

Employee Involvement With Green Human Resource Management Policies And Practices In Manufacturing Units: A Descriptive Study

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Abstract

Green Human Resource Management (GHRM) refers to executing Human Resource management (HRM) policies to ascertain sustainable use of essential business resources to promote eco-friendly practices. In today's world, Green Human Resource Management (GHRM) has become a key business strategy for the organizations. As a part of Corporate Social Responsibilities, many organizations in India have adopted green initiatives. The key among them are minimizing carbon footprint, saving natural resources, decreasing industrial waste and increasing awareness among employees. This study largely focuses upon the various Green Human Resource Management policies and practices adopted by the various manufacturing organizations in Dhulagarh, Dasnagar, and Belilious Lane regions of Howrah district and how their employees are involved in such initiatives. The employee involvement to any newly adopted process will lead the process towards effectiveness. The study was primarily conducted in rural industrial areas with the medium and small manufacturing establishments. The study illustrates the status of green human resource management initiatives of these organisations and how the employees recognise and relate themselves with these now-age activities. A sample of 65 respondents was selected and their responses were documented regarding GHRM policies and practices in those organisations. The survey involved all employee hierarchies in sample to obtain comprehensive and more representative opinions about the research problem –the employee involvement with Green HRM policies and practices of their respective organisations.

Keywords: Sustainable Development, Green HRM, Corporate Social Responsibility, Employee Involvement, medium and small-level manufacturing industries, Howrah District, West Bengal

Introduction:

Utilization of HRM arrangement for maintenance of assets inside the organization in eco-friendly manner is termed as GHRM. In general, GHRM is the positive integration of natural administration with human asset administration i.e., advanced natural sustainability. Green HRM basically deals with two basic components, eco-friendly HR practices and preservation of knowledge capital or conservation of information capital. Green HRM is advanced natural supportability and judicious utilization of human as well as environmental resources.

Economic improvement has been the centre of all businesses over the world over a long period of time. Profits are supposed to be earned by the commercial world, but not at the expense of the environment (Madan, 2016). The goal of economic development in every region is to provide people with better living and work possibilities. The important feature of economic development is Industrialization (Sahoo & Sethi, 2020). The positive economic and social effects of industrialized growth have been accompanied by severe environmental deterioration (Bhandari, 2017). Indian businesses are moreover attempting to tune up with such eco-friendly practices. It has been observed that the Green HRM has been a

noteworthy cutting edge for organizations independent of their industrial affiliations. HR management that incorporates sustainable development aspirations into its processes and regulations can allow enterprises to gain a competitive edge that lasts (Almada & Borges, 2018). This can be achieved through effective implementation of Green HRM practices like green recruitment, green selection, green analysis, green training, green performance, etc. which will create a green environment and pollution-free environment to live and increase sustainability and gain competitive advantage which actually going towards to attain organizational effectiveness and maintain green organizational culture As a result, green human resource management (GHRM) has been identified as a significant business driver for developing businesses where the Human Resources department plays a vital role in implementation efforts for the environment (Ahmad, 2015). Organizations are keenly active towards “Going Green” movement and conducting more programs of Corporate Social Obligation. The activity like car sharing, cycling, open transport system incorporates inside Green HRM functions for the cause of alteration of climate and other natural issues, and preparation of strategies in work field which ultimately decrease the utilization of vitality and other assets.

Some Green HRM activities are done by the workers for their own ventures and bolster natural charities of the workplace. For maintaining progressing trade in organization, union agents prepare green plan at office. Reducing carbon footprints of the workers also important GHRM implementation at the office premises which leads to watch the environmental sustainability. The various active functions like video conference interview, electronic filing, ride sharing, and recycling and reusing papers are making more imperative viable options for office spaces. Implementing a green aspect into HRM will undoubtedly result in long-term benefits that will help organizational performance (Wong et al., 2013). Green HR initiatives increase productivity and provide a business-friendly environment. Organizations would add value to their brand image

by doing so. Green recruiting, selection, induction, performance assessment, remuneration, and awards are all effective instruments for making staff more eco-friendly and so ensuring the long-term viability of the company (Neeraja, 2018). In this paper the researcher aimed at focusing the various Green Human Resource Management policies and practices adopted by the various manufacturing organizations in Dhulagarh, Dasnagar, and Belilious Lane regions of Howrah district and how their employees are involved in effective of implementation of Green HRM practices.

