

# A STUDY ON GREEN HUMAN RESOURCE PRACTICES OF SOFTWARE INDUSTRIES IN CHENNAI

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## **ABSTRACT**

*Green HR initiatives help companies find alternative ways to cut cost without losing their top talent. Green HR refers to the contribution of people management policies and activities towards this broader agenda. It's an important issue for HR because it is clearly an important issue for all employees, as well as customers and other stakeholders. It's also one in which HR can have a big impact without causing much expenditure, good environmental management can improve sales and reduce costs, providing funding for green benefits to keep staff engaged. HR departments are seeing Green HR as a cutting edge way to keep top talent in house. Top talent is considered the industry's most valued asset, yet many corporations have been treating them as expendable. As knowledgeable, experienced professionals become harder to find and retain, companies must continue to be creative at finding ways of keeping these highly skilled employees. In this context, it is proposed to undertake investigation identify the factors influencing the employees perception on Green Human Resource Management in Software Industries in Chennai.*

**Keywords:** Green HRM, CSR, Environmental Management

## **INTRODUCTION**

Green HR initiatives help companies find alternative ways to cut cost without losing their top talent. Green HR refers to the contribution of people management policies and activities towards this broader agenda. It's an important issue for HR because it is clearly an important issue for all employees, as well as customers and other stakeholders. It's also one in which HR can have a big impact without causing much expenditure, good environmental management can improve sales and reduce costs, providing funding for green benefits to keep staff engaged. This make changes in organizational climate and culture and also it reduces waste management, pollution, reduction in carbon footprints etc. It leads to maximum utilization of resources by employees, increases level of awareness among employees about energy conservation, reduction in carbon emission, and also it will inspires and encourage them to use eco-friendly products.

### **Green HR Practices**

Green HRM makes changes in organizational climate and culture and also it reduces waste management, pollution, reduction in carbon footprints etc. It leads to maximum utilization of resources by employees, increases level of awareness among employees about energy conservation, reduction in carbon emission, and also it inspires and encourages them to use eco-friendly products.

### **Need For Green HRM**

Today the need for green human resource management is important for all over the world. The ecological consciousness of each human drives the living style and environment. The general employees are interested in green human resource management because of its important and need in the current workplace. Our personal and professional lifestyle is affected due to many consequences. The corporate world is the most significant in enhancing the environment issues and the corporate has to give solution to this hazards.

### **Green HRM is a Part of CSR Activity**

To implement any corporate environmental program, several units of an organization such as human resource, marketing, finance, operations are put together. But the major part lies to the human resource department as Corporate Social Responsibility (CSR). Though the green HRM is the wider program of corporate social responsibility in the organization, human resource and their systems are the basic foundation of any business. The green human resource management consists of two major parts of an organization namely Green Recruitment and Green Employee Relations.

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## STATEMENT OF THE PROBLEM

Human Resources are in charge of employee benefits, employee manuals, standard operating procedures, and workplace policy. What if human resources worked with the sustainability director to develop sustainability programs for employee retention and work-life balance? It can be ascertained that Green HR is a strategy used primarily for reducing the carbon footprint of each employee and talent retention. More employees are becoming more concerned about the environment and climate change. HR departments are seeing Green HR as a cutting edge way to keep top talent in house. Top talent is considered the industry's most valued asset, yet many corporations have been treating them as expendable. As knowledgeable, experienced professionals become harder to find and retain, companies must continue to be creative at finding ways of keeping these highly skilled employees. In this context, it is proposed to undertake investigation identify the factors influencing the employees perception on Green Human Resource Management in Software Industries in Chennai.

## OBJECTIVES OF THE STUDY

The main objective of the study is to find the policies and procedures adopted by the Software Industries regarding recruitment, selection, training and grievance of the employees.

## HYPOTHESES

To keep the frame of the analysis intact and give a proper direction to the study, the following working hypothesis has been designed:

There is no significant difference between non corporate and corporate software sectors in the green human resource management practices like sources, factors, types of tests and methods of training.

## SAMPLING DESIGN

The Present study proposes to cover the Software industries in Chennai. As census method is not feasible, the researcher has proposed to follow sampling. The sample IT industries are selected by following Cluster Sampling Method. The present study selected 45 Software industries of non corporate, private limited and public limited companies from all the Taluks in Chennai District. This selection was made on a simple random basis at the rate of 3 of each form of organization from every taluk.

## CONSTRUCTION OF INTERVIEW SCHEDULE

The study involved collection of data from both primary and secondary sources. The primary data had been collected from the sample respondents. For this purpose, a comprehensive interview schedule was framed for the employers. The schedule was designed to seek data on recruitment, selection, training and grievance handling.

## DATA PROCESSING

After the collection of data, the filled in interview schedules were edited properly. A master table was prepared to sum up all the information. With the help of the master table, classification tables were prepared and they were taken directly for analysis.

## TOOLS OF ANALYSIS

The general plan of analysis ranges from simple descriptive statistics to 'z' test.

