

GREEN HUMAN RESOURCE MANAGEMENT PRACTICE IN INFORMATION TECHNOLOGY INDUSTRY

Dr. Vaibhav Popatrao Kawade

HOD Dept. of Commerce

Shardachandra College Naigaon Dist. Nanded-431709

INTRODUCTION: Human resource management is that part of the organization which is concerned with the people Dimension. It deals with human relations of an organization starting from recruitment to employee relation. It is a process of acquisition, development, motivation and maintenance of human resources of an organization. Edwin Flippo defined human resource management as planning, organizing, directing, controlling, development, compensation, integration, maintenance and separation of human resources in order to achieve individual and organizational objectives.

Green human resource management was coined as a term almost ten years ago by Renwick, D.W.S.Redman, T. and Maguire's in 2008 in their study green human resource management: A Review, Process Model, and Research Agenda. According to Renwick et al, (2008), the integration of corporate environmental management into human resource management is termed as green human resource management. The concept of green human resource management came from western part of the world and in 2017 all United Nations member states have adopted sustainable goals like affordable and clean energy, green innovation, clean water and sanitation, sustainable communities, responsible consumption, production and sustainable economic growth. Green human resource management incorporates environment-friendly human resource practices for sustainable use of resources which results in more efficiency, less wastage, improved job related attitude, lower costs, improved employee performance and retention.

Green human resource management involves the whole professional cycle of an employee which starts with recruitment and ends with exit process. In recruitment & selection process organizations use technology like online interviews to reduce paper and transport cost. Organizations also check green behavior in aptitude test and maintaining the database of employees. Online portals are used instead of keeping it in hard format. Organizations focus on giving training about green practices to influence the employee behavior and working methods.



Figure 1. Green human resource management model

Today, organizations are including sustainable goals for employees in their management strategies and job description. Further the performance appraisal has one dimension of sustainability for appraising the employees which is helpful in transforming and motivating them to adopt green practices. Along with that appraisal process has been accomplished through online or with the help of software. There are rewards and compensations for the employees who take green initiatives and for the best contribution in sustainable goals of organizations. In exit interview, organizations expect their employees to share their experiences related to sustainable practices which should be further helpful in adopting green practices.

REVIEW OF LITERATURE

The researcher has adequately reviewed the existing literature and broadly categorized into the

Following sections:

1. Dr. J.K. Kalpana Devi (2018) in her study “Influence of Green HRM Practices on Employees

Performance Level – A Study with Reference to Literature Review” stated that Green human resource management practices not only improve employee performance but also improve the organizational performance. Green practices can develop green behavior in employees and increase their moral at work and result in the form of increasing employee performance.

2. Mrs. Vimala and B.S Miss Shriyanka Ambli (2018) in their study “Green HRM – An Innovative Approach to Environmental Sustainability” explained various green practices and mentioned that green HRM is not only increasing the reputation and brand image but it also provides tangible benefits to an organization.”

3. Jayashree patil (2018) in his study “Human Resource management: Role of HR Manager to Achieve sustainability” discussed that HR managers can play crucial role in making the pollution free campus by implementing HR policies.

4. M. Patchiappane and Dr. J. Rengamani (2018) in their study “A Study on The Job Satisfaction and Performance of Indian Seafarers” stated that the job satisfaction factors such as facilities, work environment, long time away from the family, conflict, mental strain of accomplishing the set-task, lack of rewards for accomplishment, lack of self-confidence to work, feeling of threat, physical oppressiveness, mental oppressiveness, unpleasant work conditions, lack of support, blaming cultures and sense of responsibility will affect the morale of the seafarers and will result in seafarers performances and their productivity.

5. A. Catherine Diana (2017) in his study “A Study on Effectiveness of Green Recruitment Practices among HR Executives of IT sector” explained that Green practices could be successful only if the Human resources hired as employees understand the importance of their contribution to the success of the organization and the economy as a whole. Adopting green practices in just Recruitment alone is not sufficient; it can be done for the various processes of the Organization through which we can reduce the harmful impact we create in the ecology.

6. Ayeswarya (2017) in her study “A Study on Green Human Resource Management Practices and its Impact” stated that organizations have started conducting energy audits,

surveys, recycling the resources, reduce transportation, save water and other environmental practices that will result in cost reduction, increasing market shares and satisfaction to all stakeholders.

