An empirical study of Green HRM Practices in certain automobile organizations of India

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ABSTRACT

Purpose: To present a comprehensive literature review of Green HR practices and to report the results of a survey on Green HR practices in certain automobile manufacturing organizations in India. Design/Methodology/Approach- A structured questionnaire was designed, pre-tested, modified and used to capture data on a section of organizations using Green HR practices in certain automobile organizations in India .The questionnaire was pilot-tested by practicing HR professionals. Based on the feedback from pilot-test, the

questionnaire was modified and final questionnaire was developed and mailed to several automobile manufacturing companies in India. Most automobile industries in India perceived greatest benefit to implementation of Green HR practices were improved employee morale and greatest barrier was cost of implementation. Drivers for implementation of Green HR practices were contribution to society followed by environmental considerations. Among top environmental practices is encouraging employees to work more environmental friendly. Research Limitations/Implications-Further research should be done on differences in perception of HR professionals and employee regarding benefits and barriers of Green HR Practices. Practical Implications—It provides some insights into the implementation of Green HR Practices by certain automobile organizations in India which should help HR practitioners acquire a better to understanding of the current status of HR practices implemented in these organizations. Value- Little research has been done on Green HR practices in automobile organizations, various barriers and drivers in the implementation of Green HR practices. This study is timely and important in that it examines the current status of Green HR practices in certain automobile organizations in India.

Keywords: Green HRM Practices, Automobile Industry, Organization ,Employees ,Environment

Introduction

Green HR is one which involves two essential elements, environmentally friendly HR practices and the presentation of knowledge capital.

It also involves reducing carbon footprints via less printing of paper, video conferencing and interviews etc. Companies are quick printing of paper, video conferencing and interviews etc. Companies are quick to layoff when times are tough before realizing the future implications of losing thatto layoff when times are tough before realizing the future implications of losing that knowledge capital. Green HR initiatives help companies find alternative ways to cut cost without losing teir top tlent

;furloughs, aprt time work etc.

The objectives of this study are:

To present a literature review of Green HR Practices research; To examine the status and extent to which certain automobile organizations in India have adopted green HR practices;

To empirically investigate mainly perceptions of HR professionals of the drivers and barriers to implementation of green HR practices in India and to find out positive outcomes of green HR practices.

In order to examine the status and extent to which certain automobile organizations in India have adopted Green HR practices as well as to enable HR practitioners to have a better understanding of drivers and barriers to implementing green HR

practices in certain automobile organizations in India, a survey of HR professionals was conducted.

This paper presents the results of empirical analysis of the implementation of Green HR practices among certain automobile organizations in India.

The paper is organized as follows: First, a review of the current status, drivers and barriers to implementation of Green HR practices; second a description of research methods, third presentation and analysis of the survey data and fourth discussion and conclusion.

Literature Review

A green firm is an organization that provides products and or services that are aimed at utilizing resources more efficiently, providing renewable sources of energy, lowering green house gas emissions or otherwise minimizing environment impact.

A Green Job is an occupation that (1) directly works with policies, information, materials and /or technologies that contribute to minimizing environmental impact, and (2) requires specialized knowledge, skills, training or experience in these areas.

Green or Clean is any activity or service that performs at least on of the following:

- Generating or storing renewable energy.
- Recycling existing materials.
- Energy efficient product manufacturing, distribution, installation and maintenance.

- Education, compliance and awareness
- Natural and sustainable product manufacturing.

Breno Nunes and David Bennett's paper "Green Operations Initiatives in the automotive industry, an environmental reports analysis and benchmarking study", focuses on automotive industry. The environmental implications of the automotive industry set the stage on whether their practices can indeed be considered sustainable.

Greening is a holistic process aimed at smarter energy usage, low costs, low wastage using sustainable resources or recyclable materials for end results that are products, targets etc. which are environmentally friendly. Studies have indicated that going green is economically useful, has a direct impact on bottom line profits where business is concerned and actually enhances return on investments.

