

WORK FORCE PERSPECTIVES ON EMPLOYEE ENGAGEMENT AND GREEN HRM PRACTICES IN TAMILNADU

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Abstract

Green HRM and Employee engagement considered close associates for sustainable development of any organization. Green HRM is the focus is for many of the organizations as social responsibility and responsibility to safeguard mother earth thereby achieve sustainable development of the organizations. This essentially needs employee participation or contribution or employee engagement from the company perspective. Sustainable development goal can only be achieved through people participation and engagement. Therefore better employee engagement will lever achievement of sustainable development goal. This paper is piece of an attempt to understand the perception of workforce on the relevance of these two variables. Hence the study, the study has been attempted with primary and secondary data as well and analyzed using simple statistical tools. It has been found that though there is a positive correlation in terms of awareness it is the need of the hour to increase the attitude in this regard.

Key Words: Green Human Resource Management, Employee Engagement, Sustainable Development, Work Force Perception.

1. Introduction

In the postmodern era the welfare governments take lot of initiatives to protect the environment. The corporate companies and small, medium and micro enterprise across sectors started giving importance to conserve and protect the environment there by achieving environmental sustainability. Environment related problems and issues arise due lack of understanding, the staff related errors, resistance to change, reluctance and unwilling to accept environmental initiatives; consequences of their actions and violations of rules etc. gone are the days and the focus of management adopt a disruptive strategy by adopting green HR practice initiatives Potineni, s., Narayannama, D. P. L., & Neelima, D. (2021). Therefore now days all the companies are framing the employee welfare practices models which will attract and satisfies employee needs. Some institutions consider anything that attract the employees and helps to retain them as green HR practices.

2. Green Human Resource Management

Green HRM has been evolved as a trending concept in the present day context. Whatever the organization adopt which is attractive and mostly accepted by the employee are viewed as green HRM program. Health related aspects such health checkup, as entertainments, yoga, gym etc. are widely considered traditional green HRM practices. Patil, J. S., & Sarode, A. P. (2019) present day human resource managers have emerged as green leaders, their roles and responsibilities shifted from traditional HR practices to drive the workforce to go green in all respects. Employee contribution or participation may be levered for decisions making process, and a shift towards green management practices across functional tasks Arzamasova, G. S., & Esaulova, I. A. (2021) therefore companies started encouraging voluntary initiatives by the employees and their involvement in protecting the environment. The involvements of employees at all levels of organizations are the key factor for achieving sustainable environment protection. Welmilla, I., & Ranasinghe, V. R. (2020) in their perspective claim that the green management is all about a holistic view of environmental sustainable practices at entire management process starting from order processing, supply chain, operation, accounting & Finance marketing HR R&D MIS and so on; at each and every DNA of management.

3. Employee Engagement

Employee engagement is a process of engaging the employees in a better way as to motivate the employees to more enthusiastically to work. It is actually psychological fulfillment and mind and heart satisfying process which drives the employees to be fully engaged. The concept of employee engagement redefines employee performance in to job accomplishment strategy. Employee engagement paves way for employees to express themselves psychologically and enthusiastically in the work place. It actually transforms from tradition management to commitment and intrinsic motivation Welmilla, I., & Ranasinghe, V. R. (2020). Well engaged employees will be very much intimate with their managers and well accomplish their task. This intrinsically motivates to think about the work find out the smart ways to better accomplish the work with constructive interactions. There is an existence of a close relationship between green HRM practices and employee engagement (Ababneh, O. M. A. 2021).

4. Review of Literature

Welfare of the people consider as a vital purpose in the aggressive market environment. Though many organizations follow different strategies for employee engagement some companies fail to trace out the reasons for attrition and how to engage the employees wisely Narayannama, D. P. L., & Neelima, D (2021). (Yap Peng Lok, S., & Chin, T. L. 2019) Sustainable employee engagement has attained significance in the recent past. Organizations engage employees in protection of the employees and make sure that the employees understand the organizational goals and successful implementation of environmental programs. Green HRM practices are helpful to achieve employee sustainable engagement. Employees are informed about the importance of organization's effort to protect the environment and its genuine impact on employee sustainability.