Problem statement:

There is large industrial diversity at Howrah district, West Bengal, starting from manufacturing ships, rail locomotives, industrial furnace, galvanization, metallurgical units, chemical units, battery manufacturing unit, foundry etc. The industrial estates of this district are referred as highly polluting due to the abovementioned industrial activities and lack of awareness about sustainability and clean environment.

The conventional HR practice does not include the sustainability component. The HR functions in the areas of small-to-medium scale manufacturing units still follow the conventional HR practices. This leads to the issue of noncompliance with the environmental and social norms in these organisations. This results to high rate of occupational hazards and diseases and the resultant employee absenteeism, alienation, as well as attrition.

Objectives:

- To identify the existing green HRM initiatives of manufacturing units in Howrah district West Bengal.
- To understand the status of employee involvement with the green HRM policies and practices of the abovementioned organisations.

Scope of Study:

The scope of the research work is extended to the following areas:

- The research was conducted in manufacturing industry in Howrah district West Bengal.
- Medium and small-level companies operating in this region belonging to that industry was chosen as sample organisations.
- The research involved line and staff managers and baseline workers of the abovementioned organisations as respondents of the survey.
- In addition to that, senior managers were also the respondents of the survey.
- The relevant secondary data was also collected regarding green HRM policies and practices.

Literature Review:

The term green HRM refers to human resource management policies that promote the sustainable use of resources within business organizations and, more broadly, the cause of environmental sustainability (Neeraja, 2018). HRM activities that are environmentally friendly improve environmental services (Beri et al., 2020). The future of green practices lies in achieving the organization's social sustainability objectives (Amrutha & Geetha, 2020). The GHRM practices, green organisational culture facilitators, and a company's environmental performance and pro-environmental HRM strategies like as hiring, training, assessment, and incentives aid in the establishment of green organisational culture (Roscoe et al., 2019). Green human resource management might improve environmental performance in higher education institutions in developing countries (Gill et al., 2021). In the manufacturing industry, it has been experienced that by implementing green HR development the gap between environmental strategy and HR development as well as internal consistency can be bridged (Piwowar-Sulej, 2021). GHRM has a significant positive predictive effect on employees' green behaviour, the relational psychological contract plays an intermediary role between GHRM and employees' green behaviour, and the

intermediary role of the relational psychological contract is regulated by environmental knowledge (Zhu et al., 2022). The green HRM practices in selected Indian organization had an impact on the quality of work-life of employees (Jayashree, 2019). Sustainable and eco-friendly HRM practices emphasised employee green behaviour (Sohaib Zubair, 2019). The study about the employee's perception towards green HRM initiatives measured the involvement of employees and their participation in the case of green HRM practices. The findings of this research largely supported the underlying facts that the employees are concerned about both individual role in the green initiatives and organizational role in implementing green HRM policy in the organization (Rajput & Pachauri, 2018). Another study discussed different types of management strategies adopted by the organizations and also attempted to contribute to the emerging field of green management of the organizations and the sustainable development of the stakeholders (Loknath & Azeem, 2017). Green HRM practices found to be the means of promoting corporate social responsibility (Chowdhury et al., 2017). Strategic implementation of green HRM practices in Kolhapur-based industries was emphasized in a study. The study mainly focused on green HRM initiatives taken by manufacturing industries and to identify the awareness among the employees with regard to Green HRM practices (Menon, 2016). It was identified that the green HRM creates a sense of morale and loyalty among employees towards the firms' sustainability initiatives (Das, 2016). Evolution of conventional HRM towards green HRM was ascertained (Sarode & Patil, 2016). A study explored the role of green human resource management on organizational attractiveness and prestige and had identified that the organisations practicing green HRM attract prospective employees better (Nejati and Ahmad, 2015). The positive relationship between human resource management (HRM) practices and organizational ethical climates and sustainability had been identified (Guerci et al., 2015).

Gaps in existing Research:

On the basis of the review of existing literature, a requirement to understand the contribution of green HRM towards organizational effectiveness has been identified. In this regard, the employee involvement with the process of green HRM in the organisations was found to be necessary to be assessed, as employee involvement is an indicator of organisational effectiveness (Myilswamy & Gayatri, 2014).

Methodology:

This study adopts descriptive research methodology. Dataset has been constructed with the primary data. Questionnaire survey along with the personal interviews was performed. To be precise, questionnaire survey method was used for the rank and file of the organizations from the aforementioned industry. A blend of both the instruments was used for executives of the organizations. Finally, cross tabulation has been used to describe the data obtained. The sample size was 65 and non-probabilistic sampling i.e. snowball sampling technique was used for this study. The 5-point Likert scale has been used in the items.

