

Analysing Green HR Practices in District Administrative Offices in Context with Jharkhand Santhal Pargana District



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Abstract: Green HRM an emerging concept that most Indian industry trying to adopt for sustainable development and carbon free environment. In this research, an analysis toward the perception and attitude regarding green HR practices in Indian public sector undertakings. This study is primarily centric towards public sector firms like banks, public concern offices, and various state Government concerns. The primary objective of this research is to analyze the perception and attitude of employee and the gap in implementation by employer of such practices. By reviewing various research literatures it has been found that many national research are conducted research on GHRM but very few on employee perception and attitude especially in context with public sector. It has been observed that companies focus on implementation of green- Hr. practices nowadays but are not concern about employee awareness programs which results lack of interest towards the concept by employees. Sectors like IT, telecom, E- commerce, KPOs and BPOs are successfully implemented the practices and are in advance stage of environment friendly people resource management. Implementation of green environment management needs to impose as mandatory compliances by industries. In relevance to behavioral level of Indian work force it has been found that there is a positive correlation with work life balance. The author would also like to suggest how to bridge the gap between the implementation and employee perception by various awareness program in public sector undertakings.

Keywords: Green Hr. Practices, District Administrative Offices, Santhal Pargana Region

I. INTRODUCTION

Globalization of market led to urbanization, modernization, and use of scarce resources at extreme level cause global warming. It requires a balancing factor from all the participants like business, society and policy makers. Green hr. practices are all about environment and ecological balance and indirectly towards betterment of mankind in near future. "GO GREEN" policy is adopted by all functional fields in industries nowadays. Management of various industries like IT, hospitality and tourism, aviation and many more acknowledge the importance of employees' pro-environment behavior to achieve environmental sustainability goal.

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Singapore Airlines, part of sustainable Aviation fuel user group from 2011, tries to reduce the carbon level in environment and contribute towards green environment management by establishing green workplace and utilization of eco-friendly aircrafts. Marriott's green goals are reduction of Carbon and water intensity by 30% and 15% respectively and waste land fill by 45% by 2025. Many Indian companies like TATA sponge, Cummins India, Century ply boards, Karnataka bank, Power Finance Corporation, ONGC, NTPC are in advance stage of adaptation of green Hr. practices. Green Bank are most contemporary idea to promote carbon free banking services which is now grab its foot print in India.

Today it is a great challenge for Hr. managers to retain employee due to various regions like working environment, better compensation, training and development, better career opportunities and among all these better work environment and remote work culture is the most important as of this year long COVID pandemic, now an employee prefer work from home for safe and secure work environment. So it is necessary to adopt green hr. practices to retain work force. Green hr. practices encourage employee to get involve and start practicing the environment protection activities.

A. Snapshot of Green Hr. Policy by in India Companies

Indian companies implementing green hr. practices in India.

WIPRO Technologies

Wipro among few Indian companies adopting hr. work balance and become the full green station to work with. Starting from its product like monitor, FMCG, medical equipment's, FMCD all maintain green technology. Wipro, the first IT Company in India to launch eco-friendly desktops and notebook computers that adhered to the RoHS (restriction of hazardous substances) regulation specified by the European Union (EU).

Suzlon Energy

Suzlon one earth campus, the corporate head office of Suzlon one of the most energy efficient building in India at Pune- with insulated green roof, waste management system, renewal energy based hot water system, water recycle, reuse, recharge system, zero emission power backup system.

ITC Ltd.

ITC initiative at sustainable green technologies products like green paper and 'Ozone Treated Elemental Chlorine Free Technology' replacing Elemental Chlorine which was conventionally used in the bleaching process during paper manufacture.

HCL

HCL initiatives for green HR practices like green Product Development, green design, improvised product life cycle, green supply chain management/ eco partnership, green Production, disposables Management. Their philosophies/policies warrant “Going Green” and message for all “Do not destroy this Planet. Such unique planets are almost impossible to find”.

