

Implementation of Green HR Practices for environmental management – A study with reference to organisations in Kannur

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Abstract - The terminology “Green” has become the topic of discussion everywhere. It has been used commonly in marketing, accounting and management, then why not in HR. It is through green initiatives within HRM that the organization can be part of corporate social responsibility. Today, it has become the need of the hour to incorporate Human Resource Management into environmental protection. Also, during the recession period, the main focus of the organizations was on reducing wastage and optimizing resources. The actions which can be taken to implement green HRM includes educating employees about environmental issues, using websites and technology for recruitment & selection, providing training to reduce the use of energy & wastage, measuring performance based on environmental standards, devising compensation plan based on green rewards and promoting good habits which reduces damage of environment. This paper tries to explore about the Green HR practices in various processes of the organization in Kannur.

Key words: Corporate social responsibility, Green HR, Environmental management, Carbon footprint, HRIS, Knowledge capital.

I. INTRODUCTION

The role of HRM department is to recruit, select, train, reward, provide incentives and retain employees in the organization. Earlier other departments did not give much relevance to HR department, but now it is treated as Human investment management. Beyond, the normal routine functions, HR can go way ahead towards environmental management by aligning its HR policies. This will help in promoting value towards natural resources in the mindset of employees and they will contribute selflessly in implementing green HR practices in an organization.

In various international conferences on environment, most of the nations are discussing about issues like Global warming, changes in climatic condition, carbon credits and ozone layer depletion. It shows that “Green HRM” has become the essence of 21st century. Also, it is the employees who are the major contributor towards wastage and increased pollution. Since HRM plays an important role in managing people, it becomes easier to implement green practices in an organization. The top management support is needed to integrate HRM with environmental management. To gain competitive advantage, green is the success mantra for the organizations.

Green HR is the HR policies formulated for conservation of environment. It is also an employment model which includes retaining, recalling, preserving, and developing

talent for meeting future requirements of the business. Through Green HR model an organization will be able to reduce carbon footprint and retain knowledge capital which will improve the efficiency of the organization. Initially, an awareness programme has to be conducted about the issues of environment sustainability. This has to be lead by the top management so that it promotes a green culture in the organization. They have to think out of the box to implement green innovations which will result in cost saving and increased productivity. Nowadays, companies are creating a team led by a Chief Sustainability Officer for integrating best practices that can be applied in all work processes.

The stock valuation of more sustainable companies are high than the less sustainable companies. This can be evident from the list of successful companies like Coca-Cola, P&G, SunRun, Clif Bar, and Apple. These companies are increasing sales, reducing cost and taking less risk by adopting best practices of going smart, healthy and green.

Green HR initiative

The green HR initiative has to start from the on boarding process till the exit process of the employee.

Recruitment & Selection

The advancement of technology has invented the paperless organizations. The entire search can be done through job boards & career portals which have reduced the usage of

paper by printing and mailing resumes. Interviews can be conducted through video conferencing which will minimize the travel requirements. The organization can start using online portals for on boarding documentation. The newly joined employees can fill all their paperwork via online forms and it can be updated occasionally. This can be done smoothly through implementation of HRIS.

If the organization takes steps for going green only for name sake, then it will not be appealing to everyone. But if you can go green through a job search and on boarding process then this will help in sustaining a green culture through the socialization process. Document sharing becomes easier through the use of technology. Once the organization becomes a part of green initiatives then it can create a good networking, and social experiences. Attracting new applicants to the organization will be an easy task and it will improve the effectiveness of the overall recruitment process also.

Training and Development

In the Induction training programme, the new employees should be familiarized with the green practices being undertaken by the organization. The objectives of the training programme should be identified according to the vision of the organization. The employees should be involved in such environmental training programmes so that awareness can be created and through their involvement it is easier to attain the objectives. Job rotation can be used as a method to train the future executives or board members at the top level. Role play, Case study, and in-basket method can be used to train the employees at the middle level. For the lower level employees, training methods like coaching, discussion and action learning can be used. Trade unions can also take initiative on conducting environmental training. Training of union representatives in Environmental Management will be fruitful. The Trade Union Congress (TUC) in Britain has formed a body for sustainability, the Trade Union Sustainable Development and Advisory Committee (TUSDAC), which acts upon all the employers to conduct employee training programmes on improving energy efficiency.

