

A Study on Green Human Resource Practices of Service Industries in Dindigul

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ABSTRACT

Green HR refers to the contribution of human resource management guidelines, policies, procedures and activities towards this broader agenda. It is an important concern for Human Resource because it is clearly an issue for all employees of service industries as well as customers and other stakeholders. Green Human Resource Management has a big impact without causing much expenditure; providing good environmental management and can improve sales and reduce costs, generating funds for green benefits to keep staff engaged. Green Human Resource Management assists service industries to reduce expenditure without losing their capacity. HR departments are seeing Green HR as a cutting edge way to keep their capacity in house. Top talent is considered the industry's most valuable brand image, yet many service sectors have been assuming them as expendable. As experienced, knowledgeable professionals become rare to identify and retain, service industries should continue to be creative at finding ways of keeping these highly qualified and knowledgeable employees. In this context, it is proposed to undertake a study on the employees' perception on Green Human Resource Management in Service Industries in Dindigul.

Key Words: Environmental Management, Green HRM, CSR

INTRODUCTION

Green HR refers to the contribution of human resource management guidelines, policies, procedures and activities towards this broader agenda. It is an important concern for Human Resource because it is clearly an issue for all employees of service industries as well as customers and other stakeholders. Green Human Resource Management has a big impact without causing much expenditure; providing good environmental management and can improve sales and reduce costs, generating funds for green benefits to keep staff engaged. Green Human Resource Management assists service industries to reduce expenditure without losing their capacity. HR departments are seeing Green HR as a cutting edge way to keep their capacity in house. Top talent is considered the industry's most valuable brand image, yet many service sectors have been assuming them as expendable. As experienced, knowledgeable professionals become rare to identify and retain, service industries should continue to be creative at finding ways of keeping these highly qualified and knowledgeable employees. In this context, it is proposed to undertake a study on the employees' perception on Green Human Resource Management in Service Industries in Dindigul.

SERVICE INDUSTRY

Service Industry with same resources, employees of same knowledge and skill may produce different results in green environment. It is the upbringing of workers in the service sector that makes the difference. The overall green environment of the service sector influences employees' satisfaction, participation, commitment, involvement and consequently the effectiveness of the business houses. In the present industrial scenario, there is a change in the organizational environment and inter-industry relationships because of the two important components viz., information technology and service. Services are responsible for the development of a wide spectrum of business avenues and are providing broader job opportunities. Information technology has minimized the periphery of the world. Development of the service industry can be attributed to the changing industrial economics, changing life style, changing population, changing world and changing skill.

LPG (Liberalization, Privatization and Globalization) has brought unparalleled changes in the trade, industrial and economic scenarios. Our country is fast growing from a protected economy to an open marketplace and charming integrated with the world economy. LPG environment is showing various organizations, including the service sector, to the challenges of competition. Green Environment, Service quality and the competitive market environment help business houses to get renovated. Some of these are finding difficulties to cope up with the changes and may have to face the fight against the survival of the fittest.

STATEMENT OF THE PROBLEM

Green HRM is an approach used primarily for eliminating the carbon footprint of each worker and capacity retention. More workers are becoming more worried about the environment and climate change. HRM departments are witnessing Green HRM as an important way to keep top talent in business houses. Top talent is restrained the organization's most valued strength, yet many organizations have been assuming them as expendable. As knowledgeable, experienced professionals become rare to identify and retain, organizations must continue to be creative at discovering ways of keeping these highly motivated employees. In this context, it is planned to study the factors influencing the service sector employees' perception on Green Human Resource Management in Dindigul.

OBJECTIVES OF THE STUDY

The core theme of the study is to identify the policies and procedures followed by the Service Industries regarding recruitment, selection, training and grievance of the employees.

HYPOTHESIS

The null hypothesis designed for this study is 'there is no significant difference between non corporate and corporate Service sectors in the green human resource management practices like sources, factors, types of tests and methods of training'.

SAMPLING DESIGN

The current study covers the Service industries in Dindigul. As census method is not possible, the researcher has followed the sampling method. The sample service industries are selected by following Cluster Sampling Method. The present study selected 90 Service industries of non corporate, private limited and public limited companies from all the Taluks in Dindigul District. This selection was done on a simple random basis at the rate of 3 of each form of organization from every taluk.

CONSTRUCTION OF INTERVIEW SCHEDULE

Both primary and secondary were collected for the present study. The primary data had been collected from the sample respondents. For this purpose, an interview schedule was designed for the employers. The schedule was designed to seek data on recruitment, selection, training and grievance handling.

DATA PROCESSING

The filled in interview schedules were edited properly after the collection of primary data from the respondents. A master table was prepared to condense all the information. With the help of the main table, classification tables were prepared and they were taken for analysis.

TOOLS OF ANALYSIS

The statistical tool used for the present study ranges from simple descriptive statistics to 'z' statistical test.

ANALYSIS AND INTERPRETATION

The Service Industry is one of the important sectors in the economic growth and development of our country with sustained employment prospective. The thrust on the Service Industry must therefore be one of improving competitiveness through continued up-gradation of information technology and at the same time retaining employment opportunities. In this paper an attempt is made to present the analysis and interpretation of data collected from the respondents.