## ANALYSIS AND INTERPRETATION

The Software Industry is one of the most vital sectors in the economic growth of our country with sustained employment potential. The thrust on the Software Industry must therefore be one of enhancing competitiveness through continued technology up-gradation and at the same time retaining employment generation. In this paper an attempt is made to present the analysis and interpretation of data collected from the respondents.

## PERSONNEL POLICIES

Personnel policies on green environment are statements of personnel objectives of an organization and provide a broad frame work within which decisions on personnel matters can be arrived at without reference to higher authorities. Personnel policies lay down the criteria for decision making in the field of personnel management.

**WRITTEN STATEMENT OF PERSONNEL POLICIES**

Sl. No.	Written Statement	Non corporate sector		Corporate sector	
		Respondents	Percentage	Respondents	Percentage
1.	Yes	-	-	24	80
2.	No	15	100	6	20
	Total	15	100	30	100

It is found that in Software non corporate sector, 100 per cent of the employers did not maintain a written statement of personnel policies and procedures on green environment for the organization. In case of corporate sectors, 80 per cent of the employers maintained a written statement of personnel policies and procedures for the organization.

**MAN-POWER PLANNING**

No organization can be successful in the long run without having the right number and the right kind of people doing the right job at the right time.

**IDENTIFICATION OF MANPOWER REQUIREMENT**

Sl. No.	Identification of Manpower	Non corporate sector		Corporate sector	
		Respondents	Percentage	Respondents	Percentage
1.	Yes	11	73.3	30	100
2.	No	4	26.7	-	-
	Total	15	100	30	100

The table indicates that in non-corporate Software sectors, 11 of the employers planned the manpower requirement for each department as well in advance and 4 of the employers did not plan their manpower requirement for each department in advance. In case of corporate sectors, 100 per cent of the employers planned the manpower requirement in advance.

**SOURCES OF RECRUITMENT**

Induction for new recruits is needed for ensuring employee’s understanding as well as it helps to develop their corporate environmental culture in a serious way. Some organizations like corporate sectors adopt centralized recruitment policy whereas other organizations resort to decentralized recruitment. Every operating department sends requisition or indents for recruitment to their central office. On the other hand, each department carries out its own recruitment in case of decentralized recruitment.

**SOURCES OF RECRUITMENT**

Sl. No	Sources	Non corporate sector		Corporate sector		Z value
		No. of Respondents	%	No of Respondents	%	
1.	Advertisement	7	47	10	33	0.870
2.	Internet	2	13	6	20	-0.551
3.	Employee information	1	7	2	7	0.000
4.	Direct Recruiting	2	13	6	20	-0.551
5.	Employment agencies	2	13	2	7	0.741
6.	Others	1	7	4	13	-0.671
	Total	15	100	30	100	

In case of non corporate Software sector, 47 per cent of the employers recruited their employees through advertisement, but in case of corporate Software sector 33 per cent employers recruited their employees through advertisement. Through internet, 20 per cent of the employers recruited their employees.

Since the calculated values are less than the table value 1.96 at 5 per cent significance level, the hypothesis is accepted and thus it can be concluded that there is no significant difference between non corporate and corporate Software sectors in the weightage provided to various sources considered for selecting a candidate.

**Factors Considered for Selection of Employees**

Psychological tests are being increasingly used in employee selection. A test is to verify whether some qualities of the individuals differ in their job related traits which can be measured. Tests help to

reduce bias in selection by serving as a supplementary screening device. Tests are helpful in better matching of candidate and the job.

#### FACTORS CONSIDERED FOR SELECTION

Sl. No	Factors	Non corporate sector		Corporate sector		Z value
		No. of Respondents	%	No. of Respondents	%	
1	Experience	15	34	30	32	0.294
2	Performance in written test	12	27	20	21	0.810
3	Performance in personal interview	12	27	30	32	-0.514
4	Recommendation	5	12	15	15	-0.692
	Total	44	100	95	100	

Note : Multiple answers considered

It is inferred from the table that all the employers have considered experience of the employees while selecting them for jobs. Employees' performance in written test was considered in 27 per cent of the non corporate Software sector and 21 per cent of corporate sectors. Employees' performance in personal interview was considered in 27 per cent of the non corporate sector and 32 per cent of the corporate sector.

Since the calculated values are less than the table value 1.96 at 5 per cent significance level, the hypothesis is accepted and thus it can be concluded that there is no significant difference between non corporate and corporate Software sectors in the weightage provided to various factors considered for selecting a candidate.

#### METHODS OF TRAINING

In the process of employee training and development programmers, it should cover social and environmental issues. Green orientation programs for the newly hired employees should be an integral part of the training and development process. The training itself should inform the employees about the green procedures and policies including the vision/mission statement of the company. Moreover, green teams can be established in each department, for providing general awareness and specific training about Green HRM. An attempt has been made to analysis the various methods of training provided by the Software sector in Chennai.

#### METHODS OF TRAINING

Sl. No.	Methods	Non corporate sector		Corporate sector		Z value
		No. of Respondents	%	No of Respondents	%	
1.	Job instruction	8	53	20	67	- 0.870
2.	Job rotation	5	34	6	20	0.981
3.	Internship	2	13	4	13	0.000
	Total	15	100	30	100	

It is observed from the table that majority of the employer respondents that is 53 per cent in the case of non corporate and 67 per cent in the case of corporate sector have used the job instruction method of training. Only a meager percentage of sample employers had adopted internship training method in the study area.