"Going green" is seen as taking any steps available to maximize out the sustainability and vitality of our planet. One of the many ways people can contribute to the "Green Revolution" is by recycling paper.

The study completed in 2008,included a survey of 59 area employers, a series of executive interviews with green economy and regional economy professionals .In the study green firms were identified as business making money by providing products or services that use resources more efficiently, provide alternative sources of energy, or lower or minimize green house gas emissions.

The study revealed that these firms showed following results in ensuing areas:

Recruitment and Retention: 22 percent had great difficulty while 49 percent had some difficulty in Recruiting experienced employees with adequate skills and work experience.

7percent had great difficulty whereas 44 percent had some difficulty in Retaining valuable employees who could be hired by competitors.

14 percent had great difficulty while 27 percent had some difficulty in recruiting entry level employees with appropriate training and education.

2 percent had great difficulty while 24 percent had some difficulty in providing training opportunities for advancements of current employees.

According to Deloitte, five major platforms where sustainability principles can be applied in the transforming an organization to the wholly sustainable enterprise is as follows;

• "The Green products/services Portfolio" including waste and pollution management, resource replacement, sustainable design and adaptive reuse.

• "the Green Workforce" including Human Resource strategies, culture, recruiting and retention, training, career path development and diversity.

• "The Green Workplace" including global locations, physical plants, ergonomics, virtual workplace, green buildings, environmental discharge, waste and energy, use and source.

• "The Green Function/Process Model" including sustainability applied to traditional functions, enterprise-wide green process modeling to incorporate green practices and sustainable management.

• "Green Management and Governance Principles" including board and management accountability, sustainability test, compliance, incentives, ethics, reporting and assurance.

Each of the above platforms is a component providing defined applications of moving towards "greening the company" across each element of the organization.

Research Methodology

Considering the nature of this research an empirical analysis was selected as the research method. A structured questionnaire was used to collect data. The questionnaire was pre-tested, modified and used to capture data on a cross-section of green HR practices users in certain automobile manufacturing organizations in India. There were four parts to the questionnaire:

1. Profiles of Organizations
2. Application of Green HR practices
3. Perception of barriers to implementation of green HR practices and perception of drivers to implementation of green HR practices.

Hypothesis:

H_0: No significance difference exists between the perceived benefits and barriers of adopting Green HR Practices on the basis of company sizes.

H_a: Significance difference exists between the perceived benefits and barriers of adopting Green HR Practices on the basis of company sizes.

Questionnaire was pilot tested by practicing HR professionals. Based on the feedback from the pilot test the questionnaire was modified, and a final questionnaire was developed.

Data Collection

As we did not know how many companies in automobile manufacturing industry in India had implemented green HR practices a sample of 200 organizations was drawn randomly from the business directory of Automotive Components Manufacturers Association and Business Directory of top companies in India (www.fundoodata.com).

The questionnaire was e-mailed to HR professionals of these organizations. Respondents were asked to complete and return the questionnaire within two weeks.

Most of the statements used in the survey were drawn from an in-depth study of literature on Green HR practices. The items used in survey were adapted from Green Workplace survey conducted by SHRM.

Of the 200 questionnaires sent out 42 were returned and used for analysis. The overall response rate was 21 percent.

A summary of the sample characteristics is presented in Tables I to VII. Table one presents profiles of the respondents of the organizations.

Table II presents profiles of Organizations. Table III profiles green HR practices usage

Result And Analysis

Table 1 presents the profile of the organizations. Of the 42 responses received, 28.5 percent were from companies employing fewer than 500 people. About 40.4 percent of the companies had international operations.

