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EMPLOYEE PERCEPTION TOWARDS GREEN HRM: AN INVESTIGATIVE STUDY

Dr. V. Tulasi Das[1]
[1]Dept. of HRM, Acharya Nagarjuna University, Guntur- 522 510, A.P, India
B. Sreedhar Reddy[2]
[2]Ph.D. Scholar, Dept. of HRM, Acharya Nagarjuna University, Guntur-522 510, A.P, India

ABSTRACT

Twenty-first century has been showing heightened interest in the environmental concerns all around the globe irrespective of related fields be it politics, public, or business. Organizations are implementing EMS (Environmental Management System) a strategic tool, to gain competitive advantage. There is a growing need for the integration of environmental management into Human Resource Management (HRM) – Green HRM – research practice. The HR functions become the driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals reflecting an eco-focus. This system provides better control of firm's environmental impacts. Keeping this in view, the researchers conducted an opinion survey to know the perception of employees on the present burning issue of Green HRM. The findings and results are presented in this article.

KEYWORDS: *Employee Involvement, Green HRM, Sustainable Development, Performance-Related Pay, Human Resource Management, Performance Management System.*

INTRODUCTION

Across the globe, we are moving from an industrial based financial system to a talent based economy. We are also entering a green economy – one in which consumer and employee expectations and future environmental change will require businesses to address "green" issues. There is a growing need for the integration of environmental management into Human Resource Management (HRM) – Green HRM – research practice. 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. Green HR is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, promotes the cause of environmental sustainability.

HR professionals indicated that encouraging employees to be more environmentally friendly in the workplace is the top practice for their organizations. This means that organizations are encouraging their employees to perform activities such as making double-sided photocopies, powering down computers after a few minutes of inactivity, using energy-efficient bulbs for desk lamps, ensuring blinds are lowered in the summer to conserve energy, donating or discounting used office furniture or supplies to employees or local charity was the top environmentally responsible practice.

Twenty-first century has been showing heightened interest in the environmental concerns all around the globe irrespective of related fields be it politics, public, or business. The recent interest in environmentalism globally has arisen from specific treaties

to combat climate change, e.g. Kyoto 1997, Bali 2007 and Copenhagen 2009 (**Victor, 2001**). Owing to the harmful consequences of industrial pollution and waste materials, including toxic chemicals, governments and NGOs round the globe promoted regulations and policies with effect of slowing down and to some extent even reverse the destruction of natural resources and its negative effect on the mankind and the society as a whole (**Christmann & Taylor, 2002; Shrivastava & Berger, 2010**).

Given the present situation the organizations have also to find out ways and techniques to deal with reduction in ecological footprints besides dealing with the economic issues. In order to attain success within the corporate community and to facilitate attainment of profit by the shareholders, organizations nowadays have to concentrate on social and environmental factors along with economical and financial factors (**Daily, Bishop, & Steiner, 2007; Govindarajulu & Daily, 2004**). The successful implementation of these sustainable corporate strategies within an organization requires both strong leadership and a concrete process (**Glavas, Senge, & Cooperrider, 2010**). The sustainability issue is fast moving up on the list of priorities of the leaders of corporate world as the awareness on incorporating "green" into the corporate strategy is making its way in business, but still the topic is not comfortable with most practitioners in the HR environment (**Wirtenberg, Harmon, Russell, & Fairfield, 2007**).

Nowadays companies are implementing EMS (Environmental Management System) a strategic tool, to gain competitive advantage. This system provides better control of firm's environmental impacts. It includes commitment, policy, planning, implementation, measurement and evaluation, review and improvement of HR systems that fit with organization's culture and long-term goals. From recruitment/on boarding to exit of an employee, Green HR policies can touch upon every facet of an employee career cycle.

The term 'green HR' is most often used to refer to the contribution of people management policies and practices towards the broader corporate environmental agenda. Green human resources refer to using every employee touch point / interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations to reduce employee carbon footprints by the likes of electronic recruiting, electronic filing, Paperless office, car sharing, job-sharing, tele-conferencing and virtual interviews, recycling, telecommuting, online training, green rewards, energy-efficient office spaces etc. The HR function will become the driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals reflecting an eco-focus.