Arzamasova, G. S., & Esaulova, I. A. (2021) now days there is an increased importance of employee engagement in sustainable development of the environment and finding decisive sustainable solutions for solving environmental problems. Patil, J. S., & Sarode, A. P. (2019) making the employees participate and involve their work with true interest is really a difficult task even for HR Managers. Contribution of employees is very crucial. Bringing employees' in adaptation of green employees enables them in better management of work and life. Welmilla, I., & Ranasinghe, V. R. (2020) green engagement though does not drive the employees directly that will influence indirectly by putting people first and treating them as human capital those ultimately affect business performance. The GHRM is actually friendly to the environment and support sustainable practices and better organizational performance. Sharma, K., Chaitra, V. H., & Sen, S. (2021) adaptation of cultural activities, fun Fridays and other activities help the management to improve higher participation and better performance in the organization.

Aktar, A., & Islam, Y. (2019) in the present day context no company can be sustainable and survive only with profit maximization motive but they should give equal importance to protect the environment in which they live. Therefore most of the companies started giving importance to environmental friendly practices and also train their employees to be environmental friendly. Kuuyelleh, E. N., Ayentimi, D. T., & Ali Abadi, H. (2021) it is a staunch statement that the employees are the back bone of any company therefore they need to be properly engaged to attain sustainability. Ojo, A. O., Tan, C. N. L., & Alias, M. (2022) Green Human Resource Management practices has to be properly understood as the process of digital transformation and the employees need to understand and re-skill and up skill for their sustainability.

5. Statement of the Problem

It can be observed from the review of existing literature green HRM is considered as an appropriate tool for employee engagement and organizational success and sustainability. Proper engagement of employees at any organization lead to success and will help to reap much benefits. Therefore Green HRM and employee engagement are inter-related. Green management practices may help the organization to better engage its employees. The employees who are well aware of green initiatives taken by the organizations and contribute substantially for the achieving organizational goal are viewed as the green employees.

Therefore still there is a million dollar question that whether all the employees at all levels across all organizations aware of the significance of protecting the environment, its significance in organizational sustainability, their stance in their environmental responsibility. Reasons and the situations determining such situations whether they are in favour of environmental initiatives or against the environment.

Therefore there is a relevance of employee engagement and Green HRM. Present work is attempt of understand perspectives of employee on these two aspects such as Green HRM. The researcher wanted to know the answers for the following questions such as whether the employees are conscious on their responsibility to protect the environment. Whether they are aware of what are the green initiatives taken by the organization? Whether all the employees are informed or trained on green human resource management practices? Are all those measures are acceptable by the employees? Is there any relevance of employee engagement and Green HRM? What are the Green Management initiatives taken by the organization where they work? Are all those initiatives encouraging them to accept and adapt? In what are the ways and means the employees are engaged in green management practices? What are the challenges faced by the employees while the organizations frame and implement the Green HRM practices. Hence present Study

6. Objectives of the Study

1. To test the level of awareness among the employees on green HRM
2. To know to what extend the employees are engaged in Green initiatives at their organizations.
3. To understand the employees perspectives on Green HRM and its relevant Employee engagement practices in the organizations where the respondent employees work.

7. Method of Study

The present study is a descriptive study using both primary and secondary data. A semi structured interview question has been administered and used for collecting the primary data from the select respondents. Thus collected data has been analyzed using simple percentages, cross tables and charts. Since the population is infinite simple random sample method has been adopted for selecting the respondents. The respondents are selected randomly using social media profiles those who are educated and working in different organizational settings.

7.1. Limitations of the study

The study suffers heavily on the authenticity of the finding because the study has not been conducted in a particular organizational setting, the respondents participate in the study are not authentic whether they work in the company they have mentioned in the profile or not. But any how we give care and importance to elicit quality data from reliable source such people from known circle, and profiles from reliable social media such mail contacts, LinkedIn profiles, contacts in Whats App groups and so on to maintain the quality of response improve the reliability of the data.

7.2. Analysis and Discussion

It is ritual to present the demographic details of the respondents since it forms the basis for further analysis of data. But I this paper based on the focus of the topic it has been kept as appendix. The following table gives the gist of level of awareness among the select respondents on Green HRM and Employee Engagement and their perception on the same.

