

A Study on Green Human Resource Management Practices in Jaffna

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Abstract - Using exploratory study, the pervading nature of green human resource management practices was examined in organizations located in the Jaffna district. The data were garnered from human resource practitioners by using in-depth interviews with open ended questions. Collected data were coded and subsequently themes were subsumed under recruitment, training and development, performance evaluations, and reward management. The majority of the informants interviewed connoted that the green human resource management practices have not received magnificent attention in the past nonetheless, those practices were found at burgeoning stage. The informants were well aware of the importance of the green human resource management practices and its implication of their businesses. This research would be a springboard for future research scholars.

Keywords - green HRM practices, organizations, green team

I. INTRODUCTION

The term green human resource management seems to be a novel concept to majority of the people living in Sri Lanka including academics and professional in HRM [1]. Due to the awareness for environment the green concept was arisen into several concerns. Such as Green cities, Green food, Green education, Green ethics & Philosophy, Green health, Green politics & Green consumer.

First this review addresses the meaning & interpretation of Green HRM. According to Renwick et al (2008)[2] the integration of corporate environmental management into human resource management is termed as green HRM. The human resources aspects of environmental management are green HRM. The greening of functional dimensions of human resource management such as job description and analysis, recruitment, selection, training, performance appraisal, and rewards is defined as green HRM.

The ultimate aim of green HRM practices is to improve the organization's sustainable environmental performance. The green HRM is referred to all the activities involved in development, implementation and ongoing maintenance of a system that aims at making employees

into green employees so as to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability. It refers to the policies, practices & systems that make employees of the organization green for the benefit of the individual, society, natural environment and the business [3]. Purpose of this study is to develop the knowledge regarding the green human resource aspects among the human resource managers in Jaffna.

II. RESEARCH GAP

Several studies found Green human resource management practices that have been done by the academic researchers. Research up to date has tried to look on green marketing, green supply chain management, Green finance and Green systems. However the green human resource management has been paid little attention and its practices are still unclear. Therefore, there is a requirement to the researchers to analyze this study.

Understanding the practices of human resource management is worth and addressing a broad array of issues is needed in Jaffna. Environmental human resource management and competitive advantage analyzed the moderating effect of environmental human resource management on the relationship between firm's environmental management practices [4]. Achieving sustainability through attention to human resource factors in environmental management Bonnief dialy and Su-chunhuangi, (2001)[5] examines in depth various human resource factors and their impact on green environment.

In Sri Lanka, a few scholars have carried out research studies on green human resource management practices [6]. They focused on exploring green human resource practices from the light of existing theoretical and the empirical research work.

They also stated that human resource aspects of environmental management are green human resource management. These also stated that human resources

aspects of environmental management are green human resource management. These scholars broadly specified that distinguished policies in the field of recruitment, performance management, performance appraisal, Training and development, and employment relations and pay [1]

The contribution of this research is extending the scope and depth of green human resource management in materializing sustainable environmental performance of selected organization in Jaffna.

III. RESEARCH PROBLEM

Human resource practitioners need to stimulate the field of Human Resource Management to expand its role in the pursuit of environmental sustainability

IV. LITERATURE REVIEW

Corporate environmentalism or green management concepts introduced in 1990's and started to popular concept around the world in 2000's [7]. According to mandip (2012)[8] this green concept should be included in to the whole human resource process such as; Recruitment, performance management, training and development, Employment relations, compensation and appraisal. But traditionally most of the organizations in the world have used the complaints approaches of greening driven by laws and regulations [9]. In addition sheikh (2010)[10] stated that green movement is a political movement which includes four important principles like; environmentalism, sustainability, non- violence and social justice. Later in 2011, Jabbour defined green human resource management as "The level of greening of human resource management practices in terms of functional and competitive dimension of HRM". For the greening practices all employees are required to have a sufficient amount of knowledge and skills with respect to greening and without those competencies it is not possible for the employee to become a green employee [11]. Therefore training and development programs of employees should include social and environmental issues at all levels from technical health and safety considerations on the bottom level to top executive managerial level [8]. In Sri Lankan context there are major challenges that will be faced by researchers are conceptualization and operationalization

of various constructs in the field of green HRM as valid and reliable instruments need to be developed. Recently there are some considerable studies relating green HRM was carried by Anton Arulraj and Opatha (2015) [6] "Green Human Resource Management practices; A Review".

V. METHODOLOGY

Qualitative research dealing with phenomena that are difficult or impossible to quantify mathematically, such as beliefs, meanings, attributes, and symbols; it may involve content analysis.

Qualitative analysis can sound almost like "listening to your gut," and indeed many qualitative analysts would argue that gut feelings have their place in the process. That does not mean, however, that it is not a rigorous approach. Indeed, it can consume much more time and energy than quantitative analysis [12].