IndusInd Bank

Solar power ATMs initiative is the most advanced step toward carbon free environment.

Maruti Udooyog Ltd.

Green supply chain management and green manufacturing facility.

TATA Metaliks Ltd.

Green power sources, no Saturday work, no lights at day time are the steps towards green hr.

Tamil Nadu news prints and paper Ltd

Recycling solid and liquid waste, generate its own power from waste materials and supply excess power to grids.

B. Status of Start-ups in Green HRM and Awareness Programs

Start-ups like Banyan Nation, Digital green, Waste venture are among who initiating program like

Collects plastic waste from industries, Pickups waste by employing waste pickers, Creates and shares videos on agriculture, livelihood, health and nutrition, Supports agriculture with the blend of technology.

Fourth Partner Energy provides solar finance to projects, build roof top solar units for commercial and household purpose.

II. RESEARCH AIM

- To examine the green Hr. practices in district administrative offices in Jharkhand Santhal Pargana region.
- To analyze the employee perception and attitude towards green Hr. practices
- Research study confined to CPSC, public sector banks, municipal corporations and few state government offices.

III. RESEARCH OBJECTIVES

- To analyze the perception of employee towards green Hr. policies of their respective companies.
- To find how actively CPSC implement green Hr. practices.
- To make recommendation to companies for various awareness program.

IV. RESEARCH GAP

The extensive literature review reveals that many researcher conducted research on green Hr. practices but few or no work on local public sector concerns like municipality corporations. However very little work is conducted on acceptance level of employee towards green Hr. and analyzes the how friendly rural people accept this, what are

the obstacles, recent changes in Hr. practices and change in Government policies that may create a sustainable development.

A. Limitations

- The study is regional based and hence the result may not be generalized.
- The outcome of the study is based on data provided by the respondent which may not be the true representation of the population.

V. LITERATURE REVIEW

Islam, Shafiqul and Das, Chandra (2013) analyses the green HR practices in Bangladesh and suggestions regarding the same [1]. On the other hand researcher also point out that the in house activates in bank branches are not satisfactory [2].

Hiba Awad Masri (2016) Researcher analyzing green HR practices in West Bank [3]. In this study researcher study detail factors responsible for barriers in implementing the practices and also point out the success factors.

Md. Maruf, Ullah. (2012) made a comparative analysis among different types of banks [State-own Commercial Banks (SCBs), State-own Specialized Development Banks (SDBs), Public Commercial Banks (PCBs) and Foreign Commercial Banks [4].

Rajput, Namita. And Kaura, Ruchika. (2013) studied response of Indian banks to environment turbulence and their action in the view of green banking adoption and gap. They analyzed that main barrier to environment sustainability is “lack of RBI mandates” and RBI needs to make more policies embedding green issues. The results showed that India is adopting green practices very slowly as compare to other countries Bhardwaj, Broto Rautla and Malhotra, Aarushi (2013) reviewed various models of green banking.

VI. RESEARCH METHODOLOGY

The study is descriptive in nature both primary and secondary data are used for study. The primary data is collected with the help of structured questionnaire and the secondary data is collected from bulletin, journals, reports and various internet websites the sampling technique used for approaching the sample unit public sector employee.

A. Instruments of Data Collection

Structured questionnaires designed for collecting required data that has been used in this study. The said questionnaires have been designed in such a way that the variable identified in the literature review have been considered and incorporated. Only percentage analysis has been applied for analysis purpose.

B. Primary Data Collection

Semi structure interview and questionnaire are the source of primary data collection. In this study researcher consider all three method of interview semi structure, structured, and unstructured interview.



Based on the fact this is a exploratory research semi structure interview has been chosen to get more information on employee perception on GHRM practices in municipal and public concern offices. So, face to face interview were conducted with concerned officers and employee. In target offices name Jamtara Nagar Panchayat, Mihijam Municipal office, Jharkhand co-operative bank, Land revenue office, District Civil court, District police station and District jail, District Administrative office, District Hospital, District intermediate collage.