Table 2 shows the profile of the respondents. The respondents were HR practitioners and 66.6 percent of respondents were above 35 years of age. Most of them had at least a post-secondary certificate (83.3 percent), and about 16.6 percent had a bachelor's degree. This highlights the fact that our respondents were well educated. Approximately 80 percent of them had more than ten years of working experience

Demonstrating Commitment To Green HR Practices

The results of Table 3 indicate demonstration of green programs. In this study, we define a small-sized enterprise as one that has 1-199 employees and a medium-sized one as one that has 200-500 employees. A one-way analysis of variance (ANOVA) test was used to compare the means of the respondents' commitment to Green HR Programs and if there were any significant differences among small, medium, and large companies. Table 3 indicates that the size of a company has some bearing on the commitment to Green HR Practices.

The ANOVA test showed that there was a significant difference of opinion depending on the size of the company on the following three aspects of commitment to Green HR Practices: "Green efforts are included in organizations newsletter" ($F = 136.5$, $p \leq 0:05$), "They are part of organizations stated goal" ($F = 59.91$, $p \leq 0:05$), "It is included in organizations mission/vision " ($F = 73.10$, $p \leq 0.05$). For in- depth analysis and interpretation of solution, a multiple comparison analysis of mean differences based on a Tukey's post hoc test was undertaken. The results of the post hoc test depicted that there existed no significant difference between large sized and medium sized companies, but significant differences between large and small sized companies, as well as between medium-sized and small-sized companies. Since the mean values for large-sized companies were larger than for medium and small-sized companies, this implies that, more than small and medium companies, large-sized companies believe in commitment to green HR practices like Green efforts are included in organizations newsletter, they are part of organizations stated goals and it is included in organizations mission/vision.

Table 4 presents the mean ratings of the Potential drivers to green HR Practices. The perceptions of drivers were rated on a five-point scale, with 5 being "Strongly Agree" and 1 being "Strongly Disagree". Based on the responses, 4 drivers with a mean rating are all greater than or equal to 3 on the five-point scale. As can be seen from Table 4, "contribution to society" had the highest mean score of 4.00. This supports with the opinion of some researchers, who also found that contribution to society was the main driver to green HR practices (SHRM Survey, 2007). In the present survey, the lowest mean score was achieved by "competitive advantage" at 2.12.

What are the barriers to Implementation of green programs?
Table V depicts potential barriers to implementation of green HR practices:

HR professionals in large staff sized organizations perceived cost of implementing green hr programs as top impediment followed by cost of maintaining programs and lack of top management support.

The perception of barriers to the implementation of Green HR Practices was investigated by asking respondents to rate each of the four potential barriers shown in Table 5. Table 5 shows the mean ratings and the ranking of the potential barriers to the implementation of Green HR Practices in companies in Delhi/NCR region. Perception of barriers were measured on a five-point rating scale with 5 being "strongly agree" and 1 being "strongly disagree". The greatest barrier to the implementation of green HR Practices was cost of implementing the system.

In this study, we define a small-sized enterprise as one that has 1-199 employees and a medium-sized one as one that has 200-500 employees. There is no globally accepted definition of a small and medium-sized company (SME). According to the US Small Business Administration (2002), a small business is defined as a company that employs fewer than 500 employees. In Germany and the UK, a company that is comprised of 10-90 employees comes under small-sized enterprise category and one that has 100-499 employees is defined as a medium-sized one (Lauder et al., 1994). In contrast, the Hong Kong government defines an SME as a company with fewer than 100 employees with regard to manufacturing enterprises; and one with fewer than 50 employees for other sectors (Trade and Industry Department, 2000). In India, the companies are classified (small, medium and large) on the basis of revenue range but to correlate this study with earlier researches, the size of companies were settled in the same manner i.e. by the number of employees in the company.

A one-way analysis of variance (ANOVA) test was used to compare the means of the HR Professionals perceived drivers and barriers to the implementation of green HR practices and determine if there were any significant differences among small, medium, and large companies. Table 7 indicates that the size of a company has some bearing on the perceived drivers and barriers to the implementation of Green HR practices.

