

Collision of Green Employee Engagement and Green Human Resource Management in Employee's Productivity

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Abstract

The environment of the world plays a dominant role in the entire wellbeing of the nation. Now-a-days, due to emergence of huge number of industries and tremendous change in the life style of people, the global environment faces a big challenge. In order to overcome the negative impact of pollution, green aspect in almost all the fields is emerging. The green initiatives undertaken by the countries have created awareness among the public and its implementation has become mandatory amidst the prevailing global environmental concern. Traditionally, most of the industries followed the green initiatives driven by laws and regulations. But, the situation has seen a drastic change from control to prevention. The information technology industry is not an exception. In this regard, the present study focuses on analyzing the impact of Green Employee Engagement and Green Human Resource Management on employees' productivity in IT companies in Coimbatore district. By employing simple random sampling technique, data has been collected from 150 employees working in various IT companies in the study area. Various statistical tools namely simple percentage analysis, chi-square test and multiple regression analysis have been employed for analysis. It was found that the Green Employee Engagement and Green Human Resource Management has a significant impact on employees' productivity.

Keywords: Green Employee Engagement, Green Human Resource Management and Green Initiatives

1. Introduction

India's information technology industry is one of the world's successful industries. Even though it has seen numerous obstacles like continued global technology dullness, its sturdy fundamentals and core value position have outperformed all other sectors in the country. Information technology is an ever growing one in which each aspect has seen an immense innovation ranging from data analytics, cloud computing to Internet. It is the sector where the employee engagement and management becomes an important activity that can improve productivity. Now-a-days, it is imperative to

practice Green Employee Engagement and Green Human Resource Management (GHRM) as it will enhance the productivity, performance and morale of the employees.

Engaging employees for environmental sustainability is very important for an organization. Across the globe, industrialization increases production and other business activities. Economy has provided science and technology which enhances human convenience and also raises the standard of living. But, it leads to ecological threat and global warming which endangers human being. Resources are being used up in the earth, which also create crisis to human being. Hence, it is necessary for the organizations to realize the high-level organizational outcomes due to

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green HRM. In this context, the present study analyses the impact of Green Employee Engagement and green HRM on their productivity.

2. Review of Literature

Darnall *et al.*¹ examined the adoption of environmental management system and its impact on business performance in international setting. It was found that proactive green practices were positively related with operational efficiency and financial results. Mousumi Sengupta and Nilanjan Sengupta² analysed the perception of employees about the Green HRM initiatives followed by their respective organizations. It was found that these companies had been implementing a number of Green HRM initiatives to improve the productivity of employees. Parida Ruchismita *et al.*,³ examined various Green HRM practices and policies adopted by IT firms and employee awareness regarding sustainable practices in the organizations. The study found that the companies adopted various methods towards sustainable development like double-sided printouts, less use of paper, encouraging carpooling, switching off lights and other power consuming resources like A.C after 6 pm, encouraging online application for jobs and conducting interviews through video conferencing etc. The findings further revealed that majority of the employees were aware of the practices and they followed such practices because of the sense of responsibility towards the environment. The study suggested that, the major barriers to implementation of sustainable policies were the cost of implementing and maintaining the programmes.

3. Objectives of the Study

- To analyze the association between demographic variables and Green Employee Engagement and Green Human Resource Management.
- To examine the impact of Green Employee Engagement and Green Human Resource Management on the productivity of employees.

4. Research Design

The study focuses on the employees of IT sector of

Coimbatore city of Tamil Nadu. The sampling technique adopted is simple random sampling. The study is analytical and is based on primary data. Primary data is gathered from the employees of IT sector as sample respondents through structured questionnaires. The questionnaires have been circulated among 150 employees in various IT companies located in the city of Coimbatore. The study area covers the region of Tidel Park, KGISL campus, KCT Technology Park and Cool Special Economic Zone in the Coimbatore city. Other required data has been collected from various websites, magazines and journals.

5. Hypotheses

The hypotheses framed for the study are;

H₀₁: The association between the Green Employee Engagement practices and the demographic profile of respondents is not significant.

H₀₂: The association between the Green Human Resource Management and the demographic profile of respondents is not significant.

H₀₃: The impact posed by the Green Employee Engagement and Green Human Resource Management on employees' productivity is not significant.

6. Results and Discussion

6.1 Profile of the Respondents

The domestic profile of the respondents is analyzed with simple percentage analysis and the results are shown in Table 1.

The Table 1 represents the domestic profile of the respondents who are the employees of Information Technology companies in Coimbatore city. Out of 150 samples selected, 74.7% of the respondents are male, 52.6% of the respondents are above 50 years of age, 82.7% of the respondents are married and 56.7% of the respondents have college level educational qualification. There are significantly more responses from respondents having 3-5 years of experience that made up 33.0%. Most of the respondents (48.0%) have monthly income of above Rs.30000 and majority of the respondents (53.3%) are from urban residence.

Table 1. Profile of the Respondents

Profile	No. of Respondents	Percentage
Gender		
Male	115	74.7
Female	35	25.3
Age (Years)		
Upto 30	07	4.0
31-40	17	12.7
41-50	49	30.7
Above 50	77	52.6
Marital Status		
Married	122	82.7
Unmarried	28	17.3
Educational Qualification		
School level	21	15.3
College level	86	56.7
Diploma and others	43	28.0
Experience in IT Company		
Less than a year	35	26.0
1-3 years	28	15.0
3-5 years	47	33.0
More than 5 years	40	26.0
Monthly Income		
Up to Rs.15000	31	20.0
Rs.15001 – Rs.30000	47	32.0
Above Rs.30000	72	48.0
Residence		
Rural	62	46.7
Urban	88	53.3
Total	150	100.0

Source: Computed

6.2 Association between Green Employee Engagement Practices and Demographic Profile of the Respondents

The association between Green Employee Engagement practices and demographic profile of the respondents has been analyzed by framing the following null hypothesis and the same has been tested with Chi-square test at 1%

and 5% level of significance. The results are shown in Table 2.