Data Presentation and Interpretation:

Questionnaire survey and personal interview were conducted for this study for 45 workers and 20 management officials. This constitutes the entire sample of 65. The variables for this study were as follows:

1. Adoption of Green HRM practices by top management.
2. Policy of generating consciousness among employees regarding Green HRM.

3. Encouragement for employees to execute Green HRM activities.
4. Effective employee reward system to encourage eco-friendly activities of employees.
5. Effective training programmes to develop Green HRM skills.
6. Maintenance of electronic record keeping system for HR functions.
7. Use of recycled items in the office.
8. Awareness of energy-saving practices in plants and offices.
9. Limited usage of papers and non-biodegradable plastics in plants and offices.
10. Effectiveness of environmental management system (as reflected through compliance records of the organizations).

Based on the response obtained from the respondents of this survey, the following tables has been constructed showing employees' (including managerial groups) opinion about Green HRM practices in their organizations. The table shows the distribution of number of respondents across the scales. This survey tested the awareness level of employees about the policies and practices of Green HRM. The adequate awareness indicates that the employees are involved in the evolutionary process of Green HRM from the conventional HRM. On the other hand, less awareness indicates less employee involvement. The data obtained from the survey are charted below and described in the following section of the article.

Sl	Study Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total Respondents
1	Adoption of Green HRM policies by top management.	24	20	11	8	2	65
2	Policy of generating consciousness among employees	23	18	15	8	1	65

	regarding Green HRM.						
3	Encouragement for employees to execute Green HRM activities	18	21	14	10	2	65
4	Effective employee reward system to encourage eco-friendly activities of employees	12	24	10	12	7	65
5	Effective training programmes to develop Green HRM skills	13	21	12	10	9	65
6	Maintenance of electronic record keeping system for HR functions.	11	24	16	8	6	65
7	Use of recycled items in the office.	10	22	18	12	3	65
8	Awareness of energy-saving practices in plant and office.	9	28	13	14	1	65
9	Limited usage of papers and non-biodegradable plastics in plants and offices.	10	23	17	12	3	65
10	Effectiveness of environmental management system (as reflected through compliance records of the organizations)	14	23	14	10	4	65

The above table shows for study variable “Adoption of Green HRM policies by top management”. In response, 24 respondents strongly agreed and 20 respondents agreed. Eleven respondents remained

neutral. Eight respondents disagreed and 2 respondents strongly disagreed about the policy information disseminated to the employees.

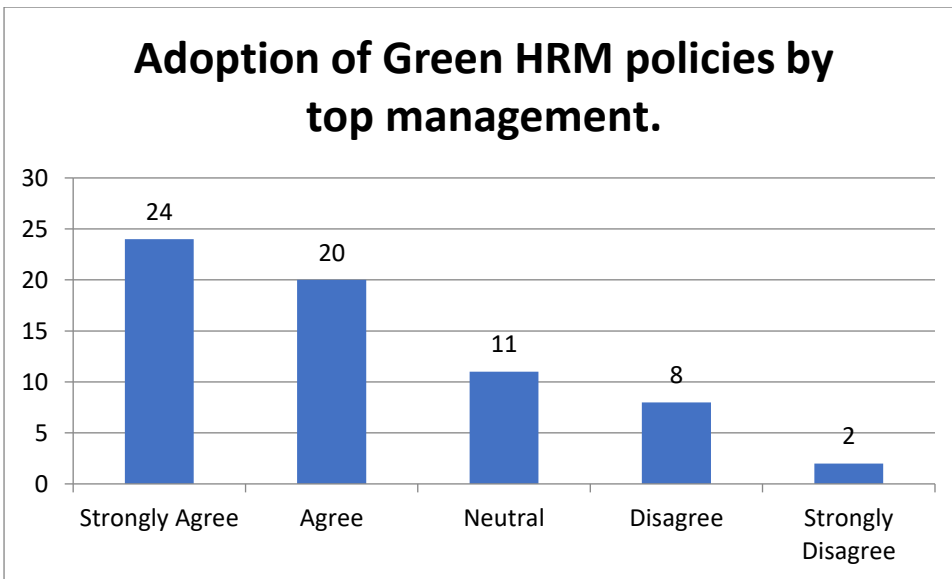


Figure 1: Employee response about adoption of Green HRM policies by top management.

In case of “Policy of generating consciousness among employees regarding Green HRM”, there are 23 respondents who strongly agreed, 18 respondents are agreed, 15 respondents are neutral.