Mampra (2013) defines Green HRM as the use of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of environmentalism which further boosts up employee morale and satisfaction. Others describe Green HRM as the use of HRM policies, philosophies, and practices to promote sustainable use of business resources and thwart any untoward harm arising from environmental concerns in organizations (**Zoogah, 2011**).HR can have a significant impact on the broader green agenda. For services-oriented business in particular, employee focused green initiatives can be extremely impactful since the workforce is often the largest single contributor to waste and pollution. Although green initiatives are often supported by an operations group, HR can also play a role in reviewing how the business works and identifying how people can act differently in order to reduce their use of energy and materials.

ADVANTAGES OF GREEN HR

- It involves undertaking eco-friendly HR initiatives resulting in:

1. greater efficiencies
2. Lower costs and better employee engagement and retention. Likes of electronic filing, car-sharing, job-sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces etc.

- Overall, being a green employer may help to increase :

1. Employee motivation and engagement (through a shared set of values).
2. Create competitive advantage from the opportunities presented by changing markets.
3. Reduce labor turnover (because the organization is one in which people want to work)
4. Improve the health of the workforce (for example, by encouraging cycling to work, car sharing, and public transport).

EFFECTS OF GREEN HRM

Performance Management System (PMS):-

- Presents the challenges of how to measure environmental performance standards across different units of the firm, and gaining useful data on the environmental performance of managers. (Tata Group of Companies)
- Tying the performance evaluations to the job descriptions mentioning the specific green goals and tasks.

Training and development:-

- Training is a key intervention to manage waste (in terms of both prevention and reduction).
- Employee training and development programmers' should include social and environmental issues at all levels, from shop floor, to executive management and board level.
- Orientation programs for the newly hired.
- Inform the employees about the green procedures and policies.
- Allied Signal Inc., who include a Total Waste Minimization (TWM) component into their training.
- An assessment of the attitudes, knowledge and skills.
- "Green teams" can be established in each department, producing general awareness and specific training.
- Speaker from out of company.
- Internal sustainability journals.

Employee Involvement (EI) and Participation (EP):-

- An EI approach in EM motivates the worker, allows them to detect problems like leakages, wastages in the process of production
- That delegating responsibilities to workers is based upon team knowledge of the causes of waste and how to reduce them.
- Involvement of employee in formulating the strategy which include the GHRM.

Performance-Related Pay (PRP):-

- An important proportion of monthly managerial bonuses are dependent upon performance based outcomes in EM.
- Du Pont base their executive compensation and bonus system for middle managers and senior officers in part on environmental stewardship practices, where bonuses can be over 10 per cent.
- They get the most commission money for pushing green products.

Recognition and Awards:-

- Senior managers at presenting awards in public meetings, and via news articles.
- Firms include paid vacations, time off, favored parking, and gift certificates with them all seen to encourage employees on environmental performance.
- Employee anniversaries can be celebrated with eco-friendly gifts like gift certificates to local natural food store, free bus pass etc.
- Build up points for positive behaviors regarding emissions reduction on a "carbon credit card" to earn extra benefits.

LITERATURE REVIEW

GHRM is a manifesto which helps to create green workforce that can understand and appreciate green culture in an organization. Such green initiative can maintain its green objectives all throughout the HRM process of recruiting, hiring and training, compensating, developing, and advancing the firm's human capital (**Dutta, 2012).** HR processes play an important role in translating Green HR policy into practice (**Renwick, 2008**); therefore, human capital and its management are instrumental to the fulfillment of EM objectives (**Hersey, 1998**). **Huslid (1995)** mentions the selection processes, incentive compensation, performance management systems, the employee involvement, and training to be central for the company's success.

Recruiting candidates with green bend of mind make it easy for firms to induct professionals who are aware with sustainable processes and are already familiar with basics like recycling, conservation, and creating a more logical world. **Grolleau et al. (2012)** in their study on impact of environmental standards of a company on recruitment of an employee found that environmental commitment of the company adds to profile of a company. In their primary survey, they found that professionals were more concerned with respect to the environmental strategy of a company.