Leadership

Green leadership behaviours like being eco-centric, open to change, and self-transcendent can drive all the followers towards eco-initiative. The attitude and norms of a leader can act as strong drivers for undertaking active Environmental Management behaviours. The personal values of a leader towards green initiatives can be a guiding force to his followers. A participatory leadership style may be used as this will increase employee involvement in sustainability process. It is through a leader's action that an organization can be made a green workplace.

Performance Management

It is a challenge to implement performance management with environmental standards due to the difficulty in

measuring each departments and managers performance. The performance can be measured based on environmental indicators like reduction of wastage, cost reduction, reduction in CO2 emissions, and other scarce resources. A green audit programme and green information system will give information about the past and future environmental performance of the organization. An internal green auditor can be appointed to find out the problems related to implementation of environmental performance standards. The performance of employees and managers can be reviewed with aid of systems as this will reduce the wastage of printed materials.

Compensation & Reward Systems

The compensation & reward systems of the organization should be aligned to the corporate objectives. The reward systems should be designed to incentivize environmental management. The compensation package of top level management may be based on their performance related to achievement of environmental targets. Green rewards can be given to other employees who help organizations to stop environmental accidents, or occurrence of illegal emissions, or reducing wastage of scarce natural resources. Non-monetary rewards like recognition, praise, company award, paid vacation, green benefit card to purchase green products will motivate the employees to take eco-initiative and contribute towards green environment.

Employee Involvement and Participation

To implement Environmental Management, wider employee participation is required instead of involving only the managerial cadre. As employees is the key source towards solving the environmental issues. Employee involvement in Environmental management can be enhanced through green suggestion schemes, & problem-solving circles. The employees can be given the opportunity to experiment green ideas which can reduce wastage as they have more knowledge of the work processes and products. This will make the employees proud and committed to work. A help-line can be set up for guiding employees in green matters. Employees can be encouraged to use green forms of transport like car sharing or bicycle riding. An HR policy can be framed towards e-work or telecommuting through which the employees can perform their task via telecommunication link at their home. Employee involvement in eco-initiatives will bring in improvements in environmental and worker health and safety process and the development of knowledge capital.

Grievance and Discipline

A green grievance redressal system may be formed to solve the grievances of employees related to green issues. This will encourage internal whistle-blowing which will highlight the environmental breaches. Green board including the CEO and the board members may be set-up to increase action in Environmental management. The employees should be aware about the disciplinary

procedures for non compliance of environmental rules and duties. In the employment contract, a clause may be included stating that if any environmental breaches take place it may result to dismissal of employees.

Talent Management

For managing the knowledge capital, the management has to disseminate all green information, green knowledge, and current green position of the company. Talented people should be given the opportunity to discover and implement new methods of reducing wastage and optimizing scarce resources. They should get the necessary support from the top level management and also the freedom to do the work in their own way. They should be made part of the green team so that they can chart out future direction to the organization. To keep their motivation level high, the organization can use the three R approach: respect, recognition, and reward.

Exit

If an employee exits, in case of dismissal, a general debriefing including the environmental dimension can be done. But if an employee resigns from the organization then the managers have to find out if green issues are the reasons for resignations. Also, they can find out whether the employee is moving to a greener employer. Exit interviews can be conducted to find out the perception of employees towards the organization.

Role of Green HR

HR department plays a major role in implementing environmental management in the organization. It has to frame Green HR policies to reduce wastage of paper, reduce CO₂ emission, improving efficient usage of energy, and improving recycling of cans, tins, paper. The line managers should be provided with guidelines for getting support from all the employees for implementing green policies. Top management support is also required so that a green workplace can be build. Also, a supportive culture towards environmental management can be created and sustained in the organization.

