



## A STUDY ON CHALLENGES IN IMPLEMENTING GREENHRM PRACTICES IN MANUFACTURING UNITS AT KANCHIPURAM DISTRICT

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### ABSTRACT

A new common wisdom has emerged that promises the ultimate reconciliation of environmental and economic concerns through GreenHRM. Green Human Resource Management refers to using every employee interface to promote sustainable practices and increase employee awareness and commitment towards sustainability and environmental friendly. This research paper attempts to study the challenges in implementing GreenHRM practices. This research work is empirical in nature and the primary data is collected through structured questionnaire by using random sampling techniques. In order to achieve the objectives of the study suitable statistical techniques are utilized. The outcome of the study will help the organization to enhance their business worth through GreenHRM.

**Keywords:** Corporate Social Environment Responsibility, Green HRM, Environment, Friendly, Challenges and implementation.

### INTRODUCTION

In the globalized economy GreenHRM is thriving to encourage the sustainable use of resources within manufacturing units and promote the practices of environmentalism which further boost up employee morale and productivity. Therefore implementing Green management initiative became an important factor in forward thinking manufacturing units in Green efficiency, promote sustainable practices, lowering cost and increase employee awareness, commitment and engagement towards eco-focus.

It is essential for manufacturing units to adopt GreenHRM to eliminate or to reduce risk to human and environment also to compete globally and to improve performance, quality and enhance productivity and many business have inspired by best saying of GreenHRM in implementing like

“Environmental care is the most profitable investment”

“Better environment Better tomorrow”.

Such a consonant view must be taken seriously because in implementing Green HRM practices the benefits which can be gained by employee and employer are several like reward package, incentives, stronger public image, increased workforce productivity. However many manufacturing units in kanchipuram district are struggling and facing challenges in implementing Green practices. The selected district with its good facility offer sound prospects and development. Hence the challenges need to be addressed in implementing GreenHRM practices to excel in performance to both society and manufacturing units.

### REVIEW OF LITERATURE

Jabbour, (2013) assessed the relationship between environmental training (ET) and environmental management maturity (EMM) using survey and statistical analysis of 95 Brazilian companies with certification. Structural equation modeling based on Partial Least Squares, more specifically smart PLS was used to process the data. The results indicated that the construct environmental training relates positively and significantly with the environmental management maturity.

Liu, (2010) Application of new technology could improve the environmental decline by developing, the biotech products and by searching for alternative energy to reduce the use of finite natural resources. Therefore, organizations should put more effort into the research on new technology to minimize the impacts of environmental destruction by creating products that are harmless and less pollution to environment.

Jabbour et al. (2010) addressed the issue of environmental training in organizations, presented a literature review and proposed a model that highlights the importance of environmental training for organizations. It emphasized the need to devote more attention to an adequate training programs design. Different trainings at different levels i.e. strategic, tactical and operational should be provided. It can create value for the stakeholders and can differentiate organizations that are pioneers from their direct competitors by creating a competitive advantage.



Ozen and Kusku, (2008) Environment friendly HR processes gives better efficiency, minimized costs and manage to develop and nurture an environment of engaged employees helping organization to operate in an environment friendly and sustainable manner. “Green” or “Greening” has at least four meanings in the context of managing people at work human resource management.

### OBJECTIVES OF THE STUDY

1. To identify the challenges and benefits in implementing GreenHRM practices in manufacturing units at kanchipuram district.
2. To suggest remedial measures to overcome the problems and to enhance performance in manufacturing units at kanchipuram district

### HYPOTHESES OF THE STUDY

1. H<sub>0</sub>– There is no significant association between type of manufacturing units of the respondents and major challenge in implementing GreenHRM practices is lack of Green technology.
2. H<sub>0</sub>– There is no significant difference between educational qualification of the respondents and challenges in implementing GreenHRM practices in manufacturing units.
3. H<sub>0</sub> - There is no significant association between type of manufacturing units of the respondents and benefits in implementing GreenHRM practices.
4. H<sub>0</sub>– There is no significant difference between gender and behaviour of employees to change from Green HRM from traditional HRM practices.