The most important aspect of PM is performance appraisal. In addition to meeting the criteria of reliability, validity, and fairness, effective performance appraisals provide useful feedback to employees and support continuous improvements in the firm's environmental outcomes (**Jackson et al., 2011, p. 7**). Issues involved in environmental PA concern the need for managers to be held accountable for EM performance in addition to wider

performance objectives (**Renwick et al., 2013, p. 5**). We suggest that future research on green performance appraisal should focus upon issues such as environmental incidents, environmental responsibilities, communication of environmental policy, and green information system and audits.

Training and development is a practice that focuses on development of employees' skills, knowledge, and attitudes, prevent deterioration of EM-related knowledge, skills, and attitudes (**Zoogah, 2011, p. 17).** Green training and development educate employees about the value of EM, train them in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization, and provide opportunity to engage employees in environmental problem-solving (**Zoogah, 2011**). Green T&D activities make employees aware of different aspects and value of environment management. It helps them to embrace different methods of conservation including waste management within an organization.

In the context of Green HRM, rewards and compensation can be considered as potential tools for supporting environmental activities in organizations. The efficacy of green rewards and compensation was best observed in a study conducted by **Berrone and Gomez-Mejia (2009)** on 469 US firms operating in high-polluting industries. They found that the firms having eco-friendly performance paid their CEOs more than non eco- friendly firms. They also concluded that long-term company results in accordance to pay were associated with greater pollution prevention success.

Employee participation in Green initiatives increases the chances of better green management as it aligns employees' goals, capabilities, motivations, and perceptions with green management practices and systems. Involving employees in EM has been reported as improving EM systems such as efficient resource usage (**Florida & Davison, 2001**); reducing waste (**May & Flannery, 1995**); and reducing pollution from workplaces (**Kitazawa & Sarkis, 2000**).

Organizations across the world are incorporating and working toward implementing GHRM practices to gain competitive advantages among the corporate world. Complete adoption and integration of GHRM in business is not impossible but requires a changed approach toward the existing HR practices on part of both the management as well as employees simultaneously. A key role for HR environmental executives could be to guide line managers in terms of gaining full staff co-operation toward implementing environmental policies which means HR needs to nurture supporters and create networks of problem-solvers willing to act to change the current status quo (**Sathyapriya, Kanimozhi, & Adhilakshmi, 2014, p. 32**).

Though the green movement and Green HR are still in the stages of infancy, growing awareness within organizations of the significance of green issues have compelled them to embrace environment- friendly HR practices with a specific focus on waste management, recycling, reducing the carbon footprint, and using and producing green products. Clearly, a majority of the employees feel strongly about the environment and, exhibit greater commitment and job satisfaction toward an organization that is ever ready to go "Green." The effects of GHRM practices are multifaceted and require constant monitoring to recognize their potential impact on HRM issues. The Greening HRM involves specific HR's policies and practices aligned with the three sustainability pillars—environment, social, and economic balance (**Yusliza, Ramayah, & Othman, 2015, p. 1**)

OBJECTIVES

- To examine employee perceptions towards green HRM.
- To correlate the demographic factors with the perceptions of employees regarding green HRM in selected units.
- To put forth certain suggestions and conclusions based the findings that have been arrived.

HYPOTHESES

- H_{01} There is no association between education and the perceptions of employees on Green HRM practices.
- H_{02} There is no association between experience and the perceptions of employees on Green HRM practices.

RESEARCH METHODOLOGY

To fulfill the aforesaid objectives the data are collected from two sources i.e. primary and secondary sources. The secondary data are collected from various journals, periodicals, magazines, books and unpublished documents. The primary data are collected directly from the sample respondents with pre - designed and tested questionnaire.

Research Approach:-

A quantitative approach is followed in this exploratory study. The primary data are collected by using the questionnaire. Results are presented by means of descriptive group statistics and correlations.

Research Method:-

The respondents selected for this study are the employees of insurance and banking sector companies in Vijayawada. The participants were selected using convenient sampling method. Total 120 employees were selected from select insurance and banking sector companies.