A communication network should be made which highlights the green efforts of the organization through its newsletter, bulletin board and websites. It can share the success stories of the organization which implemented green practices through which their stock valuation were high. In addition, the HR department can prepare a green audit report which includes the targets, measures the progress and gives the final status. There are some companies which have implemented the green HR practices.

II. LITERATURE REVIEW

The importance towards environmental issues and its sustainability has established green concepts like green cities, green education, and green ethics (Firdaus and Udin, 2014). This green movement has compelled the industries

to develop and use green management practices (Prasad, 2013). But still there are organizations in India which have low realisation and acceptance towards green HR initiatives (Mishra et.al. 2014). Any management innovation will be successful only if the HRM is effective (Paauwe and Boslie, 2003). As per Sharmin (2015), GHRM means the green HR practices which deals with sustainable usage of resources and supporting environmental sustainability. Sathyapriya (2013) stated that a green organization is environmental friendly, resource efficient, and responsible to the society. Renwick et.al. (2012) highlighted that to develop a green workplace; only those employees should be recruited who support environment. Companies which are greener find it easier to attract talented people (Kapil, 2015). Implementations of Technologies are important for an HR department to initiate green practices (Yusoff, 2015). Opatha and Arulrajah (2014) emphasised that awareness about environment can be created among employees through environmental training only. The training sessions can help the employees to acquire green knowledge and skills and also develop green attitude (Prasad, 2013). An organization can ensure environmental management if it is integrated in the Performance Management System in the form of green rating as one parameter for measuring the job performance (Sharmin, 2015; Kapil, 2015). Rewards can motivate and make the employees committed to be environmentally responsible (Renwick et.al.2012). Mandip (2012) stated that Top management should take disciplinary actions against violation of environmental rules by employees. Also, they can be encouraged in various green habits like flexi-time, car-pooling, and free company transportation. Dumount (2016) stated that Green HRM plays an important role in influencing the employee in-role and extra-role workplace green behaviour through various social and psychological processes. Leidner (2019) highlighted that GHRM policies will be short lived, if it leads to self-interest based behaviour but there is need for considering the contextual situations for practising it. Abdullah (2019) stated that top level managers have more awareness about green HRM than other organisation levels. Green HRM practices will promote CSR and will have higher acceptance in the society and will earn high profits in the long run (Chowdhury et.al.2017). While, Suharti and Sugiarto (2020) mentioned that Green HRM is beneficial to the individual as well as the company. The individuals outcome are greater with green concept and the organisations are able to build a positive image in the society.

Objectives of the study

The main objectives of this research were to assess the implementation of Green HR practices in organisation sectors like Education, Financial and Automobile in Kannur.

III. METHODOLOGY

The study was confined to banking, education, and insurance industries in Kannur. Convenience sampling was used to select the sample. A sample of 82 employees was selected for the purpose of the study. A self-administered questionnaire was prepared for collecting the data. The Green HRM Practices was measured based on the various policies related to recruitment, training, motivation, performance appraisal and reward. The questionnaire consists of closed ended question and five point Likert scale questions. The collected data was analyzed by using ANOVA and Fischer’s Test with the help of SPSS version 20. The present study has used One-way Anova, to find out the sector-wise difference in implementation of Green HR

practices. The study tries to analyze the relationship between demographic variables and Green HR practices.

IV. RESULTS AND DISCUSSION

The sample size comprises of 82 employees, with 48 males (58.5%) and 34 females (41.5%). The largest age group is about 44 (53.7%) is between the age group of 31 to 40 years, 26 (31.7%) is between the age group of 21 to 30 years, and 12 (14.6%) is between the age group of 41 to 50 years. For educational qualification, 62 (75.6%) have Masters Degree, 16 (19.5%) have Bachelors Degree, and 4 (4.9%) have Doctoral Degree. Out of 82 employees surveyed, 52 (63.4%) belong to Education sector, 16 (19.5%) belong to Financial sector, and 14 (17.1%) belong to Automobile sector.