### RESEARCH METHODOLOGY

Research is an academic activity that involves identifying the research problems, formulating a hypothesis, collecting and analyzing the data to reach the conclusion in the form of solution or general theories

### SAMPLE TECHNIQUE

The method of sampling used was random sampling. Random sampling from a finite population refers to that method of sample selection which gives each possible sample combination an equal probability of being picked up and each item in the entire population to have equal chance of being included in the sample. The sample size considered of 100 manufacturing units in kanchipuram district.

The following are the sources of data used by the researcher

#### 1. Primary Data

The Primary data will be collected using survey as a mode of data collection. To conduct surveys separate sets of structured interview schedule prepared for manufacturing units.

#### 2. Secondary Data

The secondary data shall be collected from various Books, Journals, Magazines and websites. The study is based on secondary as well as primary data.

### LIMITATION OF THE STUDY

1. The sample of the study is confined to kanchipuram district only. Hence the findings cannot be treated as a representative of entire nation.
2. The time period given is also a major concern to collect the data within the short span of time the research work is done.
3. Respondents may give biased answers for the required data.

### DATA ANALYSIS AND INTREPRETATION

For the purpose of the study convenience statistics were used for computing using Microsoft excel software package in analyzing the data obtained from samples and the analysis is computed. The statistical tools used for analysis is Descriptive analysis, Chi-square test, Anova test and Mann-whitney u test.

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**Table1: Challenges in implementing GreenHRM practices in manufacturing units.**

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Descriptive Statistics		
Challenges in implementing Green practices	Mean	Standard deviation
High cost for Green material	3.00	1.001
Lack of communication for going Green	2.80	1.032
It requires huge investment at initial stage	2.80	1.398
Unfamiliarity with Green technology	2.70	1.251
Sourcing and recruitment of Green employees is a challenging task	2.70	1.337
It is difficult to measure the effectiveness of Green practices in employees behavior	2.40	1.074
It is difficult to alter GreenHRM from traditional HRM practices in a short span of time	2.40	1.264
All Employees are not equally motivated to promote GreenHRM practices in organization	2.10	0.994
HR professionals facing problems in developing future Green leaders to lead	2.00	0.816
Inadequate awareness about GreenHRM practices	1.90	0.567

Source: computed data

The challenges in implementing GreenHRM practices in manufacturing units are ranged with a score of strongly agree to strongly disagree with the scale rating of 1 to 5. The overall mean score of challenges in implementing GreenHRM practices is 3.00. So it can be concluded that manufacturing units are facing many challenges in implementing GreenHRM practices. High cost for Green material, lack of communication for going Green, Requires huge investment at initial stage with slow rate of return, unfamiliarity with Green technology are the major challenges in implementing GreenHRM practices.

**Table 2:** showing association between type of manufacturing units of the respondents and major challenge in implementing GreenHRM practices is lack of Green technology.

$H_0$  – there is no significant association between type of manufacturing units of the respondents and major challenge in implementing GreenHRM practices is lack of Green technology. Chi square test as been executed to test the hypothesis.

Type of manufacturing units	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Engineering automobile works	4	0	16	4	16	24
Readymade garments	0	24	0	16	0	40
Electronics	0	20	0	16	0	36
Total	4	44	16	20	16	100
Chi square value: 120.202						
p- value : 0.000						

Source: computed data

From the above table it is inferred that the p-value (0.000) is less than the table value (0.05) level of significance. Hence null hypothesis is rejected and it is concluded that the lack of Green technology is one of the major problem in manufacturing units to implement GreenHRM.

**Table 3:** showing the one way ANOVA between educational qualification of the respondents and challenges in implementing GreenHRM practices in manufacturing units.

$H_0$ – There is no significant difference between educational qualification of the respondents and challenges in implementing GreenHRM practices in manufacturing units. ANOVA test as been executed to test the hypothesis.



<b>ANOVA</b>					
Educational Qualification & Challenges In Implementing Green HRM Practices	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	40.427	3	13.476	21.092	.000
Within Groups	61.333	96	.639		
<b>Total</b>	<b>101.760</b>	<b>99</b>			
<b>Level Of Significance (0.05)</b>					
<b>Source : Computed Data</b>					

From the above table it is inferred that the p-value (0.00) is less than the table value (0.05) level of significance. Hence null hypothesis is rejected and it can be concluded that there is a significant differences between educational qualification of the respondents and challenges in implementing GreenHRM practices in manufacturing units.