OBJECTIVES OF THE STUDY:

The proposed study intends to have the following objectives:

- To identify prevailing green human resource practices in selected companies.
- To study the factors affecting prevailing green human resource practices in selected companies.
- To analyze the impact of prevailing green human resource practices on job performance in selected companies.
- To suggest appropriate action plan based on SWOT analysis.

Factors Affecting Green Human Resource Management:

Various identified factors based on secondary data which may affect the green human resource

Management practices are classified as:

1. Economical
2. Social
3. Environmental
4. Government Policy
5. Top Management commitment
6. Organizational Culture
7. Leadership Style
8. Information System
9. Education and training

Relevance of Green Human Resource Management:

- **Green business decisions:** Environment friendly employees do not make any compromise with environment friendly practices. They are not afraid in adopting new technology, strategies and techniques in green development. These commitments of employees motivate managers to take green decisions.
- **Preferred employer:** Green organizations are most preferred by new talents or job seekers so as to learn and add value to their profile. It is a win-win situation for both the employer and the employee as it gives a competitive edge in the market.
- **Higher retention of employees:** A survey by Society for Human Resources Management (SHRM) found that green organizations have lesser attrition rates as compared to their non-sustainable counterparts. Employees are likely or very likely to continue working in the organizations because of their green policy and practices.
- **Better sales:** Every step towards environment-friendly practice improves brand image in the mind of customer. After seeing anti-environmental conditions like burning of Amazon rainforest, people are seeking for ecofriendly practices and products.
- **Reduced energy costs:** Energy costs are a prime concern for organizations. Switching to

Energy-efficient practices reduce long-term energy costs.

- **Tax incentives:** There are various tax credits for organizations who proactively implement more sustainable improvements towards environment friendly practices.
- **Boost workforce morale:** Adoption of sustainability is a collaborative effort. When employees work together in implementing sustainable initiatives, it fosters a culture of teamwork and continuous improvement. Employees work more effectively when they have a sense of pride in their company.
- **Societal impact:** By implementing sustainable changes, an organization will have a smaller carbon footprint and reduces the number of toxins released into the atmosphere which will be beneficial for society.

Challenges of Green Human Resource Management:

- **High Costs:** In comparison to conventional projects the costs of green projects are higher. The Capital costs are usually higher in green projects than conventional projects.
- **Technical difficulties:** Employees face difficulties to adopt technological advancement as they are not capable enough to bear the change and they are comfortable with their old process of doing assignments.
- **Lack of systematic approach:** Authorities are not able to adopt proper planning due to overloaded projects which results in improper utilization of resources.
- **Long adoption process:** There could be high cost of failure on adopting innovative ideas in ongoing projects so business are not ready to adopt new technology. Testing of new ideas take long time in approving them.
- **Unfamiliarity with green technologies:** Unfamiliarity of contractors, developers, clients and Customers with green technology, products and systems become the barrier in implementing green technology in product development.
- **Difficult to alter the behavior:** Every individual has different level of motivation and it is hard to alter the behavior of every employee by giving them same kind of training.
- **Slow rate of return:** Adopting green practices is a long term investment and has a very slow rate of return.

GREEN HRM AND JOB PERFORMANCE:

Green human resource management is a system that motivates the employees and helps to understand the green culture in the organization. The employee's performance level, attitude, behavior and competencies can be shaped and reshaped by applying green human resource management practices. Green human resource management has a positive influence on the mind set of employees. They feel that apart from their functional contribution on the job, they have greater responsibility in preserving the environment. Employees in the present scenario understand the environmental consciousness and follow the green values and practices in the organization.

INFORMATION TECHNOLOGY INDUSTRY IN INDIA:

Indian Information Technology services came into existence in 1967 with the establishment of Partnership of TATA Group and Burroughs. The Indian National Task Force on Information. Technology and Software Development has been established for the development of information

Technology sector in 1998 and was included in top five priorities by former Prime Minister Mr. AtalBihari Vajpayee. India has seventy percent of global digital talent of the world and it makes India as a hub of digital proficiency in the world. There are 1000 global delivery centers of Indian information technology companies in eighty countries across the world. The export of information technology services has been increased up to US\$ 137 billion in financial year 2019 while domestic revenue increased up to US\$ 44 billion including hardware. Information technology industry has contributed around eight percent to India's GDP and it is expected to contribute ten percent by 2025.