Table: 1 Awareness on Green HRM * Industry Working Cross tabulation

Awareness on Green HRM	Industry Working				Total	%
	Corporate Company	Trading Concern	Educational Institution	Delivery Partner		
Well aware of	0	10	8	0	18	28.57
Aware to some Extent	4	15	21	5	45	71.43
Total	4	25	29	5	63	
%	6.35	39.68	46.03	7.94	100	

Table; 1 reveals the level of awareness; out of 63 respondents selected; a majority of 46 percent of the respondents work in the educational institutions, 40 percent of them work in trading concerns, nearly 14 percent of the respondents work in the corporate companies and as delivery partners such as Swiggy and Zomato. Out of all the respondents only a meager of 28 percent of the respondents are known to be well aware of Green HRM practices and the rest of 71 percent of the people less exposed in Green HRM.

Table: 2 Awareness on Green HRM and Employee Engagement Cross Analysis

Awareness on Green HRM	Awareness on Employee Engagement				Total	%
	Well aware of	know a little	No idea	Not aware At All		
Well aware of	8	10	0	0	18	28.57
Aware to some extent	0	30	15	0	45	71.43
Total	8	40	15	0	63	
%	12.70	63.49	23.81	0	100	

Table: 2 implies that out of 63 respondents hardly 13 percent of the respondents report that they are well aware of the Employee engagement, followed by majority of 63 percent of the respondents fall under the category of know the little and it is pathetic that nearly 24 percent of the respondents have no idea on employee engagement.

Table: 3 Attitudes towards Green Initiatives

Attitude	Frequency	Percent
Strongly Support	25	39.7
Support somewhat	23	36.5
Neutral	15	23.8
Total	63	100.0

Table: 3 exhibits the attitude of employee respondents across industries out of 63 respondents, 40 percent of them have high level of attitude and they highly support the green initiatives taken by their organizations while 36 percent of the respondents support somewhat. And another segment of nearly 24 percent of the respondents are of the opinion that their support depends on the quality of the initiatives. Therefore they are indifferent of the initiatives and them that they are neutral.

Table: 4 Attitudes on Employee Engagement

Opinion	Frequency	Percent
Green HRM and Employee Engagement are inter related	21	33.3
Green HRM and Employee Engagement are somewhat related	42	66.7
Total	63	100.0

Table: 4 expresses that green HRM and Employee engagement are inter related, out 63 respondents across industries 33 percent of the respondents say that the Green HRM and Employee engagement are inter related where as 67 percent of the respondents say that they are somewhat related. Any how a statistical tool called correlation have been tried to test the relation or relevance of these two variables viz., Green HRM and Employee engagement. The results of the same have been presented in the following table.

Table: 5 Results of Correlation

Correlations			
		Awareness on Green Initiatives taken by the Company	Awareness on Employee Engagement
Awareness on Green Initiatives taken by the Company	Pearson Correlation	1	.589**
	Sig. (2-tailed)		
	N	63	63
Awareness on Employee Engagement	Pearson Correlation	.589**	1
	Sig. (2-tailed)	.000	
	N	63	63
**. Correlation is significant at the 0.01 level (2-tailed).			
		Perception on Green Initiative taken by the Company	Perception on Employee Engagement
Perception on Green Initiative taken by the company	Pearson Correlation	1	.392
	Sig. (1-tailed)		.001
	N	63	63
Opinion on Employee Engagement	Pearson Correlation	.392	1
	Sig. (1-tailed)	.001	
	N	63	63

Table: 5 represents the results of correlation between Awareness on green HRM and awareness on Employee Engagement. The results show that at one percent level of significance the correlation is .589 this can be inferred from the analysis, that there is an existence of high degree of positive correlation between Green HRM and Employee Engagement. Followed by the relationship between the perception of respondents on Green HRM and Perception on Employee Engagement are studied and found that there is a comparatively low degree of positive correlation between these two variables.

8. Findings and Concluding Remarks

It can be inferred from the foregoing analysis that there is enough level of awareness on Green HRM and Employee engagement and there is a need for the originations to increase the attitude or positive support from the employees. It can be inferred that though the level of awareness on Green HRM and employee engagement are highly correlated, there is a lagging state on the perception on these two variables thus even they are well aware they need proper reasons to implement it in heir regular practice. Therefore the organizations across sectors need to take initiatives to better engage employees in green initiatives so that they can achieve sustainable development.

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