DATA ANALYSIS AND RESULTS

The first part of output concerns data screening, assumption testing and sampling adequacy. Second part follows with hypothesis testing. The table -1 is an abridged version of the R-matrix (Correlation Matrix). The top values of this table contain the Pearson correlation coefficient between all pairs of the factors whereas the bottom value contains the single-tailed significance of these coefficients.

Table- 1: Correlation Matrix[a]

	1	2	3	4	5	6	7	8	9	10	11	12
Correlation												
E- Recruiting	1.000											
E- Filing	.439	1.000										
Paperless Office	.634	.665	1.000									
Car Sharing	.459	.481	.733	1.000								
Job Sharing	.730	.483	.725	.538	1.000							
Teleconferencing	.618	.586	.680	.479	.645	1.000						
Recycling	.490	.599	.436	.422	.557	.488	1.000					
Telecommuting	.508	.684	.579	.425	.595	.630	.711	1.000				
Online Training	.098	.194	.274	.190	.256	.104	.144	.296	1.000			
Green rewards	.399	.744	.635	.467	.464	.589	.622	.885	.360	1.000		
Energy efficient Office space	.330	.415	.294	.375	.386	.397	.730	.541	.042	.472	1.000	
Virtual Interviews	.201	.119	.280	.405	.196	.077	.163	.203	.682	.233	.163	1.000
Sig. (1-tailed)												
E- Recruiting												
E- Filing	.000											
Paperless Office	.000	.000										
Car Sharing	.000	.000	.000									
Job Sharing	.000	.000	.000	.000								
Teleconferencing	.000	.000	.000	.000	.000							
Recycling	.000	.000	.000	.000	.000	.000						
Telecommuting	.000	.000	.000	.000	.000	.000	.000					
Online Training	.143	.017	.001	.019	.002	.128	.058	.001				
Green rewards	.000	.000	.000	.000	.000	.000	.000	.000	.000			
Energy efficient Office space	.000	.000	.001	.000	.000	.000	.000	.000	.323	.000		
Virtual Interviews	.014	.098	.001	.000	.016	.203	.038	.013	.000	.005	.038	

a. Determinant = 6.683E-005

The researcher first scanned the significant values and looked for any variable for which the majority of values are greater than 0.05. Then scanned the correlation coefficients themselves and looked for any value greater than 0.9. If anyone is found more than 0.9 then there is a problem of singularity in the data and thus those variables have to be removed. But here all top values are below 0.9 only, so there is significant correlation between each and every pair.

Second part of correlation values shown that there is a significant correlation between the variables, because Marjory of the values are below 0.05. The determinant of the matrix must be greater than 0.00001. Here it shows the determinant value is 6.683. So multi-co linearity (according to changes in one dimension other dimensions are also changing i.e., eligible for comparisons) is not a problem for this data. To sum up, all the factors correlate fairly well and none of the correlation coefficients are particularly large therefore no need to eliminate any dimension at this stage. After declaring these aspects, the researcher made KMO and Bartlett's test.

KMO (Kaiser-Meyer-Olkin) and Bartlett's test:-

The KMO statistic varies between 0 and 1. A value of 0 indicates that the sum of partial correlations is longer than the relative the sum of correlations, indicating diffusion in the pattern of correlations (if so the factor analysis is likely to be inappropriate). A value close to 1 indicates that patterns of correlations are relatively compact, so the factor analysis should yield distinct and reliable factors. Following table 2 shows the results of the KMO and Bartlett's test.

Table- 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.813
Bartlett's Test of Sphericity	Approx. Chi-Square	1097.530
	df	66
	Sig.	.000

The above table-2 reveals that KMO value i.e., .813 is neither nearer to 0 nor close to 1. So we can say that the range of being is good. Bartlett's measure tests the null hypothesis that the original correlation matrix is an identity matrix. For factor analysis, we need some relationships among variables and if the R-matrix is an identity matrix then all correlation coefficients would be zero. Therefore, we want this test to be significant (i.e., have a significant values less than 0.05). A significant chi-square test tells that the R-matrix is not an identity matrix. For this data, Bartlett's test is highly significant ($p<0.001$), therefore the factor analysis is appropriate.