C. Questionnaire Design

Questionnaire was designed to test the research’s statement formulated in research objective. In this research, respondent were asked to answer closed questions which facilitates quick decision for respondent and easy information coding for researcher. A five point Likert questionnaire were using to presence certain practices and perception of the same in targeted organizations. Questionnaire contains four sections:

- Section one contain general information about organization and its employee. This section is designed to gather information about firm, gender, year of experience, position holding in current organization of respondent.
- Next section deal about the GHRM practices by the organization. This section try to gather data regarding at what extent the organization implement green Hr. practices and the awareness program for the employee and encourage all stakeholders to act pro-environment behavior.
- Third section ask question on environment performance of organization. In this part respondent ask to self-evaluate the organization, organization committed toward implementing sustainable carbon friendly practices.
- Fourth section was use to collect data regarding the drivers, barriers, benefits of adopting GHRM.

VII. DATA ANALYSIS

This part explores the GHRM practices from the view point of employee and HR officer of their respective department.

Table 1: Environmental Practices

Particulars Organizations	Use of Renewable source of energy	Waste management	Water recycle	Office transport	Paperless policy	Work from home policy	ISO 14001 AND 22000 (A/F) Organization
Jamtara Nagar Panchayat	4	3	4	NA	3	NA	NO
Mihijam Municipal office	3	2	3	NA	3	NA	NO
Jharkhand co-operative bank	3	2	3	NA	4	NA	NO
District Administrative office	4	3	5	2	4	2	NO
District Hospital	3	3	5	3	3	NA	NO
District Civil court	3	3	5	NA	4	NA	NO
District police station	2	3	4	2	2	NA	NO
District jail	2	3	4	NA	2	NA	NO
Land revenue office	1	2	3	NA	4	NA	NO
District intermediate collage	1	1	3	NA	3	NA	NO

Criteria 1 Environmental practices

(Respondent gives their view in 5 point Likert scale where 5 represent highest and 1 as lowest.)

This criterion aimed to identify the environmental practices done by public welfare offices in Santhal Pargana region. Most of the respondent confirmed that organizations are moderately practicing GHRM, office of district administrative and Jamtara Nagar Panchayat are among top

in implementing green HR practices. Land and revenue office and district jail are among who are far behind in implementing GHRM.

Table 2: Green HR Practice Challenges

Particulars Organizations	Employee Resistance	Lack of Top Management Support	Cost Factor
Jamtara Nagar Panchayat	3	3	4
Mihijam Municipal office	4	4	3
Jharkhand co-operative bank	4	4	4
District Administrative office	4	2	1
District Hospital	4	3	2
District Civil court	4	3	3
District police station	3	3	3
District jail	5	4	4
Land revenue office	5	4	3
District intermediate collage	4	4	2

Criteria 2 Green HR practices challenges

(Respondent gives their view in 5 point Likert scale where 5 represent highest and 1 as lowest.)

In this criteria researcher try to study the major challenges that organization faces in implementing green Hr. practices, respondent in this criteria are from top officials who are responsible for general administration and related to Hr.

functionality of respective organization. As per the primary data gathered it has been observed that employee resistance followed by lack of top management support is the major factors that restrict organization to implement the same. Cost factor is not the major factor because of State and central Government allots enough fund for GHRM.

Table 3: Green HR Practice Success Factors

Particulars Organizations	Public Awareness Program and Orientation Session	Mandatory Compliance	Employee Commitment
Jamtara Nagar Panchayat	5	4	2
Mihijam Municipal office	5	3	3
Jharkhand co-operative bank	4	3	3
District Administrative office	4	4	4
District Hospital	4	2	4
District Civil court	4	4	4
District police station	3	3	2
District jail	3	3	2
Land revenue office	3	2	2
District intermediate collage	4	3	2

Criteria 3 Green Hr. practices success factor

(Respondent gives their view in 5 point Likert scale where 5 represent highest and 1 as lowest.)

