Factors Contributing Green Human Resource Management: With Reference to Rashtriya Ispat Nigam Ltd., Visakhapatnam, A.P., India

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Abstract— Recently, there has been noticed an expanding mindfulness inside business networks on the meaning of becoming environmentally viable and embracing different environment management strategies. As the corporate world is going worldwide, the business is encountering a shift from a conventional financial structure to a modern capacity-based economy which is ready to explore green economic facets of business. Today, Green Human Resource Management (GHRM) has become a key business methodology for the critical associations where Human Resource Departments have a functioning influence in practicing environmental awareness at the workplace. In India steel industry is one of the major public sector industries; where there is an immediate attention needed for going green. In this context current article investigates factors contributing for Green HRM in the study area.

Keywords— Green Human Resource Management, Green Behaviour, Human Resource Department, Green Recruitment, Green Selection.

INTRODUCTION

Green Human Resources Management (GHRM) can be defined as a set of policies, practices, and systems that stimulate the green behaviour of a company's employees in order to create an environmentally sensitive, resource-efficient, and socially responsible organization.

PRACTICES AND POLICIES OF GREEN HUMAN RESOURCES MANAGEMENT

Green Human Resources Management – Recruitment & Job Design

Green Human Resources Management starts even before getting new employees are hired. It goes all the way back to the process of designing or approving, together with other departments, job descriptions (JD) for the newcomers. And why does it matter? Because JDs that highlight tasks related to sustainability – or even job advertisements – shows companies have social and ecological concerns, ultimately improving a company's employer branding proposition.

Green Human Resources Management – Selection Methods

After screening CV screenings, HR can make sure the next steps of the selection process will evaluate the candidates' aptitude to have green behaviours. An ordinary question about climate change during an interview or a group dynamic that mixes a business case with sustainability issues are two easy ways to understand someone's degree of ecological awareness. Alternatively, asking for proof of some sort of sustainability training (even if online) and certificate can also the recruiter some time while allowing to draw some conclusions too. In the end, a green score can also be given to each candidate and added to the overall spreadsheet of scores (if the traditional selection method taught in HR courses is being followed) that will ultimately rank the top candidates.

Green Human Resources Management – HR Operations and the On-boarding Process

Technology allows companies to become paperless and for HR this can well start with newcomers. Online portals and folders can be used to archive employees' documentation such as offer letters, credentials, CVs, or recommendation letters. Not to mention that nowadays CVs are mostly sent throughout the Internet, with no need of being print. It can as well be used with current employees' health insurance or car contracts, salary, or information on other benefits.

Furthermore, when newcomers first arrive at the office, induction initiatives should be designed in such a way as to facilitate the integration of these new employees with the company's green culture and values. This way, besides introducing the company, its history, culture, departments, and so on, these initiatives also highlight companies' environmental concerns and the green actions that have been and/or are being developed.

Green Human Resources Management – Performance Management (PM)

Performance management (PM) is the process by which employees are prompted to enhance their professional skills that help to achieve the organizational goals and objectives in a better way. How can employee

performance improve when it comes to sustainability? No metrics, no fun: meaning employees should have responsibilities and metrics for their roles that include sustainability targets. By having job descriptions that include "green" tasks, companies are also proactively summing point in case they decide to apply for the B Certification, the highest (and sexiest) corporate sustainability standard. Ideally, these goals would be set following the OKR method where global business goals would be interconnected and cascading into different areas and departments. In the end, the ultimate goal of Green PM is to have a measurable outcome of an organization's ability to meet its environmental objectives and targets.

Green Human Resources Management – Learning and Development

Learning and advancement is a training that spotlights on fostering employees' abilities, information, and mentalities. The objectives of green preparing and advancement are:

- To make mindfulness about the current environmental issues happening around the world – through pamphlets or briefings with environmental associations very often;
- To teach more employees about working strategies that permit to diminish squander, save energy and assets – for example reusing, turning lights off or closing down PCs;
- To show more functional employees and business executives about measures along the organizations' worth chain that permit to lessen squander, save energy and assets – like applying round economy to squander or re-examining the wellsprings of energy;
- To urge labourers to discover open doors in their responsibilities to assist their organizations with becoming manageable;
- Overall, to push for an environmental insurance mentality on an organization's labour force, wishing that it acts intentionally today and is ready for freedoms to turn out to be more feasible later on.

Green Human Resources Management – Compensation and Benefits

Simply put, Green Comp and Ben recognizes the contribution of employees in the creation of a more sustainable company. It is the result of the success of employees in their performance (PM) and works as proof that a company's strategic sustainability goals are being accomplished (at least up to some degree). There are three different types of rewards:

- **Monetary-based rewards** – in the form of salary increase, cash incentives, and bonuses;
- **Non-monetary rewards** – sabbaticals, special leaves, discounts, or gifts to employees;
- **Recognition-based rewards** – highlighting the green contributions of employees through wide publicity, public praise, and appreciation of sustainability efforts by the top management.