Table 1 below represents the values of Green HRM practices attributes.

Table 1 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Awareness about energy saving strategy initiatives	82	3.00	5.00	4.0000	.66667
Online leave application system in the organization	82	1.00	5.00	3.3659	1.61408
Use of recycled paper in the office	82	1.00	5.00	3.2439	1.40159
Plastic free zone in the organization campus	82	1.00	5.00	3.8049	1.18049
Motivation by the organization to employees for car pooling	82	1.00	5.00	3.2195	1.32427
E-recruitment	82	1.00	5.00	3.1463	1.41528
Paperless interview and joining formalities	82	1.00	5.00	3.0732	1.24504
Selecting candidates who are compatible with the organization's environmental sustainability efforts	82	1.00	5.00	3.1220	1.29948
Electronic record keeping	82	1.00	5.00	3.8537	1.22849
Green Induction Program	82	1.00	5.00	3.1463	1.26805
Environmental Training	82	1.00	5.00	3.2927	1.18100
Training and Development Programme are carried out paperless	82	1.00	5.00	2.9756	1.26662
Encourages conferences, and seminar on Environmental sustainability	82	1.00	5.00	3.5122	1.11382
Freedom for eco friendly practices	82	1.00	5.00	3.8537	.87661
Motivation of superiors to pursue green practices	82	2.00	5.00	3.7317	.80198
Superiors always implement green HR practices	82	1.00	5.00	2.8293	1.15261
Green performance evaluation criteria	82	1.00	5.00	2.6829	1.26567
Green Rewards	82	1.00	5.00	2.7317	1.37031
Disciplinary action for violating rules of green practices	82	1.00	5.00	2.7805	1.12244
Company emphasizes to have green innovative practices	82	1.00	5.00	3.3902	.96553
Continually promote environmental conservation internally	82	1.00	5.00	3.5610	.91756
Adoption of Video Conferencing	82	1.00	3.00	1.8537	.61105
Adoption of Telecommunication	82	2.00	3.00	2.6829	.46820
Adoption of Flexi-timing	82	1.00	3.00	1.7073	.59810
Adoption of Eco-friendly paper bags	82	1.00	3.00	2.0000	.80123
Provision of Company transport	82	1.00	3.00	2.0000	.88889
Adoption of Rainwater harvesting	82	1.00	3.00	2.2683	.91690
Valid N (list wise)	82				

From the table, it is clear that the employees have given average opinion to the attributes like implementation of green HRM practices by superiors, Green performance evaluation criteria, Green rewards, Disciplinary action for violation, and Adoption of Telecommunication. Further, the employees have given unfavourable opinion for adoption of videoconferencing, flexi-

timing, eco-friendly bags, rainwater harvesting, and provision of company transport.

Table 2 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.941	.936	27

The data was tested using Cronbach alpha. The table shows that Cronbach’s alpha is 0.941, which indicates that the data is reliable and has a high level of internal consistency for the scale.

Hypothesis Testing

Hypothesis 1

H0: There is no significant difference among organisation sector and implementation of green HRM practices.

Table 3.1 Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
E-recruitment	2.754	2	79	.070
Paperless interview and joining formalities	4.100	2	79	.020
Electronic record keeping	1.254	2	79	.291
Green Induction Program	.265	2	79	.768
Environmental Training	5.410	2	79	.006
Freedom for eco friendly practices	4.690	2	79	.012
Motivation of superiors to pursue green practices	3.667	2	79	.030
Green Performance evaluation criteria	1.053	2	79	.354
Green Rewards	1.855	2	79	.163
Disciplinary action for violating rules of green practices	1.366	2	79	.261

Source: Survey data

The above table provides the Levene’s test to check the assumption that the variances of the three organisation sector groups are equal for each of the dependent variables. It can be seen that for e-recruitment (p= .070), electronic record-keeping (p= .291), green induction programme (p= .768), green performance evaluation (p= .354), green rewards (p= .163), and disciplinary action for violating green practices (p= .261) the Levene’s tests are not significant. However, for paperless interview (p= .020), environmental training (p= .006), freedom for eco friendly practices (p=.012), and motivation of superiors to pursue green practices (p= .030); therefore, the Levene’s test is significant which means the variances of the three groups are significantly different.