In this part study help to point out the success factor of green Hr. practices in organization, public awareness program from organization, from government and from different NGOs work a lot to achieve the goal up to some extent followed by the legal mandatory compliances by government and organization itself. Employee commitment also works is some cases.

A. Study Population

This section study population using frequency test

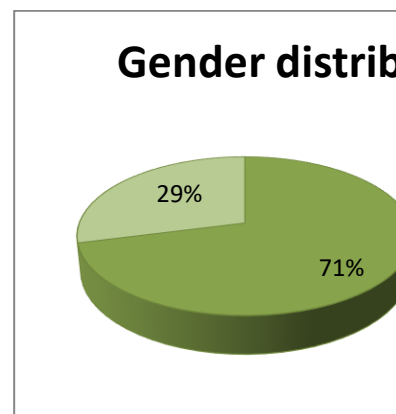


Figure: 1 Gender Distribution Respondent



About 71% of male and 29% of female respondent participate in this survey as the gender distribution in selected organization is also in almost same ratio as per the HR managers.

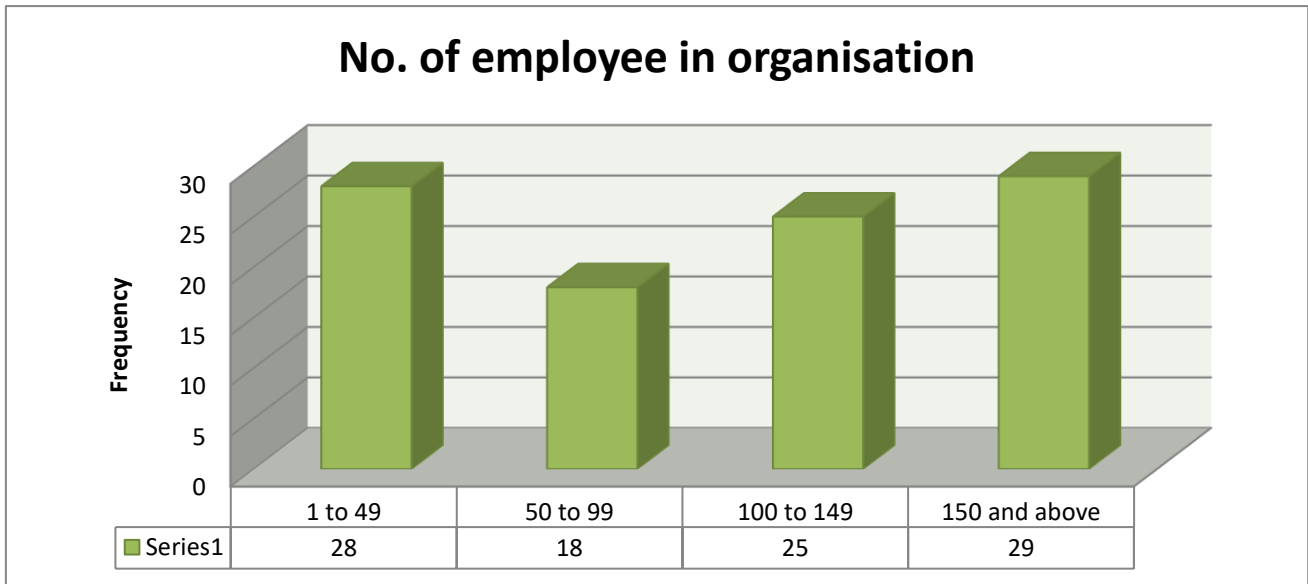


Figure: 2 Number of Respondent from Different Organization

This part of the survey provides data regarding the number of respondent from organization. Around 28 respondent are selected from organization having less than 50 employee followed by 18 from employee between 50 to 99 employee. And 25 respondents are selected from organization having 100 to 149 employees 29 from organization more than 150 employees.

