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Green HR: Does Its Performance Match with the Value Perceived by the Employees?

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Abstract:
This study aimed at analysing whether the performance of the Green HR practices cope with its Value realized by the employees. The research was done by deploying a Quantitative approach wherein Structured Questionnaire was used to collect data from 162 employees working in organizations that are practicing Green Human Resources. The data was analysed using IBM SPSS Statistics version 21. The results came out as that the magnitude that has been realized by the employees cope with the effectiveness of the green practices in the organization. The study also revealed that the insight varies with the demographic factors like Functional Domain and the Designation of the employees.

Keywords: Green HR, value, performance, perception, demographic factors

1. Introduction

Until up 1980s, Sustainability was the only measure that Business corporations used to measure their performance and it described their ability to uphold their profit margins steadily. However, with the changing dynamics of natural as well as corporate work environment, organizations are in a need to broaden their horizon in the definition on 'Sustainability'. Besides, with the apace global warming, practicing green has become a hot topic for discussion by major governments. Since the practice in one domain spills over to other domain, business corporations are also doing their part to become, environmentally more responsible, Green Corporation. Herewith Organizations have adopted Green Marketing and Green Human Resources concept. Green HR can be defined as the use of existing human resource policies to promote the sustainable use of resources within the organizations and promote the causes of environmental sustainability. The idea behind practicing green is that, it reduces wastage, increases efficiency, improves attitude of the employee and smoothen the private life and on top of all reduce the employee carbon footprint. It involves creating healthy workforce that appreciates and maintains the green objectives in various aspects of HR like recruiting, hiring, training, compensating, developing and preserving the intellectual capital of the firm.

2. Literature Review

A Research work titled "Green Human Resource Management: Simplified General Reflections" was done by Opatha and Anton Arulrajah (2014) in the Sri Lankan context. They have provided insights on the Green HRM concept on several aspects such as meaning of Green, reasons for greening, concept of Green HRM, its importance, requirements, greening the HRM functions. Another study was done exclusively on the Indian IT sector by Venkatesh, Lissy.TA and Vaishnavi Bhatt (2014). This study revealed the various green initiatives that are being followed in the Indian IT sector. Furthermore, they found that the factors like Training and development, Employee autonomy and E-HRM and Charity programs has got a profound impact in Green HR practices in the organizations.

Later in 2015, Anton Arulrajah, Opatha, Navarathane conducted a research study on "Green Human Resource Practices: A Review" and emphasized that there are 12 dimensions that are attributing to Green Human Resources and those factors are job design, job analysis, human resource planning, recruitment, selection, induction, performance evaluation, training and development, reward management, discipline management, health and safety management and employee relations.

2.1. Research Objectives

1. To discover the value that Construction employees attribute to the Green HR practices and performance of the practices in the organization
2. To determine whether the performance of the Green HR practices match up with the value perceived by the employees

3. To analyze the impact of Value perceived on the performance of the Green HR practices followed by the organization
4. To study the influence of demographic variables on the Green Perception

3. Method
Formal and Descriptive research method has been used in this study and hypothesis statements were framed to support the study. Primary data has been collected for the study from 162employees in the organizations that practice Green HR using Structured Questionnaire. Study accounted the responses under actual work environment and the researcher had no controller over the variables. The Research Instrument comprised of three sections: first section dealt with the demographic information of the employees, second section had measurement questions relating to the Importance of Green HR practices and the last section dealt with the Performance of Green HR practices. Responses were collected across 5-point Likert scale.

4. Hypothesis and Research Analysis
The following are the set of Hypothesis Statements that are being employed in this study and its test results are also comprehended here.

- ➢ Hypothesis
- → H_{01}: The magnitude of the Green HR practices perceived does not cope with the performance of the Green HR practices
- → H_{11}: The magnitude of the Green HR practices perceived cope with the performance of the Green HR practices
- → H_{02}: Value perceived by the employees towards Green HR practices doesn't have an influence on the performance of the practices
- → H_{12}: Value perceived by the employees towards Green HR practices have an influence on the performance of the practices
- → H_{03}: Demographic characteristics of the employees will not generalize the green perception towards value and performance
- → H_{13}: Demographic characteristics of the employees will generalize the green perception towards value and performance

5. Research Analysis
The collected data was analysed using IBM SPSS Statistics version 21. Paired Sample t-test was used to analyze the gap in the Perceived value and the actual Performance. With a degree of freedom df= 161, mean= 0.31062 and Standard Deviation= 0.55771, the test reached statistical significance at 0.000 and so hypothesis H_{01} is rejected and H_{11} is accepted. Hence we can infer that the magnitude of the Green HR practices perceived cope with the performance of the Green HR practices in the organizations. Results of the test are shown in the following table.

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Value-Performance	.31062	.55771	.04382	.22409	.39715	7.089	161	.000

Table 1

In order to verify the next set of Hypothesis, we need to analyze whether there is any sort of relation between the value perceived by the employees and the performance of the Green HR practices. Since we are not sure about the relation, Chi-square test was used to analyse the data. With a degree of freedom, df= 4830 and Pearson Chi- square value at $\chi^2 = 5145.225$, test reached statistical significance and hence we reject H_{02} and accept H_{12} We can comprehend that the value perceived by the employees towards Green HR practices have an influence on the performance of the practices. The following table shows the results of Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5145.225	4830	.001
Likelihood Ratio	1010.290	4830	1.000
Linear-by-Linear Association	10.881	1	.001
N of Valid Cases	162		

Table 2

The influence of demographic variables on the Value and Performance of Green HR practices has been explored by performing Multivariate tests on the data collected. The results so obtained from MANOVA reached statistical significance in variables like Designation and Functional Domain on the Value perceived and Performance of Green HR practices. In case of Designation the statistical significance occurred at sig = 0,01with df= 1, Wilk's Lambda= 0.017 and F value = 4.603 while with Functional domain significance occurred at sig = 0.03 with df= 1, Wilk's Lambda= 0.005 and F value = 3.434. Rest of the demographic variables being insignificant, hypothesis H_{13} cannot be supported and hence H_{03} is supported. We can conclude that the demographic variable doesn't generalize the employee's green perception.

6. Conclusion

The exclusive reason behind the study was to find the whether the performance of Green HR practices match with the value employees place on the Green Human Resource practises. Based on the study, it has been wrapped up that there exist a match and besides the two factors have an association with each other. It has also been found that the demographics of the employees doesn't change the employee's perceived value and the performance of Green practices.

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