VI. POPULATION

The population for this study consisted human resource practitioners in Jaffna district.

VII. SAMPLING TECHNIQUE

purposive sampling is mainly popular in qualitative studies. Purposive sampling, also referred to as judgment, selective or subjective sampling is a non-probability sampling method that is characterised by a deliberate effort to gain representative samples by including groups or typical areas in a sample. The researcher relies on his/her own judgement to select sample group members. In purposive sampling researcher has sufficient knowledge of topic to select sample of experts and subjects are chosen in this sampling method according to the type of the topic [12]. Therefore, skills and capabilities of the researcher to find appropriate individuals to contribute to the achievement of research objectives play important role on the outcome of studies using this sampling technique. The main advantage purposive sampling is that to reach the sample of subjects with specific characteristics. Researchers have selected this sampling method for this study.

In the qualitative study there are no closely defined rules for sample size [13]. Sampling in qualitative research usually depends on small numbers with the objective of studying in depth and detail [12]. The

sample is derived purposefully rather than randomly [14]. In this way researchers selected only three organizations as sample of this study.

VIII. INSTRUMENTS

This qualitative approach using in depth interviews with the person who is responsible for the HR department were conducted. In-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation [15]. In-depth interviews are flexible in that they can be presented in a number of ways. There is no specific format to follow. However, like all evaluation results, justification and methodology of the study should be provided, as well as any supporting information. In-depth interview data may stand alone or be included in a larger evaluation report.

IX. DATA ANALYSIS METHOD

This study uses the coding method for data analysis. Coding is the identification of passages of text or other meaningful phenomena, such as parts of images and applying labels to them that indicate they are examples of some thematic idea. [16]. At its simplest, this labeling or coding process enables researchers quickly to retrieve and collect together all the text and other data that they have associated with some thematic idea so that they can be examined together and different cases can be compared in that respect.

X. VALIDITY AND RELIABILITY

Validity and reliability are the main factors of all research. Qualitative studies need to be especially sensitive to the issues of validity and reliability. Validity in research is concerned with the accuracy and truthfulness of scientific findings [17].

According to Campbell and Stanley (1966) the validity has the two major forms that encompass the many types. It refers to "internal" and "external" validity. Internal validity refers to the extent to which research findings are a true reflection or representation of reality rather than being the effects of extraneous variables. External validity addresses the degree or extent to which such representations or reflections of reality are legitimately applicable across groups [18].

Reliability is concerned with the consistency, stability and repeatability of the informant's accounts as well as the investigators' ability to collect and record information accurately [19].

In our study researchers attempt to increase the validity and the reliability by keeping accurate and detailed field notes and recording the respondent's answers to avoid the variations. Researchers comparing the results obtain with the evidence. In addition we were confirmed the findings and analysis with respondents. Under this analysis we have done the recycling. Also always recycling leads to back to analysis of data with the respondents or informant.

XI. DATA ANALYSIS

This study tried to find out the green human resource practices available in selected organizations in Jaffna. Result showed the human resource forecast is in the initial phase. Because there is a lack concern on environmental training and also lack of concern on required health and safety.

"In our organization also we are providing some kinds of environmental trainings but these types of trainings aren't arranged by our top management. Actually supporting organizations help us to organize these things for their promotional purposes. In addition we provide only the basic health and safety facilities".

Another objective of this study to find out what extent the organizational human resource practices fulfills their environmental friendly activities in Jaffna. The researchers have obtained the findings to this objective through interview questions in Jaffna district. There is no proper unique system greening practices because of centralized authority system with less support from top management and less concern about nature.

"In our organization there is no proper system to motivate managers and non-managerial employees on corporate environmental management initiatives. We are only considering the profit maximization but we are proving some kind of non-financial motivations such as awards at year end party for best employees".

According to manager's statement researchers came up with the results that there is no support from the trade union and lack of green employee relations.

“Our organization doesn't have strategies like join consultations, gain sharing and recognizing union as key stake holder in environmental management to get the expected support of trade unions for corporate environmental management initiatives”.

Another statement from HR manager:

“Yes of course, we have so many barriers when we implement the green aspect on our human resource practices. Mainly there are different types of people with different thoughts, which is our major problem. In addition we have some other barriers like negative attitudes, cost for interview, organizational grievances...”

Based on the above statement of HR manager there is no proper conflict management and lack of employee concerns regarding travelling benefits and the food allowances.

XII. CONCLUSION

According to the agenda that are brought out in this paper there are many gaps to be filled in respect of green human resource management among the organizations in Jaffna. The major challenges that will be faced by the researchers are concept development of various constructs in the field of green human resource management. This paper represents the original contribution regarding green human resource management of the human resource managers in Jaffna.