Among the remaining 9 respondents, 8 are disagreed and 1 is strongly disagreed about the policy information.

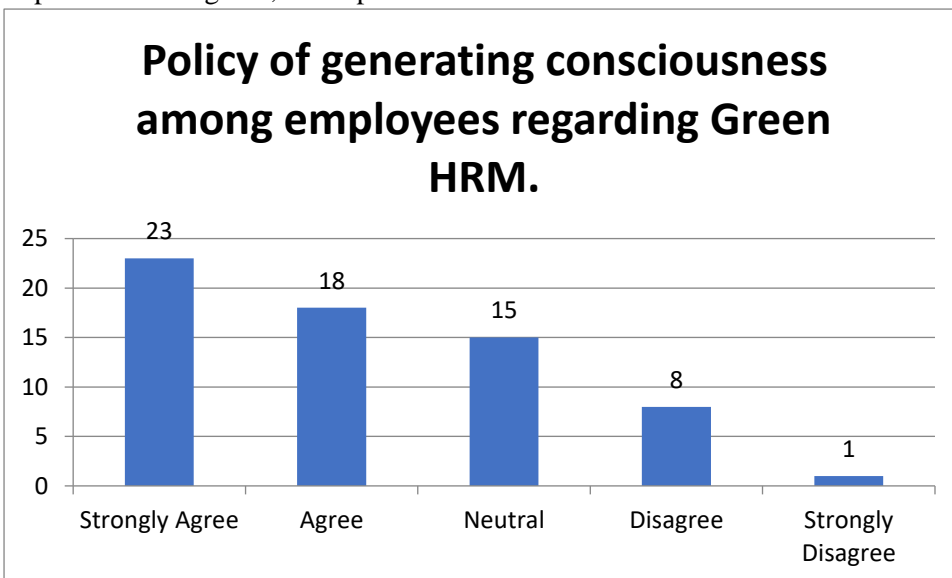


Figure 2: Employee response about policy of generating consciousness among employees regarding Green HRM.

Regarding “Encouragement for employees to execute Green HRM activities” 18 respondents are strongly agreed, 21 respondents are agreed, 14

respondents are neutral, 10 respondents are disagreed and remaining 2 respondents are strongly disagreed about the encouragement practices.

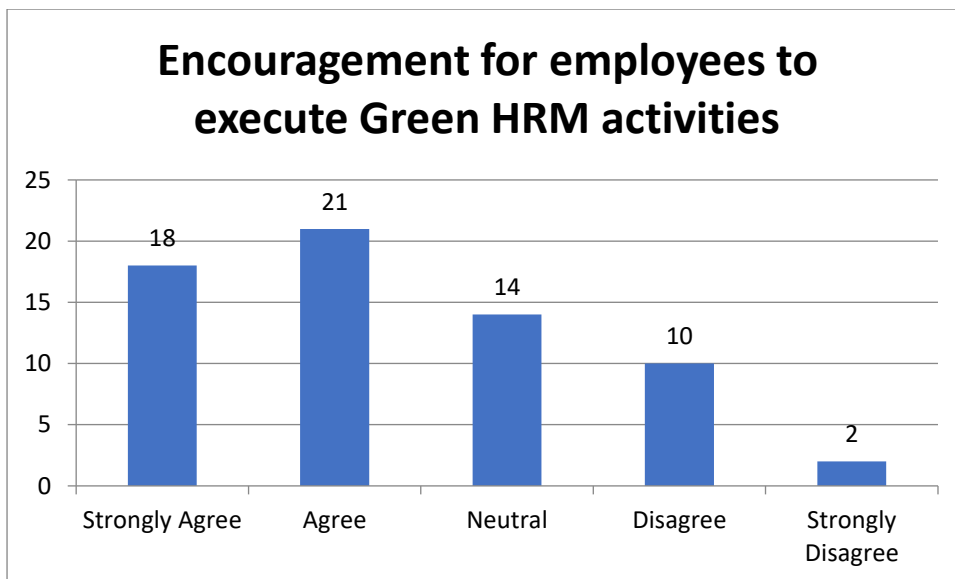


Figure 3: Employee response about Encouragement for employees to execute Green HRM activities.

Regarding the variable “Effective employee reward system to encourage eco-friendly activities of employees” 12 respondents are strongly agreed,24 respondents are agreed,10 respondents are

neutral,12 respondents are disagreed and 7 respondents are strongly disagreed about the information of such reward system.

