

A STUDY ON EMPLOYEE PERCEPTION ON GREEN HUMAN RESOURCE MANAGEMENT AND PRACTICES IN A AUTOMOBILE COMPANY**Jala Emimah**

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ABSTRACT:

Recently, there has been observed an increasing awareness within business communities on the significance of going green and adopting various environment management techniques. As the corporate world is going global, the business is experiencing a shift from a conventional financial structure to a modern capacity-based economy which is ready to explore green economic facets of business. Today, Green Human Resource Management (GHRM) has become a key business strategy for the significant organizations where Human Resource Departments play an active part in going green at the office. The paper largely focuses upon the various Green Human Resource Practices pursued by the organizations all over the world and, explains the simplified meaning of GHRM. The study also adds to the extant literature by discussing future direction of some GHRM functions. Finally, the paper suggests some potentially prolific HR initiatives for Green organizations.

Key Words: HR initiatives, financial, business, economic.

Introduction:

Green HRM practices play a vital role in a forward-thinking business that develops alternative ways to save cost without compromising on their talent & essential resources. It ranges from the promotion of saving energy to the usage of ethical practices. Its initiatives align various HR processes like staffing, performance management, training, and development with sustainable business. The involvement of HRM in an organization's vision, effective governance, and future development is crucial. When it comes to managing sustainability with human resources, HR plays an essential role in an organization. Sometimes they have to consider ethical issues beyond economic performances when operating a new path of sustainable business.

the corporate world is a major stakeholder in the discussion about environmental issues and therefore conforms to be an important part of the solution to the environmental hazard. There is clear evidence that in the business world, a large part of the workforce feels strongly about the environment as employees today are more committed and satisfied with the organizations that take a proactive part in endorsing green. In the past two decades, a worldwide consensus has emerged around the need for proactive environmental management. HR can act as the moral compass of an organization. They can put forth various policies and practices that are viable for humans and nature. Achieving such a reformation can be daunting at times. But HRM can facilitate the conversation between top management and employees for a mutual

collaboration of sustainable working practices. The critical role of HR is to develop a sustainability map associating Corporate Social Responsibility(CSR), HR functions, and ethics. Organizing regular meetings with transparent communication styles, encouraging employees in brainstorming ideas, or using motivational theories are few ways to support and embed sustainability within organizations. These people-oriented skills help in developing the business not economically but socially along with the environment.

Review of Literature:

Renwick et al. (2013) list includes the HR activities discussed in this study: recruitment and selection; training and development; performance management and rewards and compensation, which are considered to be the key HRM practices most likely to advance employee green workplace behaviors.

Merriman and Sen (2012) suggest that pay incentives increase a manager's propensity to enact environmental initiatives, with direct incentives having more impact than indirect incentives that were associated with complementarity. However, incentive effects were undermined by saliently held social norms that managers expressed toward the environment.

Ramus (2001) claims that despite evidence of praise and rewards positively influencing green organizational outcomes, few organisations have managed to achieve sustainability objectives, primarily due to a lack of motivation and support from management and supervisors.

Harvey et al. (2013), which found that pilots were dissuaded to achieve green goals because of the lack of support from airport ground staff. Govindarajulu and Daily (2004) suggest that rewards can be used to systematically motivate employees to exhibit desirable green behaviors.

Cantor et al. (2012) found in their study of supply chain employees that employees did not perceive merely the presence of rewards for environmental behavior as a signal that the organisation was supportive of environmental initiatives.

De Prins (2011) argues Sustainable HRM focuses on optimally utilizing and respecting human workforces within the organization, in which an explicit relationship is built between an organization's strategic policies and its environment. Long-term vision and integration with an organization's strategy and CSR-policy are Key

Jabbar and Abid (2014) investigated the factors that motivate employees towards organizations environmental performance. By adopting Green human resource management practices (GHRM), firms can play a pivotal role in promoting environment related concerns. In this study, investigation has done on the factors that trigger the employees to be involved in GHRM practices.

Objectives of the Study:

- To identify the various Green HRM practices adopted by Tata Motors Ltd.
- To study the employee awareness about Green HRM practices in the company
- To know the employees opinion about the present Green HRM practices

Research Methodology:

The study is an empirical research base on both primary data and secondary data. First hand data have been collected from the employees with the help of interview schedule. Secondary

data is also collected from various studies, books, journals, magazines and websites to supplement the present study.

Sampling Design: The researcher has used convenient sampling method. Total number of respondents in this study sample size is 100.

Limitations of The Study

The following are the limitations of the study.

1. Time was the major constraint as the mentioned period was not enough to collect the data in detail.
2. Lack of prior experience in conducting such kind research may limit the quality of the research.
3. The study is limited to the employees of Tata Motors Ltd, Hyderabad.

Data Analysis and Interpretation:

(SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree)

S. No:	Attributes	SA	A	N	D	SD	Mean	S. D.
1	Reflects environmental policy and strategies in recruitment policy.	16%	27%	30%	19%	7%	3.26	0.86
2	Considers environmental concern and interest as selection criteria.	22%	37%	26%	10%	6%	3.61	0.84
3	Selects those candidates who are sufficiently aware of greening to fill job vacancies.	21%	32%	30%	13%	4%	3.53	0.82
4	Provides environmental training to develop required skills and knowledge	18%	30%	25%	22%	5%	3.34	0.78
5	imparts right knowledge and skills about greening	26%	27%	18%	22%	7%	3.42	0.94
6	Rewarded for good environmental performance	22%	35%	16%	18%	9%	3.45	0.77
7	Provides incentives to encourage Environmentally friendly activities and behaviors	18%	34%	22%	16%	10%	3.32	0.97
8	The employee promotes environment protection in the workplace	14%	32%	21%	21%	12%	3.16	1.04

Source: Primary data

The above table indicates that the company reflects environmental policy and strategies in recruitment policy (43%), considers environmental concern and interest as selection criteria (59%), and selects those candidates who are sufficiently aware of greening to fill job vacancies (53%) of respondents were agreed. The organization provides rewards (57%) for

good environmental performance to its employees. According to the above table, considers environmental concern and interest as selection criteria was high mean and rewarded for good environmental performance was low standard deviation among all attributes.

Findings:

- The results of the study indicate that Green Reward Management has enhances employee Motivation. This means that employees have concern with rewards.
- According to the study, Green Employee Involvement has a positive relationship with Employee Motivation.
- From the study, by giving equal opportunities to the employees to involve and participate in green suggestion schemes, motivates the employees to work better.
- The result of this study indicates that employees who are satisfied with their job will be more committed towards the organization.

Suggestions:

- Among HR practices; management and implementation reward is one of the important practices because an employee needs reward in turn for their contribution either in monetary terms or in non-monetary terms.
- The organization should allow the employees always the possibility of using their abilities and skills keep them engaged and make them feel as if they are a part of something bigger than their individual tasks and activities.
- If employees find that their abilities and skills are not being used well or they do not find their work interesting, they often find dissatisfaction in their position.
- The company should create job satisfaction in the workplace by offering a positive work environment. A positive working environment shows that the company's willingness to go the extra mile to provide employees' needs.
- The company should persuade managers and supervisors to recognize those who perform well on a regular basis. In addition, put together a more formal program throughout the company to acknowledge high achievers in each job category.

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