Table- 3: Anti-image Correlation Matrix

	1	2	3	4	5	6	7	8	9	10	11	12
E- Recruiting	**.869**[a]											
E- Filing	.015	**.925**[a]										
Paperless Office	-.182	-.296	**.821**[a]									
Car Sharing	.127	.019	-.489	**.821**[a]								
Job Sharing	-.356	.124	-.410	-.071	**.798**[a]							
Teleconferencing	-.203	-.086	-.188	.008	-.120	**.950**[a]						
Recycling	-.138	-.261	.195	-.087	-.199	.110	**.856**[a]					
Telecommuting	-.076	.006	.224	.084	-.333	-.129	-.186	**.822**[a]				
Online Training	.250	-.001	-.021	.281	-.320	.053	.007	.072	**.520**[a]			
Green rewards	.093	-.238	-.325	-.045	.387	-.042	-.029	-.754	-.259	**.780**[a]		
Energy efficient Office space	.089	.048	.126	-.115	-.040	-.122	-.533	-.019	.176	-.058	**.826**[a]	
Virtual Interviews	-.250	.096	-.003	-.398	.239	.100	.019	-.069	-.719	.120	-.151	**.527**[a]

Table 3 shows KMO, Barlett's test of sphercity and anti-image correlation matrix. As Kaiser (1974) recommends a bare minimum of .5 and that values between .5 and .7 are mediocre, values between .7 and .8 are good, values between .8 and .9 are great, and values above .9 are superb (Hutcheson and Sufroniun, 1999). The KMO values for individual variables are produced on the diagonal of the anti-image correlation matrix. After scanning it is found that for all variables the values are above the bare minimum of 0.5. Thus, all the variables can be considered for further analysis.

Communalities:-

Initial communalities are estimates of the variance in each variable accounted for, by all components

or factors. Extraction communalities are estimates of the variance in each variable accounted for the factors (or components) in the factor solution. Following table -4 gives the details of communalities of Green HRM practices.

Table- 4: communalities

Communalities		
	Initial	**Extraction**
E- Recruiting	1.000	.699
E- Filing	1.000	.653
Paperless Office	1.000	.846
Car Sharing	1.000	.598
Job Sharing	1.000	.747
Teleconferencing	1.000	.708
Recycling	1.000	.780
Telecommuting	1.000	.824
Online Training	1.000	.825
Green rewards	1.000	.782
Energy efficient Office space	1.000	.644
Virtual Interviews	1.000	.825
Extraction Method: Principal Component Analysis.		

The above table-4 shows the communalities of extraction. Principal component analysis works on the initial assumption that all variances are common; therefore in the initial the communalities all are 1. The communalities in the column labeled extraction reflect the common variance in the data structure. Paperless Office associated with 84.6 per cent of variance recorded is common or shared variance. Another way to look at these communalities is in terms of the proportion of variance explained by the underlying factors.

To know about the exact level of variance among variables is initially assumed as all communalities are '1'. Then found the differentiated values for each variable. Here E- Recruiting 69.9 per cent, E- Filing 65.3 per cent, Car Sharing 59.8 per cent, Job Sharing 74.7 per cent, Teleconferencing 70.8 per cent, Recycling 78.0 per cent, Telecommuting 82.4 per cent, Online Training 82.5 per cent, Green rewards 78.2 per cent, Energy efficient Office space 64.4 per cent and Virtual Interviews 82.5 per cent. These indicate the variance in structure. It will show in detail in the following table-5.