PERSONNEL POLICIES

Personnel policies of the Green HRM are the statements of personnel objectives of an industry and provide a broad frame work within which decisions can be arrived at without reference to higher authorities. Personnel policies lay down the principles 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	-	-	48	80
2.	No	30	100	12	20
	Total	30	100	60	100

TABLE NO 1

It is found that in Service 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	22	73.3	60	100
2.	No	8	26.7	-	-
	Total	30	100	60	100

TABLE NO 2

It is noted from the table that in non-corporate Service sectors, 22 of the employers planned the manpower requirement for each department as well in advance and 8 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

Recruitment of new employees is needed for ensuring employee's understanding as well as it helps to develop their corporate environmental green culture in a serious way. Some business sectors like corporate sectors adopt centralized recruitment process whereas other business sectors resort to decentralized recruitment process. Every operating department in an industry 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	14	47	20	33	0.870
2.	Internet	4	13	12	20	-0.551
3.	Employee information	2	7	4	7	0.000
4.	Direct Recruiting	4	13	12	20	-0.551
5.	Employment agencies	4	13	4	7	0.741
6.	Others	2	7	8	13	-0.671
	Total	30	100	60	100	

TABLE NO 3

In case of non corporate Service sector, 47 per cent of the employers recruited their employees through advertisement, but in case of corporate Service 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 lower than the table value 1.96 at 5 per cent significance level, the hypothesis is accepted and thus it can be said that there is no significant difference between non corporate and corporate Service sectors in the weightage provided to various sources considered for selecting a candidate.

FACTORS CONSIDERED FOR SELECTION OF EMPLOYEES

Now-a- days psychological tests are being heavily used in employee selection process. A test is conducted with a view to check whether some qualities of the individuals differ in their job related traits which can be assessed. 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	30	34	60	32	0.294
2	Performance in written test	24	27	40	21	0.810
3	Performance in personal interview	24	27	60	32	-0.514
4	Recommendation	10	12	30	15	-0.692
	Total	48	100	190	100	

Note : Multiple answers considered

TABLE NO 4

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 Service 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 lower than the table value 1.96 at 5 per cent significance level, the hypothesis is statically accepted and thus it can be said that there is no significant difference between non corporate and corporate Service sectors in the weightage provided to various factors considered for selecting a candidate.

METHODS OF TRAINING

The method followed by the organizations in providing training to their employees should cover environmental and social matters. Green orientation programs for the newly appointed employees should be an integral part of the development and training process. The training itself must inform the employees about the green policies and procedures including the vision/mission statement of the organisation. Moreover, green groups of employees 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 Service sector in Dindigul.

METHODS OF TRAINING

SL.NO.	METHODS	NON CORPORATE SECTOR		CORPORATE SECTOR		Z VALUE
		NO. OF RESPONDENT S	%	NO OF RESPONDENT S	%	
1.	Job instruction	16	53	40	67	- 0.870
2.	Job rotation	10	34	12	20	0.981
3.	Internship	4	13	8	13	0.000
	Total	30	100	60	100	

TABLE NO 5

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 Service sectors in the methods of training their employees.

FACTORS AFFECTING SALARY LEVELS

Employee's salary is a benefit package provided by the management to motivate the changing behaviors of employee especially in green performance. Service sectors are needed to develop reward systems for employees in order to produce desirable behaviors in green environment. Employee compensation is an important part of human resource management. Salaries and other forms of employee benefits constitute a very large component of operating expenses.

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

TABLE NO 6

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

In the modern industrial society, Industrial Relation has become one of the most complex and complicated problems. The departments of human resource, marketing, finance, operations and systems in service sectors are put together to achieve the green corporate environmental program. 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	22	73	30	100
2	Labour turnover is low	30	100	48	80
3	Rate of retention is high	30	100	60	100
4	Rate of absenteeism is low	30	100	54	90

5	Number of strikes and accidents is low	30	100	54	90
6	Morale results in increased production and efficiency	22	73	54	90

TABLE NO 7

It is observed from the table that all the 100 per cent non corporate Service sectors have viewed that in their organization labour turnover, absenteeism and number of strikes and accidents were low. The same percentage of non-corporate Service sectors have felt that rate of retention in their organization was high. 73 per cent of the employer respondents of non corporate Service 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 Service sectors in the study area.

SUGGESTIONS

On the basis of the findings of the study, it is suggested that it is a very complex job to build and maintain the very good green human resource management in service sectors. Employee motivation is an attractive incentive that service sectors have to present an advanced approach to Green HRM, and that the emphasis is on designing HRM procedures, policies and guidelines that tend to promote employee co-operation and their participation with the organization'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 organization. However, organizations need to provide employees the motivating device of immunity and protection when environmental problems are stated. It is a continuous process which cannot be stopped even for a moment.

CONCLUSION

This paper has studied the perception of employees in service sectors on Green Human Resource Management. In conclusion, future research into Green HRM may provide positive results for all stakeholders in HRM. The study observed that linking employee involvement and participation in environmental management programmes may be improved organizational green environmental performance, perhaps via a specific focus on recycling and waste management. The Green HRM helps to safeguard and enhance employees' health and well-being. Academicians may reveal required data to add an HRM element to the knowledge base on Green Management in particular. 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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