Table 3.2 ANOVA (Organisation Sector and Implementation of Green HRM Practices)

		Sum of Squares	df	Mean Square	F	Sig.
E-recruitment	Between Groups	7.244	2	3.622	1.846	.165
	Within Groups	155.000	79	1.962		
	Total	162.244	81			
Paperless interview and joining formalities	Between Groups	10.305	2	5.153	3.532	.034
	Within Groups	115.255	79	1.459		
	Total	125.561	81			
Electronic record keeping	Between Groups	.222	2	.111	.072	.931
	Within Groups	122.022	79	1.545		
	Total	122.244	81			
Green Induction	Between Groups	7.373	2	3.687	2.370	.100
	Within Groups	122.871	79	1.555		
	Total	130.244	81			
Environmental Training	Between Groups	12.261	2	6.131	4.809	.011
	Within Groups	100.714	79	1.275		
	Total	112.976	81			
Freedom for eco friendly practices	Between Groups	.010	2	.005	.007	.993
	Within Groups	62.234	79	.788		

	Total	62.244	81			
Motivation of superiors to pursue green practices	Between Groups	2.040	2	1.020	1.610	.206
	Within Groups	50.058	79	.634		
	Total	52.098	81			
Green Performance evaluation criteria	Between Groups	3.885	2	1.943	1.219	.301
	Within Groups	125.871	79	1.593		
	Total	129.756	81			
Rewards are given for green performance	Between Groups	1.328	2	.664	.348	.707
	Within Groups	150.769	79	1.908		
	Total	152.098	81			
Disciplinary action for violating rules of green practices	Between Groups	2.258	2	1.129	.894	.413
	Within Groups	99.791	79	1.263		
	Total	102.049	81			

Source: Survey data

The above table shows that for paperless interview, $F(2,79) = 3.532, p = .034$; and for environmental training, $F(2,79) = 4.809, p = .011$). Hence, it can be concluded that the three organisation sector groups differ in implementing Green HR practices significantly on paperless interview and environmental training only. It was observed that financial sector agree of implementing paperless interview and joining formalities (3.6250). Further, it was seen that automobile sector agree of conducting training session to generate awareness about environment (3.8571).