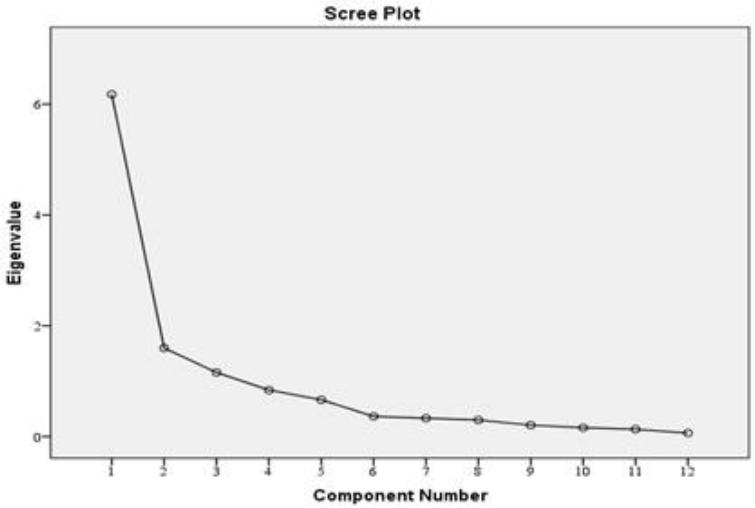
Table-5: Total Variance Explained

Component	**Initial Eigenvalues**			**Extraction Sums of Squared Loadings**			**Rotation Sums of Squared Loadings[a]**
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**	**Total**
1	6.176	51.464	51.464	6.176	51.464	51.464	5.208
2	1.598	13.316	64.781	1.598	13.316	64.781	2.199
3	1.158	9.649	74.430	1.158	9.649	74.430	4.911
4	.841	7.008	81.438				
5	.665	5.538	86.976				
6	.365	3.041	90.017				
7	.332	2.771	92.788				
8	.300	2.502	95.290				
9	.207	1.723	97.013				
10	.161	1.338	98.351				
11	.133	1.105	99.457				
12	.065	.543	100.000				
Extraction Method: Principal Component Analysis.							
a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.							

The above table 5 reveals that Eigen values associated with each factor represent the variance explained by that particular linear component. It also displays the Eigen values in terms of the percentage of variance explain. So factor 1 explains 51.464, factor 2 explains 13.316, and factor 3 explains 9.649 per cent of total variance; it should be clear that these three factors explains relatively large amount of variance of 74.430. It should be clear that the first three factors explain relatively large amount of variance whereas subsequent factors explain only small amounts of variance. There are three factors among all with Eigen value greater than 1. The Eigen values associated with these factors are again displayed and the percentages of variance explained in the columns are labeled extraction sums of squared loadings.

From the above table 5 we can say only first three factors in Green HRM practices are highly changeable aspect in the organization and the remaining were of not that much. Because it only exceeds Eigen value more than 1. Below scree plot graph-1 presents variant levels of Green HRM practices dimensions.

Graph-1 showing variance levels



The scree plot -1 graphs the Eigen value against the factor number. These values are in the first column of the table -5. From the third factor the line is almost flat, this resemble that each successive factor is accounting for smaller and smaller amount of the total variance. Following table -6 brings the details of pattern matrix of Green HRM practices dimensions.

Table-6: Pattern Matrix[a]

	Component		
	1	2	3
Paperless Office	.889		
E- Recruiting	.880		
Job Sharing	.834		
Teleconferencing	.719		
Car Sharing	.694		
Online Training		.907	
Virtual Interviews		.899	
Energy efficient Office space			.885
Recycling			.867
Telecommuting			.774
Green rewards			.749
E- Filing			.580
Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.			
a. Rotation converged in 8 iterations.			

On the basis of Oblimin with Kaiser Normalization, three factors emerged. These three factors are constituted of all those variables that have factor loadings greater than or at least equal to 0.5. Thus, these factors are conceptualized as "Green HRM practices dimensions". The identified factors with the associated variable and factor loadings are given above. So all these dimensions are combined together to get the Green HRM practices dimensions

Table-7: Component Correlation Matrix

Component	1	2	3
1	1.000	.244	.581
2	.244	1.000	.172
3	.581	.172	1.000
Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.			

The final part of the factor analysis output is a correlation matrix between the factors. This matrix contains the correlation coefficients between the factors. From table 6 it is understood that all the factors are interrelated with each other to some degree. The fact that these correlations exists tells that the constructs measured can be interrelated. If the constructs are independent then the component correlation matrix should have been identity matrix. Therefore, from this final matrix it appears that the independence of the factors cannot be assumed.