PROFILE OF SELECTED INFORMATION TECHNOLOGY COMPANIES:

Top three information technology companies on the basis of rank given by India Brand Equity Foundation which is a Trust established by the Department of Commerce, Ministry of Commerce and Industry, Government of India. The chosen companies are as follows:

1. Tata Consultancy Services:

Tata Consultancy Services Limited was established in 1968 with the name "Tata Computer system" and the parent organization of TCS is Tata Sons Limited. The Chief Executive Officer and Managing Director of Tata Consultancy Services (TCS) is Mr. Rajesh Gopinathan. It is world's third largest information technology company that has crossed \$20 billion in 2018-19. TCS has more than 400,000 employees in India and it has around twenty thousand employees in national capital region of India. TCS provides various types of services like information technology services, business solutions, and integrated portfolio of information technology, BPO, infrastructure, engineering and assurance services. The sustainable practices carried out by TCS are recognized globally and titled as top world's greenest company by Newsweek magazine. It has achieved global green score of 80.4% for its green initiatives and innovations for agriculture and community development.

2. Infosys

Infosys was established by seven engineers in Pune, Maharashtra in 1981. It was registered as Infosys Consultants Private Limited on 2nd July, 1981 and it relocated its office to Bangalore, Karnataka in 1983. The Chief Executive Officer and Managing Director of Infosys is Mr. Salil Parekh. Infosys is one of the leading companies with market capitalization of Rs. 35, 3107.54 crore. Infosys is growing rapidly as it has increased its revenue by 14% from Rs. 19,128 crore to Rs. 21, 803 crores in 2018.12 Infosys had approx. 228123 employees in March 2019 in which five thousand employees in national capital region. Infosys provides various services like management consulting, business applications and software testing and covers almost every software niche market. It is one of the biggest information technology companies in India. Infosys has won many awards and recognitions for its contribution in industry and country. Infosys has contributed in sustainability and it has reduced around 50% of energy consumption.

3. Wipro:

The company was incorporated on 29th December, 1945 in Amalner, Maharashtra by Mr. Mohamed Premji as "Western India Palm Refined Oil Limited." During 1970-80 the company shifted its focus to new opportunities in the IT and computing industry.15 The Chief Executive Officer and Managing Director of Wipro is Mr. Abidali Z. Neemuchwala.16 Company's revenue rose 10.2% to Rs.15,060 crore from Rs.13,669 crores in 2018.17 It has

over 160,000 employees 18 out of which approx. Ten thousand employees are in national capital region. It provides various software services like cloud management, testing and data integrations and covered almost entire niche market of software. Wipro provides many services which can reduce energy consumption and prevent waste. The corporate headquarter of Wipro is situated in Pune is the most eco-friendly building in information technology sector across the country.

HRP contribute as green and how it affects the job performance of employees:-

- **Green Recruiting:** The green way of finding candidates and hiring best talent on the bases of their environmental knowledge, green skill and attitude and would analyze its impact on job performance.
- **Green Welcoming:** The impact of sharing knowledge of green mission, strategy and practices in induction and orientation program along with the impact on job performance.
- **Green Living:** The impact of engaging employees at workplace and retaining them and increasing employee interest at their workplace by managing change management, to have combined effect on job performance.
- **Green Growing:** The green methods of training, green process and material for green knowledge sharing related to job, health and safety, talent development and its impact on job performance.
- **Green Rewarding:** The monetary, non-monetary and recognition based environmental reward system and reward on the bases green initiatives, green welfare and green corporate social responsibility and its impact on job performance.

REFERENCES

1. Renwick, D., Redman, T., & Maguire, S. (2008). Green HRM: A review, process model, and research agenda. *University of Sheffield Management School Discussion Paper, 1*, 1-46.
2. https://en.wikipedia.org/wiki/Information_technology_in_India#History
3. <https://www.ibef.org/industry/information-technology-india/showcase>
4. https://en.wikipedia.org/wiki/Tata_Consultancy_Services
5. <https://www.tcs.com/about-rajesh-gopinathan>
6. https://en.wikipedia.org/wiki/Tata_Consultancy_Services#Employees
7. <https://www.ibef.org/industry/information-technology-india/showcase>
8. <https://www.tcs.com/tcs-worlds-7th-greenest-company-newsweek-green-rankings-2011>