The ANOVA test showed that there was a significant difference of opinion depending on the size of the company on the following six aspects of the perceived drivers of Green HR Practices: "Contribution to society " (F = 171.5, $p \leq 0.05$), "Environmental Considerations" (F = 54.43, $p \leq 0.05$), "Economic Considerations" (F = 156.35, $p \leq 0.05$), "Health and Safety Considerations" (F = 25.12, $p \leq 0.05$) and "Public Relations Strategy" (F = 4.83, $p \leq 0.05$), "Competitive Advantage". (F = 10.81, $p \leq 0.05$) For in-depth analysis and interpretation of solution, a multiple comparison analysis of mean differences based on a Tukey's post hoc test was undertaken. The results of the post hoc test showed amazing results that there existed no significant difference between large and medium companies, but also significant differences between large and medium sized companies, as well as between medium- sized and small companies. Since the mean values for large- sized companies were larger than for medium and small companies, this implies that, more than small and medium sized companies, large sized companies believe that in implementing Green HR Practices they can expect Contribution to society and environmental considerations as main drivers.

A similar analysis of the potential barriers to the implementation of Green HR Practices was conducted. The results showed that statistically significant differences existed across the three groups of companies for the following four perceived barriers: "Cost of Implementation" (F = 4.739, $p \leq 0.05$), "Cost of Maintaining the program" (F = 39.736, $p \leq 0.05$), "Lack of support by top management" (F = 15.688, $p \leq 0.05$), "Lack of support by

employees" (F = 5.228, p $\leq$ 0:05),. In all of the four barriers, all the companies gave mixed response. The Tukey's post hoc test revealed a significant difference between perception of medium-sized companies and small sized companies with large companies in "lack of support by top management" and "lack of support by employees" . Whereas for "Lack of support from top managers", a significant difference was there between the medium- sized companies and small companies and large sized companies. There was also a significant difference in "lack of support by employees" between small and large companies, the large companies were having significantly different perception than medium and small-sized companies. This also indicated that large and medium-sized companies were in greater agreement and were more concerned about these four barriers than small sized companies. So we can reject the null hypothesis that no significance difference exists between the perceived benefits and barriers of adopting Green HR Practices on the basis of company sizes.

The ANOVA test showed that there was a significant difference of opinion depending on the size of the company on the following eight aspects of the perceived outcomes of Green HR Practices: "Improving Employee Morale" (F = 61.98, p < 0:05), "Stronger Public Image" (F = 197.7, p < 0:05), "Increased Consumer/Customer Confidence" (F = 4.930, p < 0.05), "Increased Employee Loyalty" (F = 16.6, p < 0.05) and "Increased Brand Recognition" (F = 23.7, p < 0.05), "Gained Competitive Advantage" (F=19.0, p < 0.05), " Increased Workforce Productivity" (F = 30.5, p < 0.05), " Increased Employee Retention" (F=4.01, p < 0.05).

For in-depth analysis and interpretation of solution, a multiple comparison analysis of mean differences based on a Tukey's post hoc test was undertaken. The results of the post hoc test showed amazing results that there existed significant difference between large sized and medium and small sized companies. Since the mean values for large-sized companies were larger than for medium and small sized companies, this implies that, more than medium and small companies, large- sized companies believe that in implementing Green HR Practices they can expect positive outcomes like increasing employee morale, stronger public image, and increased consumer/customer confidence.

Discussion and Conclusions

This paper has presented a survey analysis of the status of Green HR Practices in certain automobile manufacturing companies existing in India. This study had three main objectives. The first was to examine the current demonstration of Green HR Practices. For most of the organizations it is part of organizations stated goals. Perhaps it is not surprising that, as with previous studies, demonstration of Green HR Practices is part of organizations stated goals (SHRM Green Workplace Survey, 2007). However, efforts can be made to include Green HR Practices in organizations newsletters and publications). Companies currently using or planning to adopt Green HR Practices should pay attention to this area in order for it to become an integral part of organizations.