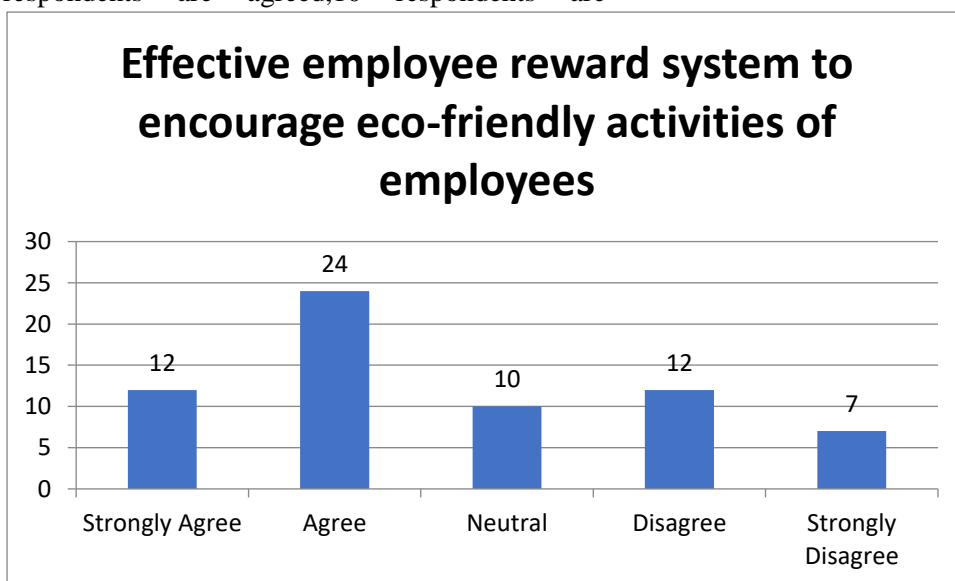


Figure 4: Employee response about Effective employee reward system to encourage eco-friendly activities of employees.

Regarding the variable “Effective training programme to develop Green HRM skills” 13 respondents are strongly agreed, 21 respondents are

agreed,12 respondents are neutral,10 are disagreed and 9 are strongly disagreed about the information of policy regarding the Green HRM training.

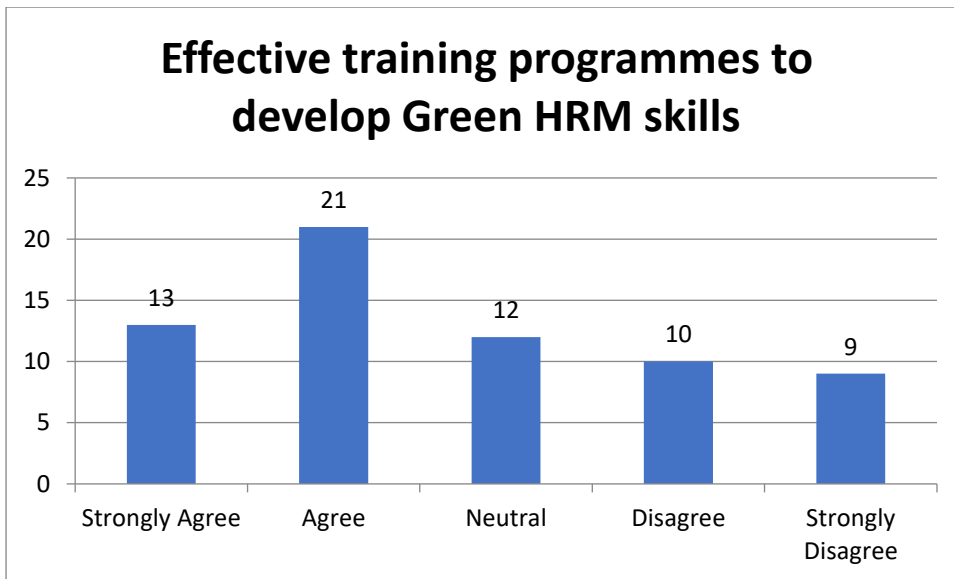


Figure 5: Employee response about Effective training programmes to develop Green HRM skills.

The employee response regarding the practice of “Maintenance of electronic record keeping system for HR functions” shows 11 respondents are strongly agreed, 24 respondents are only agreed, and 16 respondents are neutral. Among the

remaining fourteen respondents, 8 are disagreed and 6 are strongly disagreed about the use of electronic record keeping system for HR functions like biometric attendance system, employees’ self-service portal, electronic payslip generation etc.