Table 3.3 Multiple Comparisons
LSD

Dependent Variable	(I) Organisation sector	(J) Organisation sector	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
E-recruitment	Education	Financial	-.75000	.40045	.065	-1.5471	.0471
		Automobile	.00000	.42175	1.000	-.8395	.8395
	Financial	Education	.75000	.40045	.065	-.0471	1.5471
		Automobile	.75000	.51261	.147	-.2703	1.7703
	Automobile	Education	.00000	.42175	1.000	-.8395	.8395
		Financial	-.75000	.51261	.147	-1.7703	.2703
Paperless interview and joining formalities	Education	Financial	-.81731	.34531	.020	-1.5046	-.1300
		Automobile	-.62088	.36368	.092	-1.3448	.1030
	Financial	Education	.81731	.34531	.020	.1300	1.5046
		Automobile	.19643	.44203	.658	-.6834	1.0763
	Automobile	Education	.62088	.36368	.092	-.1030	1.3448
		Financial	-.19643	.44203	.658	-1.0763	.6834
Electronic record keeping	Education	Financial	.13462	.35530	.706	-.5726	.8418
		Automobile	.02747	.37421	.942	-.7174	.7723
	Financial	Education	-.13462	.35530	.706	-.8418	.5726
		Automobile	-.10714	.45482	.814	-1.0124	.7982
	Automobile	Education	-.02747	.37421	.942	-.7723	.7174
		Financial	.10714	.45482	.814	-.7982	1.0124
Green Induction Program	Education	Financial	-.70192	.35654	.052	-1.4116	.0077
		Automobile	-.50549	.37551	.182	-1.2529	.2419
	Financial	Education	.70192	.35654	.052	-.0077	1.4116
		Automobile	.19643	.45640	.668	-.7120	1.1049
	Automobile	Education	.50549	.37551	.182	-.2419	1.2529
		Financial	-.19643	.45640	.668	-1.1049	.7120
Environmental Training	Education	Financial	-.75000	.32279	.023	-1.3925	-.1075
		Automobile	-.85714	.33997	.014	-1.5338	-.1805
	Financial	Education	.75000	.32279	.023	.1075	1.3925
		Automobile	-.10714	.41321	.796	-.9296	.7153
	Automobile	Education	.85714	.33997	.014	.1805	1.5338
		Financial	.10714	.41321	.796	-.7153	.9296
Freedom for eco friendly practices	Education	Financial	-.02885	.25374	.910	-.5339	.4762
		Automobile	-.01099	.26724	.967	-.5429	.5209
	Financial	Education	.02885	.25374	.910	-.4762	.5339
		Automobile	.01786	.32481	.956	-.6287	.6644
	Automobile	Education	.01099	.26724	.967	-.5209	.5429
		Financial	-.01786	.32481	.956	-.6644	.6287
Motivation of superiors to pursue green practices	Education	Financial	-.25962	.22757	.257	-.7126	.1934
		Automobile	-.38462	.23968	.113	-.8617	.0925
	Financial	Education	.25962	.22757	.257	-.1934	.7126

	Automobile	Automobile	-.12500	.29131	.669	-.7048	.4548
		Education	.38462	.23968	.113	-.0925	.8617
		Financial	.12500	.29131	.669	-.4548	.7048
Green performance evaluation criteria	Education	Financial	-.54808	.36086	.133	-1.2664	.1702
		Automobile	.00549	.38006	.989	-.7510	.7620
	Financial	Education	.54808	.36086	.133	-.1702	1.2664
		Automobile	.55357	.46194	.234	-.3659	1.4730
	Automobile	Education	-.00549	.38006	.989	-.7620	.7510
		Financial	-.55357	.46194	.234	-1.4730	.3659
Green Rewards	Education	Financial	-.09615	.39494	.808	-.8823	.6900
		Automobile	-.34615	.41596	.408	-1.1741	.4818
	Financial	Education	.09615	.39494	.808	-.6900	.8823
		Automobile	-.25000	.50557	.622	-1.2563	.7563
	Automobile	Education	.34615	.41596	.408	-.4818	1.1741
		Financial	.25000	.50557	.622	-.7563	1.2563
Disciplinary action for violating rules of green practices	Education	Financial	-.05769	.32131	.858	-.6972	.5819
		Automobile	-.45055	.33841	.187	-1.1241	.2230
	Financial	Education	.05769	.32131	.858	-.5819	.6972
		Automobile	-.39286	.41131	.342	-1.2115	.4258
	Automobile	Education	.45055	.33841	.187	-.2230	1.1241
		Financial	.39286	.41131	.342	-.4258	1.2115

*. The mean difference is significant at the 0.05 level.

This table compares the ten dependent variables which are E-recruitment, Paperless interview and joining formalities, Electronic record keeping, Green induction programme, Environmental training, Freedom for eco-friendly practices, Motivation of superiors to pursue green practices, Green performance evaluation criteria, Green rewards, and Disciplinary action for violating rules of green practices. Further it is divided into three main sections, with three rows within each section. The first main section lists the Education sector in the first column. The mean performance score for this group will be compared to that of the other two groups listed in the second column. In each main section, (I) refers to the mean for the group in the first column (Education), and (J) refers to the means for the other two groups listed in the second column (Financial and Automobile sector) which are being compared to the (I) mean. The Mean Difference (I-J) column gives the difference between each pair of means. The same follows with Financial sector and Automobile sector.

The mean difference shows that the probability is less than .05 in the Sig. Column for only two green HR practices: Paperless Interview and joining formalities; and Environmental Training.