The second objective of the study was to identify the drivers that are perceived to be behind Green HR Practices and the perceived barriers to the implementation of Green HR Practices. Based on the empirical results, the major driver of Green HR Practices is its contribution to society and health and safety considerations followed by environmental considerations. SHRM Green Workplace survey, 2007, also showed contribution to society as top driver of Green HR Practices. However there is a difference as far as second and third drivers to Green HR Practices are concerned which include environmental and economic considerations. The greatest barrier to the implementation of Green HR Practices is cost of implementing green programs and cost of maintaining green programs.

Although this empirical study demonstrates the existing benefits of using Green HR Practices, many companies face problems cost of implementation and high cost of maintaining these practices. In order to promote the smooth adoption of Green programs, it is necessary to first ensure that proper awareness should be spread among employees of benefits of adopting such programs.

The third objective of the study was to compare differences between the perception of small, medium, and large-sized companies on the benefits and barriers to the implementation of green HR practices. This study found quite significant differences for perceived benefits by company size. The statistical significance of "Contribution to society" and "Environmental considerations" differed with the size of the company. Respondents from large-sized companies perceived "Contribution to society", "Environmental Considerations" and "Economic Considerations" as greater benefits than medium and small sized companies when implementing Green HR Practices. This reflects the fact that large-sized companies are more inclined and oriented towards implementing Green HR Practices to grow more and have a competitive edge of a greater degree than medium and smaller companies both. They will obtain more advantages from implementing Green HR Practices.

Interestingly, the perception of barriers related to "Cost of implementing the program", "Cost of Maintaining the program", Lack of support of Management", " Lack of support of employees" in implementing the system" differ significantly with the size of company and all these barriers are majorly perceived by the large sized industries in comparison to medium and small companies. In this manner we can conclude that large sized companies are going into in-depth analyses and want to maximize ROI thus feeling the impact of these barriers. Medium sized companies and small sized companies are facing the barriers of "Lack of Support by Management" and "Lack of support by employees". This means that this barrier will restrict the medium and small companies to implement Green HR Practices due to high cost of implementing and maintaining the program.

The study found there were differences in perceived positive outcomes from implementing Green HR Practices. Various outcomes like Improved employee morale, stronger public image, increased employee loyalty, increased brand recognition, gained competitive advantage, increased workforce productivity and increased employee retention differed significantly according to company size.

In fact, the size of a company may have an impact on the accomplishment of a number of benefits and on the hurdles faced while implementing Green HR Practices. Large companies have well-established structure and facilities and resources to implement these practices effectively and efficiently. Small and Medium sized companies generally lack resources, the capital, top management support to implement Green HR Practices.

This study provides some insights into the implementation of Green HR Practices by certain automobile manufacturing companies in India which should help HR practitioners to acquire a better understanding of the current status, benefits, and barriers and positive outcomes to the implementation of Green HR Practices. Further research can be taken on in-depth analysis of companies on the basis of revenue generated or on the basis of working type of organization and also differences in perceptions of HR Professionals and Employees can also be tested.

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Table 1: Profile of respondent Organizations

	Frequency	Percentage
Number of Employees		
1-199	12	28.5
200-500	13	30.9
500-5000	7	16.6
>5000	10	23.8

Table 2: Profile of the respondents

	Frequency	Percentage
Position		
HR /personnel - training Vice president/ director etc.	15	35.7
HR /personnel - training manager/head, etc.	23	54.7
Others	4	9.5
Age		
<30	6	14.2
30-35	8	19.0
35-40	15	35.7
>40	13	30.9
Education		
Bachelor Degree	7	16.6
Master Degree	35	83.3
Working experience		
< 10 years	5	11.9
11-14 years	23	54.7
>14 years	14	33.3

Table 3: Significant differences based on Company Size on Demonstration of Green Programs