It is nevertheless important to keep in mind that such a system with effective monetary incentives can be challenging to develop as a fair and accurate evaluation of environmental behaviours and performance can be hard to do.

Green Human Resources Management – Ways of going green

To help build a sustainable company it is crucial to promote 'eco-entrepreneurs' – aka internal champions – that add value to the organization's products and/or services and help build a sustainability culture. This often means encouraging employees to get involved and participate in the social and environmental initiatives organized by companies such as paying (100% or less) employees' public transportation travel cards, encouraging internal car-sharing or implementing working from home (WFH) policies. And then, of course, the basics: encouraging the use of porcelain mugs and glasses for tea and coffee; promoting the 5R's (refuse, reduce, repair, reuse, and recycle) at the office; or using electronic archives and electronic signatures to avoid wasting paper.

Green Human Resources Management – Leaving the Company

For the strict compliance of the green strategies and policies, and depending on the seriousness of the mistake and its impact, companies can take certain actions where ecologically unfriendly behavior may constitute a breach of contract and possible ground for firing. If this happens, it is really important to make exit interviews to evaluate the perception of employees on the company's ecological practices.

REVIEW OF LITERATURE

Lieli Suharti and Agus Sugiarto (2020) said that the application of Green HRM requires full commit¬ment to implement the Green Business concept. Compa¬nies implement Green HRM to establish Green behaviour culture for all employees by internalizing green values in the overall function of HRM functions that consist of re¬cruitment and selection activities, employee development and training, employee empowerment and involvement, performance appraisal, reward system, and occupational safety and health.

Shafaei, A., Nejati, M. and Mohd Yusoff, Y. (2020), suggested that Green HRM can be utilized as perhaps the best systems in upgrading organisation's environmental feat, adding to the United Nations Sustainable Development Goal 13 on Climate Action. Nonetheless, executing green HRM rehearses expects association to set up the stage for environmental programmes. This should be possible by focusing on the hierarchical ecological culture as the main thrust for executing green drives. At the authoritative level, top supervisors and leaders ought to exhibit their anxiety about environmental impact of the organisation and show full help for ecological manageability through incorporating it in the mission and having it as a business objective and need.

Fiza Amjad et. al., (2020) given helpful bits of knowledge to company's top executives in how to choose GHRM for the supportability of the organisation. The examination additionally helps administrators in seeing how to successfully persuade the company's workers toward issues with respect to the climate in a more important and positive manner. This work centers around the significance of GHRM rehearses in Pakistan's textile industry. In the time of globalization, top administration and HR have the extra duty of carrying out green practices by coordinating the GHRM idea into the company's vision and statement of purpose. In this way, top administration should consolidate environmental drives inside corporate viewpoints and picture as reflected in their functional choices.

RESEARCH GAP
From the literature it is found that there are extensive research evidences of green HRM in various industries. But less literature is available in steel industry. In this context this research investigates factors contributing green HRM in the study area.

OBJECTIVES
- To study the Green HRM practices in Rashtriya Ispat Nigam Ltd.
- To examine effectiveness of green HRM factors impact on overall Green HRM in Rashtriya Ispat Nigam Ltd.
- To put forth certain suggestions based on the findings that have been arrived.

METHODOLOGY
A quantitative approach was followed in this exploratory study. The participants selected for this study consisted of employees of Rashtriya Ispat Nigam Ltd. Guiyao Tang et., al (2017) 19 item scale is adopted for the study. The sample size of the study is confined to

974. Convenience sampling technique was deployed in sample selection. The respondents were solicited to complete the Green Human Resource Management Questionnaire.

DATA ANALYSIS
Guiyao Tang et. al., (2017) 19 item scale consists of five constructs. But after model fit analysis Green Performance Management and Green Pay& Reward are found to be insignificant according to employee perception. Therefore, three other constructs are considered for further study.

MODEL FIT
Values of different fit indices; GFI, IFI, CFI, NFI greater than 0.9 considered as good fit and RMSEA values 0.05 or less indicates close to fit, between 0.05 to 0.08 indicates reasonable fit and values between 0.08 to 0.10 show marginal fit (Kline, 2001). Structural Equation Modelling (SEM) is conducted with all five variables and data shows that in select universities df= 4.196, GFI= .952, NFI= .983, IFI= .985, TLI= .977, CFI= .985, RMSEA= .068 the model is improvised after allowing modification indices.
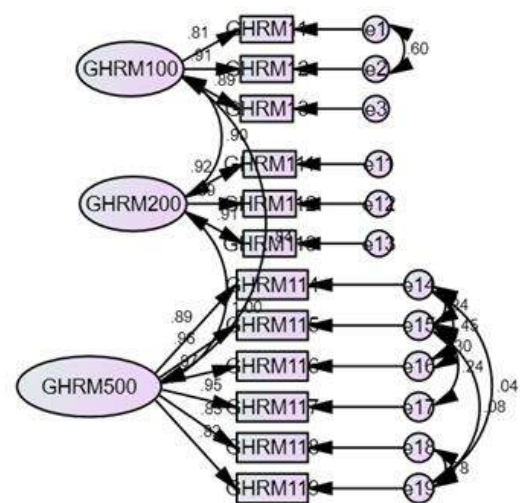