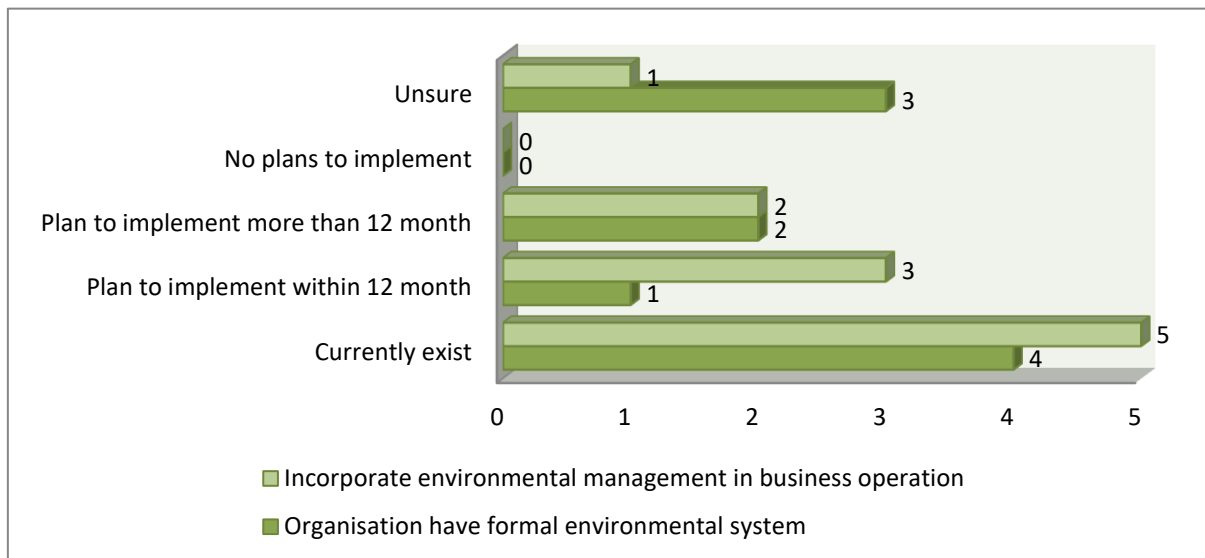


Figure: 3 Organization Incorporated Green Hr. in Their Operation

From the figure we can infer that about 50% organizations have formal environment system and incorporated environment management in their operation. 1 organization have plan to implement the same within one year, 2 organizations need more than 1 year to implement green Hr. practices. One organization responds they are unsure about it as all depends on higher authority.

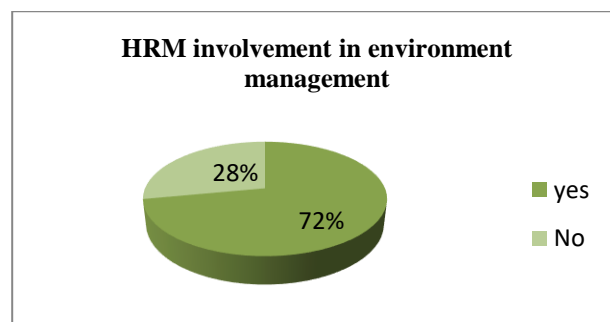


Figure: 4 HRM Involvements in Environment Management

As per the employee from different organization about 72% organization are integrate their HR activities like recruitment selection, tanning and development, employee appraisal and employee reward and compensation activities with environment management. 28% organizations are below mark in implementing this.