Table-8: One-way ANOVA Green HRM Practices by Education of the Employees

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
E- Recruiting	Between Groups	26.057	4	6.514	6.919	.000
	Within Groups	108.268	115	.941		
	Total	134.325	119			
E- Filing	Between Groups	8.859	4	2.215	2.245	.068
	Within Groups	113.466	115	.987		
	Total	122.325	119			
Paperless Office	Between Groups	10.011	4	2.503	5.332	.001
	Within Groups	53.981	115	.469		
	Total	63.992	119			
Car Sharing	Between Groups	13.605	4	3.401	4.331	.003
	Within Groups	90.320	115	.785		
	Total	103.925	119			
Job Sharing	Between Groups	16.026	4	4.006	5.151	.001
	Within Groups	89.441	115	.778		
	Total	105.467	119			
Teleconferencing	Between Groups	11.666	4	2.916	3.518	.010
	Within Groups	95.326	115	.829		
	Total	106.992	119			
Recycling	Between Groups	5.833	4	1.458	1.081	.369
	Within Groups	155.159	115	1.349		
	Total	160.992	119			
Telecommuting	Between Groups	3.052	4	.763	.995	.413
	Within Groups	88.148	115	.767		
	Total	91.200	119			
Online Training	Between Groups	66.629	4	16.657	10.235	.000
	Within Groups	187.162	115	1.627		
	Total	253.792	119			
Green rewards	Between Groups	2.708	4	.677	1.018	.401
	Within Groups	76.492	115	.665		
	Total	79.200	119			
Energy efficient Office space	Between Groups	21.597	4	5.399	2.830	.028
	Within Groups	219.395	115	1.908		
	Total	240.992	119			
Virtual Interviews	Between Groups	88.986	4	22.246	16.096	.000
	Within Groups	158.939	115	1.382		
	Total	247.925	119			

The information presented in the above table observed that H01, H03, H04, H05, H06, H09, H11, H12 (E-Recruiting, Paperless Office, Car Sharing, Job Sharing, Teleconferencing, Recycling, Online Training and Virtual Interviews) are significant at 5% level. It is observed that for H02 (E- Filing), H07 (Recycling), H08 (Telecommuting) and H10 (Telecommuting), there is no significant difference in perceptions of the employees by Education. Therefore we can conclude that there is an influence of the Education on the employee's perception on the Green HRM Practices.

Table-9: One-way ANOVA Green HRM Practices by Experience of the Employees

ANOVA						
		Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
E- Recruiting	Between Groups	8.563	4	2.141	1.957	.106
	Within Groups	125.762	115	1.094		
	Total	134.325	119			
E- Filing	Between Groups	7.192	4	1.798	1.796	.134
	Within Groups	115.133	115	1.001		
	Total	122.325	119			
Paperless Office	Between Groups	1.191	4	.298	.545	.703
	Within Groups	62.801	115	.546		
	Total	63.992	119			
Car Sharing	Between Groups	1.588	4	.397	.446	.775
	Within Groups	102.337	115	.890		
	Total	103.925	119			
Job Sharing	Between Groups	10.280	4	2.570	3.105	.018
	Within Groups	95.187	115	.828		
	Total	105.467	119			
Teleconferencing	Between Groups	5.943	4	1.486	1.691	.157
	Within Groups	101.049	115	.879		
	Total	106.992	119			
Recycling	Between Groups	16.318	4	4.080	3.243	.015
	Within Groups	144.673	115	1.258		
	Total	160.992	119			
Telecommuting	Between Groups	14.248	4	3.562	5.323	.001
	Within Groups	76.952	115	.669		
	Total	91.200	119			
Online Training	Between Groups	14.363	4	3.591	1.725	.149
	Within Groups	239.429	115	2.082		
	Total	253.792	119			
Green rewards	Between Groups	8.770	4	2.193	3.580	.009
	Within Groups	70.430	115	.612		
	Total	79.200	119			
Energy efficient Office space	Between Groups	23.614	4	5.904	3.123	.018
	Within Groups	217.377	115	1.890		
	Total	240.992	119			
Virtual Interviews	Between Groups	4.635	4	1.159	.548	.701
	Within Groups	243.290	115	2.116		
	Total	247.925	119			

The information presented in the above table observed that H05, H07, H08, H09, H10, H11 (Job Sharing, Recycling, Telecommuting, Green Rewards, Energy efficient Office space) are significant at 5% level. It is observed that for H01 (E- Recruiting), H02 (E- Filing), H03 (Paperless Office), H04 (Car Sharing), H06 (Teleconferencing), H09 (Online Training), and H12 (Virtual Interviews), there is a significant difference in perceptions of the employees by Experience. Therefore we can conclude that there is no influence of the Experience on the Employee's perception on the GHRM practices.