H_{01} : The association between the Green Employee Engagement Practices and the Demographic Profile of Respondents is not significant.

The Table 2 represents that all the personal profiles namely gender, age, marital status, educational qualification, experience in IT company, monthly income and residence are found to be significant at 1% and 5% level. Hence, the null hypothesis is rejected and it is

Table 2. Association between Green Employee Engagement Practices and Demographic Profile of the Respondents

Variables	Chi-square value	p-value	S/ NS
Gender	0.255	.002	S**
Age	12.111	.000	S**
Marital Status	0.982	.002	S**
Educational Qualification	0.551	.000	S**
Experience in IT Company	3.595	.007	S**
Monthly Income	0.484	.046	S*
Residence	0.451	.012	S*

*Significant at 5% level **Significant at 1% level

Source: Computed

concluded that the association between Green Employee Engagement practices and demographic profile of the respondents is significant.

6.3 Association between Green HRM and Demographic Profile of the Respondents

The association between green HRM and demographic profile of the respondents has been analysed by framing the following null hypothesis and the same has been tested

with Chi-square test at 1% and 5% level of significance. The results are shown in Table 3.

H₀₂: The association between the Green Human Resource Management and the demographic profile of respondents is not significant.

The Table 3 represents that all the personal profiles namely age, marital status, educational qualification, experience in IT company, monthly income and residence except gender are found to be significant at 1% and 5% level. Hence, the null hypothesis is rejected

Table 3. Association between Green HRM and Demographic Profile of the Respondents

Variables	Chi square value	p-value	S/ NS
Gender	0.484	.082	NS
Age	0.812	.001	S**
Marital Status	1.284	.005	S**
Educational Qualification	0.595	.034	S**
Experience in IT company	0.410	.049	S*
Monthly Income	0.122	.050	S*
Residence	0.082	.001	S**

*Significant at 5% level **Significant at 1% level

Source: Computed

and it is concluded that the association between Green Human Resource Management and the demographic profile of respondents viz. age, marital status, educational qualification, experience in IT company, monthly income and residence are significant.

6.4 Impact of Green Employee Engagement (GEE) and Green Human Resource Management (GHRM) on Productivity of Employees

The impact of Green Employee Engagement and Green Human Resource Management on productivity is examined by framing the following null hypothesis and the same has been tested with Multiple Regression Analysis. The details are given in Table 4.

H_{03} : The impact posed by the Green Employee Engagement and Green Human Resource Management on productivity of employees is not significant.

The Table 4 shows the multiple regression analysis employed to know the impact of Green Employee Engagement and Green Human Resource Management on the productivity of employees in Information Technology companies. The analysis placed productivity as dependent variable and Green Employee Engagement and Green Human Resource Management as independent variables. The analysis shows that $R^2 = 0.4325$, which states that the Green Employee Engagement and Green Human Resource Management contributed significantly for the changes in productivity level of employees in Information Technology companies. It can be inferred from the table

that Adjusted R-square value is 0.6685. This indicates that 66.85% of the variations in the productivity are explained by Green Employee Engagement and Green Human Resource Management. The F-statistic is significant at all levels indicating that the hypothesized relationship between the Green Employee Engagement and Green Human Resource Management and productivity is validated. The value of Durbin-Watson statistic (1.9232) indicates that the model is not suffering from auto correlation problem. The calculated F value (9.8942) is significant at 5% level and hence, the null hypothesis is rejected. Thus, it is concluded that the impact posed by the Green Employee Engagement and Green Human Resource Management on productivity of employees is significant.

7. Suggestions

The following are the suggestions offered based on the findings of the study:

- The management must motivate the employees to practice green employment behavior within the organization through conducting awareness programmes as it has significant association with their socio economic status.
- The HR department should frame policies to incorporate green and eco friendly environment in order to manage the human resources.
- The productivity of employees has been influenced by Green Employee Engagement and Green Human Resource Management. Hence, it is

Table 4. Impact of Green Employee Engagement (GEE) and Green Human Resource Management (GHRM) on Productivity of Employees

Variables	Coefficient	Std. Error	t-Statistic	Prob.
GEE	-1.1918	8.2136	-0.6248	0.5238
GHRM	-5.0909	1.0002	-3.3698	0.0009
Constant	-5.1888	1.9080	-3.8302	0.0033
R-Square	0.4325		Durbin-Watson stat	1.9232
Adjusted R-square	0.6685			
F-statistic	9.8942		Prob (F-statistic)	0.0001

Source: Computed

suggested to provide benefits (monetary and non-monetary) to the employees who are practicing eco friendly operations as a factor of motivation and encouragement.

8. Conclusion

Human resource management is an objective and inherent activity in managing employee from entry to exit. It is always essential for the organizations to maintain the employee satisfaction in order to create sense of belongingness. At present, all the business houses are concentrating on eco friendly techniques in almost all the fields. This precludes the focus on Human Resources too. The HR policies and programs have to be refined to suit the ecofriendly green going. The green HRM would improve the working parameter of the employees in contributing to the organization and it further helps in improving the organization. The present study highlights

the effectiveness of green HRM. It was identified that the green engagement and management of employees would give a better result in their productivity.

9. References

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