Since the calculated values are less than the table value 1.96 at 5 per cent significance level, the hypothesis is accepted and thus it can be concluded that there is no significant difference between non corporate and corporate Software sectors in the methods of training their employees.

#### FACTORS AFFECTING SALARY LEVELS

Compensation is a benefit package provided by the management to motivate the changing behaviors of employee green performance. Organizations are needed to develop reward systems for employees in order to produce desirable behaviors in green performance. Employee compensation is a vital part of human resource management. Salaries and other forms of employee compensation constitute a very large component of operating costs.

**FACTORS AFFECTING SALARY LEVELS**

Sl. No	Factors	Non corporate sectors		Corporate sectors	
		Mean Score	Rank	Mean score	Rank
1.	Productivity	58	I	104	III
2.	Cost of living	52	II	64	V
3.	Firm’s ability to pay	46	III	108	I
4.	Government legislation	35	IV	65	IV
5.	Remuneration	34	V	107	II

It is observed from the table that the highest total scores were awarded to the “productivity” in case of non corporate sectors, but it ranked third in case of corporate sectors. ‘Cost of living (52), ‘Firm’s ability to pay’ (46), ‘Government legislation’ (35), ‘Remuneration in comparable industries’ (34) were ranked second, third, fourth and fifth factors in case of non corporate sectors. But in case of corporate sectors ‘Remuneration in comparable industries’ (107), ‘Productivity’ (104), ‘Government legislation’ (65), ‘cost of living’ (64) had been ranked as the second, third, fourth and fifth factors respectively.

**INDUSTRIAL RELATIONS**

Industrial relation has become one of the most delicate and complex problems of modern industrial society. To implement any corporate environmental program, several units of an organization such as human resource, marketing, finance, operations are put together. But the major part lies to the human resource department as Corporate Social Responsibility (CSR). Though the green HRM is the wider program of corporate social responsibility in the organization, human resource and their systems are the basic foundation of any business.

**HUMAN RELATIONS IN THE ORGANIZATION**

Sl. No	Employers Opinion	Non-corporate sector		Corporate sector	
		Number	%	Number	%
1	Human relation in the organization is good	11	73	30	100
2	Labour turnover is low	15	100	24	80
3	Rate of retention is high	15	100	30	100
4	Rate of absenteeism is low	15	100	27	90
5	Number of strikes and accidents is low	15	100	27	90
6	Morale results in increased production and efficiency	11	73	27	90

It is observed from the table that all the 100 per cent non corporate Software sectors have viewed that in their organization labour turnover, absenteeism and number of strikes and accidents were low. The same percentage of non-corporate Software sectors have felt that rate of retention in their organization was high. 73 per cent of the employer respondents of non corporate Software sectors have stated that human relations in the organization were good and morale resulted in increased production. So it may be concluded that good industrial climate prevails in the Software sectors in the study area.

**SUGGESTIONS**

It is suggested that employee motivation is an incentive that firms have to introduce an advanced approach to Environmental Management, and that the emphasis is on designing HRM policies that tend to promote worker co-operation and their involvement with the firm’s environmental objectives. They quote the work of on extrinsic factors that centre on environmental policies, and intrinsic factors that centre on the ‘skills and values’ that employees bring to the firm. However, firms need to offer employees the motivating device of immunity and protection when environmental problems are reported.

In terms of the objective of this research on Green HRM, research work could include interviewing participants in Green HRM to ascertain the details of HR initiatives in EM, and their opinions regarding their motivations, commitment, and feelings towards them as initiatives, and their willingness to be involved in them. Research work in this field may usefully examine Green HRM by conceptualizing it as a type of extra-role behaviour, i.e. parallels could be made with the Organizational Citizenship Behaviour (OCB) literature, and investigation could take place in terms of what predicts Green HRM behaviours. Here, predictors like leadership issues, commitment profiles, organization climate, and/or individual disposition could be assessed to see which of them act as drivers regarding staff adoption of Green HR behaviours at work. Both interview and survey work may proceed best in work organizations that are highly Green, so that practices

in Green HRM can be clearly seen and evaluated at interview (as they are extensive and embedded), and as such organizations may have a population with a high level of variance in it, meaning that survey work completed there could reveal the existence of the sorts of predictors of Green HR behaviours just described.

### **CONCLUSION**

This paper has reviewed the perception of employees on Green HRM. In conclusion, future research into Green HRM may provide interesting results for all stakeholders in HRM. For employers and practitioners, these may be to establish the usefulness of linking employee involvement and participation in environmental management programmes to improved organizational environmental performance, perhaps via a specific focus on waste management and recycling; for unions and employees, they may help them lobby employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being; and for academics, they may reveal additional data to add an HRM element to the knowledge base on Green Management in general. It is hoped that this type of study and the suggestions contained therein will be useful for improving the human resource practices.

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