 19 percent are post graduates, 12 percent are science post graduates, 5 percent are arts graduates, 7 percent are science graduates and 18 percent are certified professionals and 2 percent are school educated.
- Regarding the level of awareness, on aspects such as reduced paper work, much digital orientation, digital recruitment, digital training, digital evaluation, and digital remuneration, nearly 80 percent of the respondents have high level of awareness and positive understanding on the concept of green HRM.
- Regarding the required skill sets most of them i.e. above 80 percent of the respondents agree that they are comfortable in working with Microsoft Office Data entry skills, data analysis skills, internet and E-mailing skills, ERP skills and report writing skills.
- For the positive aspects of Green HRM such as protecting the environment, improve efficiency of operational performance, improve the employee health, preserve knowledge capital, improve job opportunities, contribute economic development, improved status of living and sustainable development almost above 95 percent of the respondents have shown positive opinion in those aspects.
- Despite all benefits the Green HRM suffers from some critics also in the aspects like lead to economic inequalities, lead to job losses, lead to poverty and socio economic inequalities, social exclusion and rural urban disparity. In all these aspects majority respondents agree that there are chances of negative effects besides lot of positive effects.

Concluding Remarks and Scope for Further Research

To achieve successful implementation of Green HRM, understanding the concept rightly is very important, since the green HRM is transformation of traditional practice to digital orientation which needs updating necessary skills especially computing skills such as fast working with Microsoft Word, Microsoft-Excel, Internet, E-mailing, ERP and data analysis an interpreting skills report writing skills and data base management systems. In these aspects among the early stage graduates below 25 they are when compared to doctorates and certified professionals they are lagging in the understand and the real spirit of required skills for fit in to Green HRM. It can be concluded from this study that there is need of the hour especially among the upcoming generation that they should be give orientation on green management practices and its importance for employability and sustainability. There are lot of scope in fertile areas like how green practice relevant curriculums can be practiced and how the Green infrastructure can be offered to all upcoming generations so that they can get exposed skill, re-skill and upskill themselves to achieving sustainable development.

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