Table 4: Employee Evaluation Report

Particulars Organizations	Awareness Program by Organization	Support of Local People	Initiative Towards GHR Practices by Organization
Jamtara Nagar Panchayat	GOOD	VERY GOOD	AVERAGE
Mihijam Municipal office	GOOD	GOOD	AVERAGE
Jharkhand co-operative bank	AVERAGE	AVERAGE	GOOD
District Administrative office	VERY GOOD	GOOD	VERY GOOD
District Hospital	VERY GOOD	AVERAGE	GOOD
District Civil court	GOOD	GOOD	VERY GOOD
District police station	AVERAGE	GOOD	AVERAGE
District jail	BELOW AVERAGE	AVERAGE	BELOW AVERAGE
Land revenue office	BELOW AVERAGE	BELOW AVERAGE	GOOD
District intermediate collage	AVERAGE	AVERAGE	GOOD

Table 4 is sum up of employee evaluation report which is based on three criteria and respondent mark it on ordinal scale very good is in top of scale and below average is low grade in scale.

Green Hr. practices assessment degrees

Interval	Degree
Less than 20%	Very Low
>20% to 40%	Low
>40% to 60%	Moderate
>60% to 80%	High
More than 80%	Very high

To access the GHRM practices in offices of Santhal Pargana region respondent were asked to rate the practice in five point scale. Five for top of level and one is low end of the scale. To identify the degree of each practice, responses were classified into five degrees.

Degree of GHRM practices among organizations

Rank	Innovation Practices	Std. Deviation	Percentage	Application degree
1.	Pro-environment organization culture	.76251	67.3	High
2.	Green recruitment and selection	.85106	55.5	Moderate
3.	Green training and development	.97854	45.1	Moderate
4.	People awareness program	1.12892	56.9	Moderate
5.	GHRM performance appraisal	.91069	47.9	Moderate
6.	Implementation of green technology	1.02591	54	Moderate
	Total	.84063	54.45	Moderate

Based on the above result green HR practices in Santhal Pargana regional district headquarter is 54.4 % which is moderate level.

VIII. RESEARCH FINDINGS

Preliminary survey conducted with the help of Questionnaire design for this particular research it is analyzed that digitalization is quite popular in this region; out of 100 respondents from 10 regional public concern offices of Santhal Pargana around 54.4 percent are

practicing the green Hr. and integrate their Hr. activities with general Hr. activities

Employee perception towards the concept is also moderate but if as per the study it has been infer that if more and more awareness program will change mind set of employee. Majority of unskilled people think new approach may change their work



culture and increase their responsibility.

Factors that restrict Hr. manager to adopt the green changes, though they are well aware of it are.

- Employee resistance is the main factor.
- Support from top official also barrier in implementing the practices.
- Cost of implementation is also a factor but in last two years Government support lot and allot fund for it.

Success factors for organizations are

- Employee and local people support, help managers to successfully implement the practice.
- Various awareness programs from different stakeholders also plays important role in positive result.
- Mandatory legal compliances forces people to maintain the rules in some cases.

IX. RECOMMENDATIONS

It has been found that organization appeared in this research are in moderate level in implementing green HR practices and encourage pro-environment behavior of their employee. From study it has been found that awareness plays an active role in success as well as challenges, it was found that where there is more and more awareness activities are conducted by organization success rate is more and success rate hamper where awareness program is not at par level. The analysis demonstrate that organizations must adopt green work culture in their day to day operation and implement activities like green recruitment and selection, green employee development program, green appraisal, green compensation and reward system will help to change the behavior of employees.

The suggestions for the organization to adopt green Hr. practices successfully are.

- Rewards and points for employee and stakeholders help in maintaining the rules and regulations.
- Formation of special Environment management department having direct access to all departments in organization, for checking and advising the green practices for respective departments and work as a line department.

X. CONCLUSION

From environment perspective, green practices in Hr. are a sustainable for any organization for future growth. The result of the study shows a positive result regarding people perception and attitude towards the concept but need some boost from another side. More than 75% people are aware about the advantage of the concept and more than 55% people are already practicing. 54.4% organization are successfully practicing the green environment management which show the moderate result.

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