The research results state that there lack of concern about the greening in the human resource forecast, function of recruitment and employee relations. Because of that there is no awareness of green human resource management among the employees.

Researchers have found through the analysis most of the organizations in Jaffna have centralized authority due to that the middle or lower level managers cannot implement the greening practices on human resource management without the intention of top management. In reverse, according to managers' statement organizations

which are located in Jaffna districts face the barriers to have environmental friendly practices because of the conflict situations among the employees, and the lack of relationship between management and the subordinates. Finally this study found out that there are lacks of concern about the green practices in human resource management among the organizations in Jaffna. In this emerging field it has been done by a small part researchers and it is needed to be extended further in future researches. In addition, the qualitative researched method has been taken into consideration for this study; therefore in future research, researchers can do the other methods.

XIII. MANAGERIAL IMPLICATIONS

There are some developments with regard to implement the greening procedures on human resource management. Researchers explore the following recommendations for the human resource managers. Managers wanted to have better employee relations among the subordinates through that they can create the awareness of green practices in human resource activities and organizational activities. We suggest that to develop the sound of green practices managers can have the greening policies regarding the recruitment and selections such as green employee and green teams.

Due to the centralized authority the implementation needs to start from the top-level management until the lowest level and also the employees to make sure they can deal with their concern. The managers need to make the choice in order to meet greening need in human resource management without the conflict situation among the employees through looking several individual characteristics and using the employee knowledge, values, skills and experiences.

Managers and the employees have the major responsibility to consider about the environment friendly practices because of challenges and the impacts of environmental critical issues. As per to the results the attitudes towards the environment are changing and innovating. We must create a sustainable future that all people can have the opportunities to have a satisfying life.

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ANNEXURE

Examples of Coding: Three tables (Source: Authors constructed)

Q1: What are the green human resource practices available in your organization?

1 st coding	2 nd coding	Concept
<ol style="list-style-type: none"> 1. To promote the sustainable 2. Environmental sustainability 3. Key business strategy 4. Going green 5. Environmental safety 6. Effectiveness. 7. Green job design and analysis 8. Job description 9. Environmental protection 10. Environmental responsibilities 11. Profit maximization 12. Green human resource planning 13. Forecasting number of employees 14. Corporate environmental management 15. Environmental issues 16. Green selection 17. Environmental concern 18. Environment context in all recruitment 19. Don't have proper induction system 20. Green performance evaluation 21. Ensure the realistic environmental performance 22. Only for salary increase or decrease purpose. 23. Environmental training 24. Training not arranged 	<ol style="list-style-type: none"> 1. Lack environmental concern 2. Key business strategy 3. Going green concept 4. Green human resource forecast 5. Environmental context in selection and recruitment 6. Realistic environmental performance 7. Environmental training 8. Few green health and safety 	<ol style="list-style-type: none"> 1. Green human resource forecast 2. Lack concern on environmental training 3. Less green health and safety

Q2: To what extent these human resource practices fulfill your environmental friendly activities?

1 st coding	2 nd coding	Concepts
<ol style="list-style-type: none"> 1. Helps us 2. Preserves natural resources 3. Recycled material 4. We can do anything differently 5. Also save our money. 6. Help to attract and retain staff 7. Improve the sustainability 8. Greater chance of long-term success. 9. No support of trade unions 10. No proper unique system 11. The mood of the managing director 12. Use centralized authority 13. Providing awards at year end party 14. Critical in implementing 15. Impact on the environment 16. Not only benefits the environment 17. Retaining staffs 18. Apart from our competitors 19. Less dependent on natural resources 	<ol style="list-style-type: none"> 1. Long term success 2. Top management 3. Less concern on natural resource 4. Concern on money 5. Trade unions supports 6. More benefits 7. Staff management 8. Hidden concept 	<ol style="list-style-type: none"> 1 No proper unique system 2 Centralized authority 3 Less dependent on management 4 No support from top management

Q3: Are there any barriers while you are trying to implement green practices?

1 st coding	2 nd coding	Concepts
<ol style="list-style-type: none"> 1. Threatens the survival 2. Greater distance food items 3. Have to travel to reach 4. Transportation's impact is on the environment 5. Waste generated in the factory 6. Machine sound 7. Annoying to workers 8. Safety equipment to employees 9. For the environmental cleaning 10. Conflicts among employees 11. Grievances 12. Cost for interview 13. Different thoughts 14. Negative attitudes 	<ol style="list-style-type: none"> 1. Travelling distance 2. Non financial benefits 3. Cost 4. Safety conditions 5. Wastage management 6. Negative attitude 7. More conflicts 8. Survival 	<ol style="list-style-type: none"> 1. Conflict management 2. Different attitudes of employees 3. Lack of employees' concern