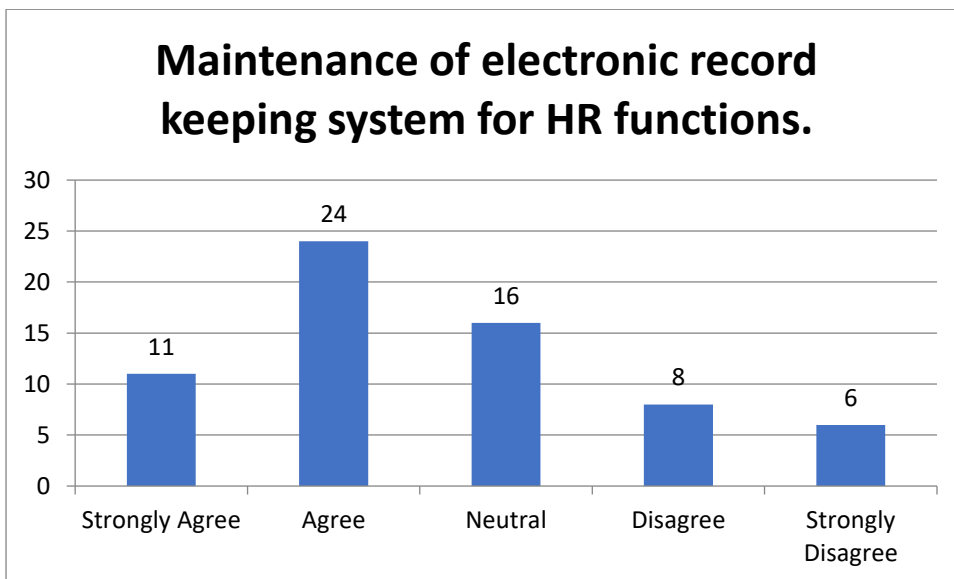


Figure 6: Employee response about maintenance of electronic record keeping system for HR functions.

In case of “Use of recycled items in the office” 10 respondents are strongly agreed, 22 respondents are agreed, 18 respondents are neutral, and 12

respondents are disagreed, 3 respondents are strongly disagreed about the practice of using recycled items in the office.

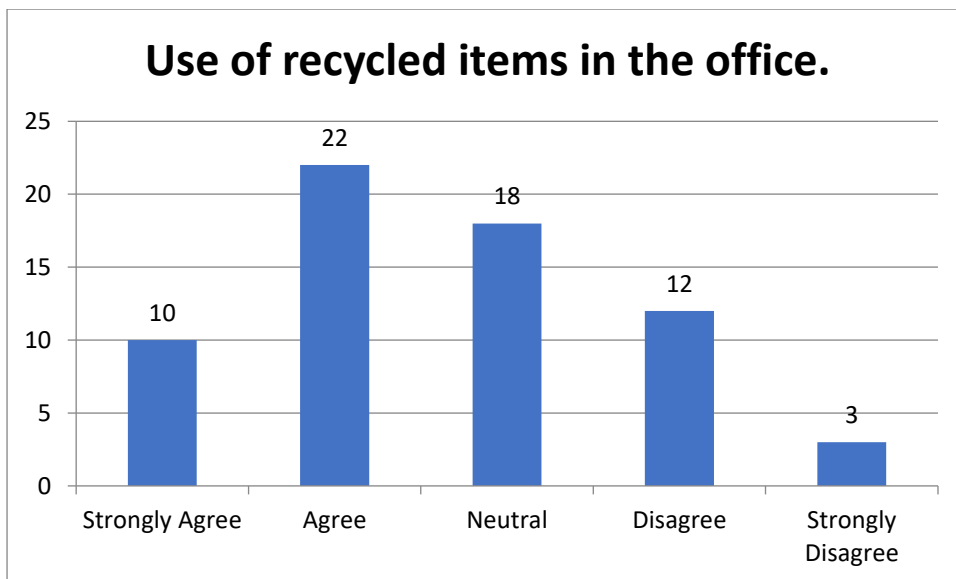


Figure 7: Employee response about use of recycled items in the office.

Regarding the variable “Awareness of energy saving practices in plant and office”, there are 9 respondents who strongly agreed, 28 respondents

who agreed, 13 respondents who are neutral, 14 respondents are disagreed and just 1 is strongly disagreed about such awareness.