From the LSD comparisons it is found that all three means were significantly different from each other. Financial sector employees had significantly higher mean in conducting of paperless interview and joining formalities ratings ($M = 3.63$) than did the Automobile sector ($M = 3.43$), and Education sector employees ($M = 2.81$). Automobile sector employees had significantly higher mean in conducting of environmental training ratings ($M = 3.86$) than did the Financial sector ($M = 3.75$), and Education sector employees ($M = 3$).

Hypothesis 2

H0: There is no significant relationship between Gender and Online leave application system in the organisation.

Table 4 Relationship between Gender and Online leave application system

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	10.493 ^a	4	.033	.031		
Likelihood Ratio	10.858	4	.028	.037		
Fisher's Exact Test	10.417			.028		
Linear-by-Linear Association	1.103 ^b	1	.294	.300	.164	.032
N of Valid Cases	82					

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is 1.66.

b. The standardized statistic is -1.050.

Table 3 shows that the Chi square value is 10.493 and the p value is .033. However, the table reports that the minimum expected frequency is 1.66, and that 3 cells have an expected frequency that is less than 5. So the Fisher's Exact Test will be used to interpret the results of the test. The p value is .028 which is less than .05, hence the null hypothesis is rejected. It can be

interpreted that there is a significant relationship between gender and online leave application system in the organization.

Hypothesis 3

H0: There is no significant relationship between Educational qualification and Usage of recycled paper.

Table 5 Relationship between Educational qualification and Usage of recycled paper

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	23.457 ^a	8	.003	.003		
Likelihood Ratio	23.403	8	.003	.003		
Fisher's Exact Test	18.507			.003		
Linear-by-Linear Association	.239 ^b	1	.625	.679	.343	.059
N of Valid Cases	82					

a. 9 cells (60.0%) have expected count less than 5. The minimum expected count is .39.

b. The standardized statistic is .489.

Table 4 shows that the Chi square value is 23.457 and the p value is .003. However, the table reports that the minimum expected frequency is 0.39, and that 9 cells have an expected frequency that is less than 5. So the Fisher's Exact Test will be used to interpret the results of the test. The p value is .003 which is less than .05, hence the null hypothesis is rejected. It can be interpreted that there is a significant relationship between educational qualification and usage of recycled paper.

Hypothesis 4

H0: There is no significant relationship between Gender and Company emphasises to have green innovative practices.

Table 6 Relationship between Gender and Company emphasis on having green innovative practices

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	11.295 ^a	4	.023	.016		
Likelihood Ratio	14.905	4	.005	.006		
Fisher's Exact Test	11.219			.015		
Linear-by-Linear Association	.087 ^b	1	.768	.818	.429	.088
N of Valid Cases	82					

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .83.

b. The standardized statistic is .294.

Table 5 shows that the Chi square value is 11.295 and the p value is .023. However, the table reports that the minimum expected frequency is 0.83, and that 4 cells have an expected frequency that is less than 5. So the Fisher's Exact Test will be used to interpret the results of the test. The p value is .015 which is less than .05, hence the null hypothesis is rejected. It can be interpreted that there is a significant relationship between gender and company emphasises to have green innovative practices.

online leave application system in the organization. The effect of educational qualification is significant on usage of recycled paper.

However as the conclusions are purely based on analysis of inputs provided by the employees, there is always a chance of bias in the response provided which may affect the findings. Also, there is a scope to extend the study to various other sectors.

V. CONCLUSION AND LIMITATIONS OF THE STUDY

HR function can create increased value in terms of financial results by going green. HR managers can become the change agents in creating green culture in the organization by initiating green policies and practices. From the analysis, it can be concluded that Green HRM practices are implemented in the various organisation sectors in Kannur. The study reveals that three organisation sector groups (Education, Financial and Automobile) differ in implementing Green HR practices significantly on paperless interview and environmental training only. The research has found that there is significant relationship between gender and company emphasis on having green innovative practices. It also has significant relationship with

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