FINDINGS OF THE STUDY

- ✧ All values in the correlation matrix are below 0.9, therefore there is no problem of singularity in the data and thus no variables have to be removed.
- ✧ There is a significant correlation between the variables, because Marjory of the values are below 0.05 in correlation matrix.

- Both individual and combined KMO values are significant so sample size is adequate.
- Bartlett's test is highly significant ($p<0.001$), therefore the factor analysis is appropriate.
- Majority values in the communalities extraction are more than .6, so system generated components can me appropriate.
- The scree plot shows that 3 components has significant variance, where as others seems to be flat.
- Total 12 GHRM practices found to be significant in employee perception.
- Employee's perceptions are not significantly influences by the experience of the respondents.
- Employee's perceptions are significantly influences by the education of the respondents.
- High factor loadings for GHRM practices and significant influence of demographical variables clearly indicating that highly educated and senior employees have better knowledge of GHRM practices. Thus, they strongly recommended GHRM practices, but due to less awareness others responded differently.

SUGGESTIONS

As per the finding it is understood that less educated and junior employees have little or no knowledge of GHRM. Thus, management has to conduct awareness programs and training programs also should be conducted with this regard. Employee training and development programmes should include social and environmental issues at all levels, from technical health and safety considerations on the shop floor, to strategic sustainability issues at executive management and board level. Training is a key intervention to manage waste (in terms of both prevention and reduction), and occurs through organizations training teams of front-line employees to produce a waste analysis of their work areas. It is suggested that green teams can be established in each department, producing general awareness and specific training.

An important way in which employee involvement and participation can be encouraged within the organization is to seek entrepreneurs within the company who are socially or ecologically oriented known as eco-entrepreneurs.

Organizations are encouraging employees to think of ideas to reduce carbon emissions and save energy. A variable pay element can be added to the compensation system by linking the pay to eco-performance. Work organizations can benefit from rewarding waste reduction practices that teams develop. Green rewards can include the use of workplace and lifestyle benefits, ranging from carbon credit offsets to free bicycles, to engage people in the green agenda while continuing to recognize their contribution **(Pillai & Sivathanu, 2014, p. 1)**.

Organizations may wish to engage in giving employees positive rewards in terms of verbal feedback from supervisors, as such informal verbal and written feedback which might help motivate employees towards environmental improvements. Socially responsible and sustainable service sector organisations that employ green HRM practices reap benefits by attracting and retaining good employees. Improved employee retention translates into low replacement costs. Many green companies these days boast low employee turnover rates compared to their non-sustainable counterparts.

CONCLUSION

Green process and policies are now making their way through within the HR space complementing the existing green practices and initiatives. Green HR efforts have resulted in increased efficiencies, cost reduction, employee retention, and improved productivity, besides other tangible benefits. The employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programs to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products. The green human resource management has the responsibility to create green awareness among the new talent and the existing employee working for the organization, encourage their employees for helping the organization to reduce the causes of environmental degradation through green movement, green programs and practices, sustainable growth and development. Green HRM can enhance willingness, inspiration and commitment to employees to contribute their efforts, ideas to the greening of their organization. The green HRM efforts results in increased efficiencies, sustainable use of resources, less wastage, improved job related attitude, improved work life balance, improved quality of work life, lower costs, improved employee performance and retention which help organization to reduce employee carbon footprints by the mean of Green HRM.

Further Scope and Implications of the Study:-

This research paper focus on to study the perception of employees of service organizations on green human resource management. The sample size of this study is 120 respondents only. Therefore, a lot of further scope for extensive research. There are a number of

reasons for companies to adopt Green HRM practices within the organization that will not only benefit for the organization but also give advantages to the development of human capital, which may leads to a way for quality of work life. Green HRM practices, improve employee morale and this may help to save environment and that will be beneficial for both the company and the employee.

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