**Table 4:** showing association between type of manufacturing units of the respondents and benefits in implementing GreenHRM practices.

**H<sub>0</sub>** – There is no significant association between type of manufacturing units of the respondents and benefits in implementing GreenHRM practices. Chi square test as been executed to test the hypothesis.

Benefits in implementing GreenHRM practices

Type of manufacturing units	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Engineering automobile works	4	4	16	4	0	24
Readymade garments	0	20	4	16	0	40
Electronics	0	0	4	16	0	36
<b>Total</b>	<b>4</b>	<b>28</b>	<b>36</b>	<b>32</b>	<b>0</b>	<b>100</b>
<b>Chi square value: 40.065</b>						
<b>p- value : 0.000</b>						

Source: computed data

From the above table it is inferred that the p-value (0.000) is less than the table value (0.05) level of significance. Hence null hypothesis is rejected and it is concluded that the once GreenHRM is implemented it as its own benefits in manufacturing units.

**Table 5:** showing the MAAN- WHITNEY U TEST significant difference between gender and behaviour of employees to change from Green HRM from traditional HRM practices.

**H<sub>0</sub>**– There is no significant difference between gender and behaviour of employees to change from Green HRM from traditional HRM practices.

### RANKS

It is difficult to alter the behaviour of employees to Green HRM from traditional HRM practices in a short span of time	Gender	N	Mean Rank	Sum of Ranks
	Male	76	71.24	3562.00
	Female	24	29.76	1488.00
	<b>Total</b>	<b>100</b>		



Source: computed data

From the above table it is inferred that the p-value (0.000) is less than the table value (0.05) level of significance. Hence null hypothesis is rejected and it is concluded that the significant difference between gender and behaviour of employees to change from Green HRM from traditional HRM practices.

### FINDINGS

In this study the researcher has examined some variables that are being challenges in implementing GreenHRM practices and some variables that influence the manufacturing units to implement GreenHRM practices to get benefited from them. The overall mean score of challenges in implementing GreenHRM practices is 3.00. So it can be concluded that manufacturing units are facing many challenges in implementing GreenHRM practices. High cost for Green material, lack of communication for going Green, Requires huge investment at initial stage, unfamiliarity with Green technology are the major challenges in implementing GreenHRM practices. There is significant association between type of manufacturing units of the respondents and major challenge in implementing GreenHRM practices is lack of Green technology. There is significant difference between educational qualification of the respondents and challenges in implementing GreenHRM practices in manufacturing units. There is significant association between type of manufacturing units of the respondents and benefits in implementing GreenHRM practices. There is significant difference between gender and behaviour of employees to change from Green HRM from traditional HRM practices.

<b>Test Statistics</b>	It is difficult to alter the behaviour of employees to Green HRM from traditional HRM practices in a short span of time
Mann-Whitney U	213.000
Wilcoxon w	1488.000
Z	-7.482
Asymp. Sig. (2-tailed)	.000

### SUGGESTION

GreenHRM in manufacturing units helps in promoting environment related issues to promote environment friendly. Human resources is regarded as the greatest asset of any organization hence there responsibility is to incorporate practices and policies into organization mission. Green HRM requires strategic approach and sustainability. They should use available resource efficiently and intensify production processes to reduce environmental impact by lowering disposal of waste and use alternative energy sources in production and manufacturing process also should use Green technology to stay competitive in the market and communicate with other organization who have already implemented Green practices and be committed in investing towards Green research and development initiatives also make learn and work training process to employees. It is needed to think about Greening practices and progresses at every step of human resource management, once it became a daily activity in the manufacturing units it becomes the culture. Manufacturing units should follow environment management system to enhance their performance.

### CONCLUSION

GreenHRM encompasses all activities aimed at helping all manufacturing sectors to carry out its agenda for environmental issue to make eco-friendly. Hence every manufacturing unit has to constantly innovate and be ahead in business practices and strategies. In parallel, manufacturing sectors need to ensure technological innovation for achievement GreenHRM practices. Thus the recent trend in Greening business the modern human resource management has assigned greater responsibility in incorporating GreenHRM in corporate social environment responsibility. The practice of GreenHRM will help in preservation of natural resources, pollution control and waste and manufacture eco-friendly products which create an image to stay competitive and eco-friendliness enhance their performance for growth and development.

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