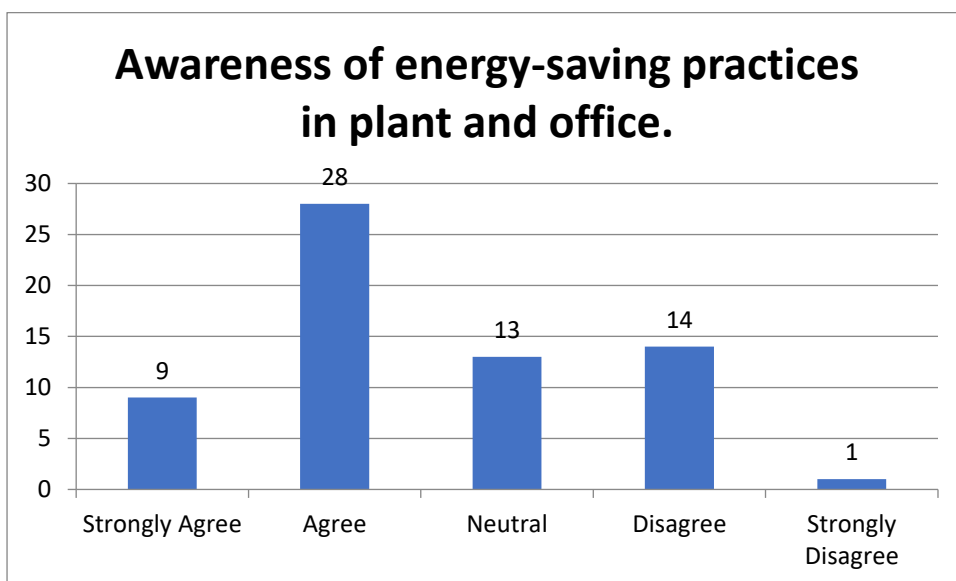


Figure 8: Employee response about awareness of energy-saving practices in plant and office.

Regarding “Limited usage of papers and non-biodegradable plastics in plant and office”, 10 respondents are strongly agreed, 23 respondents are

agreed, 17 are neutral, 12 respondents are disagreed, and 3 respondents are strongly disagreed with such green practices in plant and office.

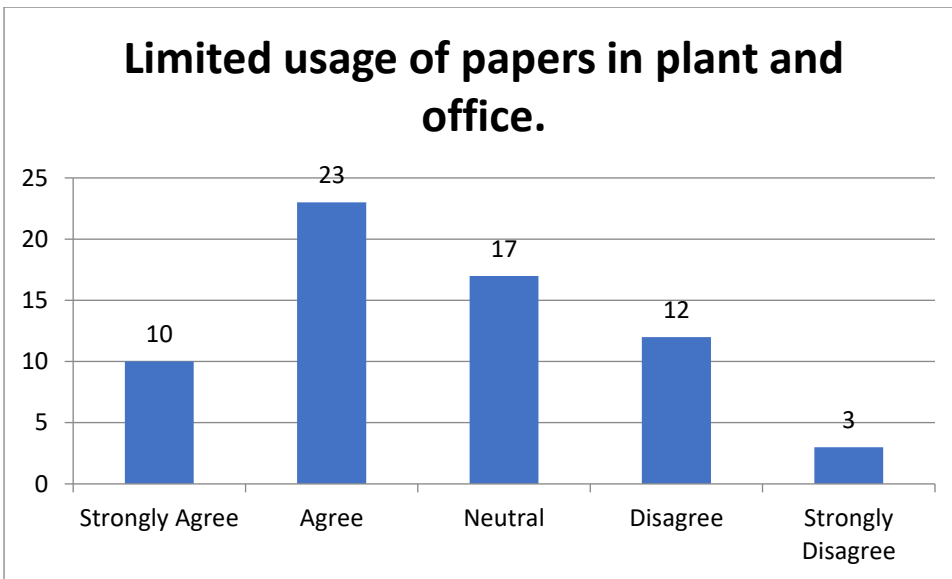


Figure 9: Employee response about limited usage of papers in plant and office.

The response against the variable “Effectiveness of EMS” shows that there are 14 respondents who are strongly agreed, 23 respondents who are agreed, 14 respondents who are neutral, and 10 respondents who are disagreed and remaining 4 respondents

who are strongly disagreed about the effectiveness of environmental management system in their organisation. The effectiveness is measured by the history of compliance with environmental norms for the manufacturing units.