Demonstration of Green Programs	Small (Mean)	Medium (Mean)	Large (Mean)	F value	Sig. diff. (Tukey's)
Green efforts are included in organizations newsletter	2.83	4.00	4.00	136.5	
They are part of organizations stated goals	3.25	4.00	4.76	59.91	
It is included in organizations mission/vision	1.41	3.38	4.52	73.10	Small, Medium < Large

Table 4: Mean Ratings to Potential Drivers to Green HR Practices

Potential Drivers	Mean[a]	S.D.	Ranking
Contribution to society	4.00	1.59	1
Environmental considerations	3.53	1.51	3
Economic considerations	3.00	1.61	4
Health and safety considerations	3.97	1.44	2
Public relations strategy	2.36	0.99	5
Competitive advantage	2.12	0.95	6
Market share improvement	2.36	1.47	5

Note: [a]The factors were measured on a five point scale, with 1= Strongly Disagree and 5= Strongly Agree

Table 5: Mean Ratings of Potential Barriers to implementation of Green HR Practices

Potential Barriers	Mean[a]	S.D.	Ranking
Cost of implementing programme	3.31	1.50	1
Cost of maintaining program	3.24	1.49	2

Lack of support by management	2.14	1.27	4
Lack of support by employees	2.43	1.24	3

Note: [a]The factors were measured on a five point scale, with 1= Strongly Disagree and 5= Strongly Agree

Table VI: Significant Differences Based on Company Size in Positive Outcomes of Green HR Practices

	Small (Mean)	Medium (Mean)	Large (Mean)	F value	Sig. diff. (Tukey's)
Positive Outcomes					
Improving employee morale	2.00	4.30	5.00	61.98	
Stronger public image	2.00	2.23	5.00	197.78	
Increased consumer/customer Confidence	2.00	2.00	5.00		Small, Large < Medium
Increased employee loyalty	1.00	1.92	3.05	16.60	Large < medium
Increased brand recognition	1.33	2.00	3.47	23.76	Small, Large < Medium
Gained competitive advantage	1.00	1.00	2.82	19.03	
Increased workforce productivity	1.00	1.92	3.11	30.59	
Increased employee retention	1.50	2.23	2.35	4.01	

Table VII: Significant Differences according to company size

	Small (Mean)	Medium (Mean)	Large (Mean)	F value	Sig. diff. (Tukey's)
DRIVERS					
Contribution to society	1.50	4.76	5.00	171.54	
Environmental considerations	2.00	2.92	5.00	54.43	
Economic considerations	1.16	2.30	4.70	156.35	Small, Large < Medium
Health and safety considerations	1.00	1.92	3.58	25.12	Small, Large < medium
Public relations strategy	2.00	2.00	2.88	4.83	Large < medium
Competitive advantage	1.33	2.00	2.70	10.81	Small, Large < Medium
BARRIERS					
Cost of implementing programme	3.00	5.00	5.00	27.85	Medium > Large, small
Cost of maintaining program	2.41	5.00	5.00	382.43	Medium > Large, small
Lack of support by management	2.00	2.00	4.41	278.73	Medium > Large, small
Lack of support by employees	2.00	2.00	3.76	16.58	Medium > small

Table VII: Significant Differences Based on Company Size in Positive Outcomes of Green HR Practices

	Small (Mean)	Medium (Mean)	Large (Mean)	F value	Sig. diff. (Tukey's)
Positive Outcomes					
Improving employee morale	2.00	4.30	5.00	61.98	
Stronger public image	2.00	2.23	5.00	197.78	
Increased consumer/customer Confidence	2.00	2.00	5.00		Small, Large < Medium
Increased employee loyalty	1.00	1.92	3.05	16.60	Large < medium
Increased brand recognition	1.33	2.00	3.47	23.76	Small, Large < Medium
Gained competitive advantage	1.00	1.00	2.82	19.03	
Increased workforce productivity	1.00	1.92	3.11	30.59	
Increased employee retention	1.50	2.23	2.35	4.01	