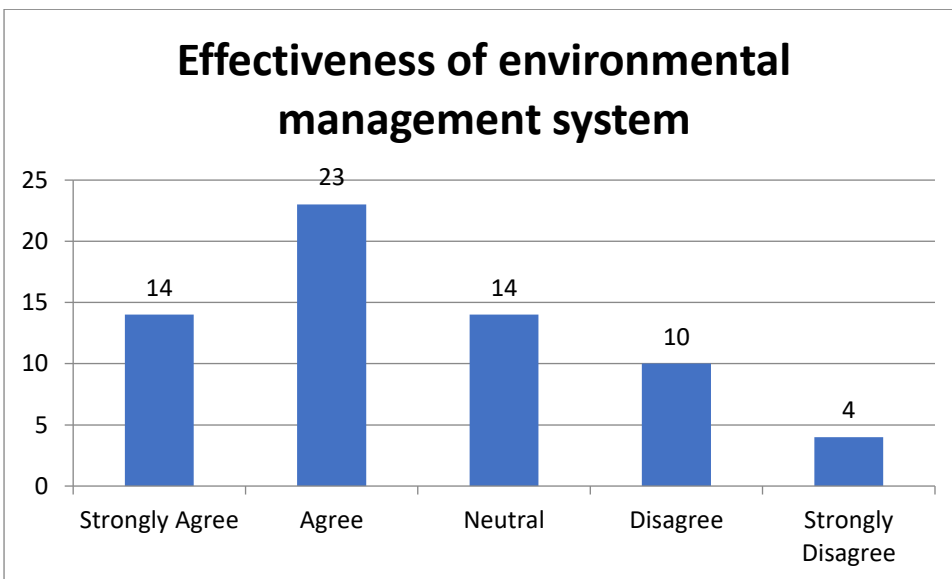


Figure 9: Employee response about effectiveness of environmental management system.

Findings and Conclusion:

From the above study, it has been observed that in those manufacturing units in Howrah, the employees are to some extent involved with organisations’ green HRM and other environmental management aspects. In all cases, the percentage of awareness is high with responses like strongly agree

and agree. This indicates an adequate degree of employee involvement with the green HRM policies and practices in the aforementioned medium and small-level manufacturers in Howrah District of West Bengal. Although the employee involvement is apparently sufficient for all variables characterising the green HRM and other sustainable practices in those organisations, it is not

adequately covered by this study that how far the employee involvement is statistically relevant with the green HRM policies and practices. This study is descriptive in nature and leaves a scope for the future research to be carried out to draw that statistically valid relationship.

One thing is noteworthy from this study that for few variables, the percentage of neutral responses as well as the percentage of unaware employees is also remarkable. In the future research, an organisation-wise cross-sectional study can be carried out to know the nature and degree of awareness in those manufacturing units and the factors attributed to this apparent uneven pattern of employee awareness across the organisations.

The outcome of the present study aligns with the outcome of the previous researches as illustrated in the extant literature. The previous studies have affirmed that the future HRM will be green in nature and will facilitate the alignment of the organisations with the sustainable goals (Sohaib Zubair, 2019). The studies have further ascertained the organisational effectiveness through the optimum but restrained utilization of available resources in the organisation (Ahmad, 2015). The studies have delineated the necessity of green HRM in the context of employee engagement and organisational citizenship behaviours (Das, 2016). These strategic faces of HRM are adequately supported through the involvement of the employees with the policies and practices of the organisation regarding the contemporary issues e.g. green HRM (Menon, 2016).

This research has effectively identified the positive reaction of various sections of employees towards the green HRM policies and practices. This positive alignment is noteworthy especially in a sector allegedly polluting in nature and dispersed over a nearly unstructured industrial topography of Howrah. It is, therefore, significant to identify a consistency of the findings between the preceding researches and the present research. The similarity of outcomes in diverse locations signifies the importance of green HRM in the modern business ambit.

With the passage of time, there has been a rise in awareness among manufacturing unit personnel at all levels. Media penetration in rural areas played a significant role in raising awareness. Since pollution has become a concern for preventing environmental deterioration and increasing sustainability, management and employees of all levels have been more sensitive to the notion of Green HRM and receptive to the effective implementation of Green HRM practices than in the past (Madan, 2016). In the move from traditional HRM techniques to effective implementation of Green HRM practices, the psychology of participants in the MSME sector has dramatically improved. Green human resource management (GHRM) has been identified as a significant business driver for developing businesses where the Human Resources department plays a vital role in implementation efforts for the environment (Ahmad, 2015). This growing awareness of Green HRM's ability to heal environmental damage is giving rise to hope for a reduction in pollution and an increase in organisational sustainability and performance.

However, this study provides the descriptive framework of the future inferential studies and illustrates a scenario of employee involvement with green HRM initiatives in medium and small manufacturing units in Howrah District, West Bengal.

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