Figure- 1: Green Human Resource Management Practices

Divergent Validity& Convergent Validity

Table- 1: Divergent Validity& Convergent Validity of Green Human Resource Management Practices in RINL

	CR	AVE	GHRM100	GHRM200	GHRM500
GHRM100	0.906998	0.7652	0.874757		
GHRM200	0.933774	0.824579	0.845	0.908063	

GHR M500	0.96 4486	0.81 9717	0.79	0.902	0.9053 82

(Source: Primary Data)

Convergent validity was assessed through CR and AVE. The required levels of CR and AVE should be equal or more than 0.6 and 0.5 respectively (Hair et al., 2010). CR and AVE were also used to establish the reliability of the measurement model. CR is an alternative measure to Cronbach's Alpha, it is recommended by Chin (1998) as an ideal measure to overcome some deficiencies in Cronbach's alpha. The CR should be 0.60 or higher, while the minimum threshold for an AVE should be 0.5 or higher to indicate adequate reliability (Awang, 2015). The composite reliability (CR) and average variance explained (AVE) values for the final measurement model of Organisational Practices are presented in above table. From the above table it is observed that all CR values are more than 0.7 and AVE values are more than 0.5, hence supporting their convergent validity (Hair et al., 2010). The recommended approach for establishing divergent Validity is to compare the squared correlation between two constructs with either of their individual AVE estimates (Hair et al., 1998). The AVE estimates should be greater than the squared correlation estimate. In addition to distinctiveness of constructs, divergent Validity also means that individual measured items should represent only one latent construct. Form the above table it is observed that the AVE estimates are greater than the squared correlation estimates, hence supporting divergent validity (Hair et al., 1998).

Green Human Resource Management Practices

Table- 2: Descriptive Statistics of Employee's Perceptions on Green Recruitment

Descriptive Statistics			
	N	Mean	Std. Deviation
We attract green job candidates who use green criteria to select organizations	974	3.66	1.482
We utilize green employer branding to draw in green employees	974	3.78	1.401
Our firm selects employees who have green mindfulness	974	3.82	1.385
Valid N (listwise)	974		

(Source: Primary Data)

From the above table it is observed that in Green Recruitment "Our firm selects employees who have green mindfulness" registered highest mean value (3.82) and lowest standard deviation (1.385). "We attract green job candidates who use green criteria to select organizations" registered lowest mean value (3.66).

Table- 3: Descriptive Statistics of Employee's Perceptions on Green Training

Descriptive Statistics			
	N	Mean	Std. Deviation
We foster training programs in climate the board to increment natural mindfulness, abilities and skill of employees	974	3.99	1.354
We have incorporated training to make the enthusiastic contribution of employees in climate management	974	3.92	1.402
We have green knowledge management	974	3.95	1.360
Valid N (listwise)	974		

(Source: Primary Data)

From the above table it is observed that in Green Training "We foster training programs in environment management to increment natural mindfulness, abilities and skill of employees" registered highest mean value (3.99) and lowest standard deviation (1.354). "We have incorporated training to make the enthusiastic contribution of employees in climate management" registered lowest mean value (3.92).

Table- 4: Descriptive Statistics of Employee's Perceptions on Green Involvement

Descriptive Statistics			
	N	Mean	Std. Deviation
Our Company has a clear formative vision to direct the employees' activities in environment management	974	3.89	1.400
In our firm, there is a shared learning environment among	974	3.98	1.310

employees for green behaviour and mindfulness			
In our firm, there are various formal or casual communication channels to spread green culture in our organization	974	3.97	1.341
In our firm, employees are associated with quality improvement and critical thinking on green issues	974	3.94	1.323
We offer practices for employees to partake in environment management, like pamphlets, idea plans, critical thinking gatherings, low-carbon support and green activity groups	974	3.92	1.389
Our Company accentuates a culture of environmental protection	974	3.90	1.379
Valid N (listwise)	974		

(Source: Primary Data)

From the above table it is observed that in Green Involvement "In our firm, there is a shared learning environment among employees for green behaviour and mindfulness" registered highest mean value (3.98) and lowest standard deviation (1.310). "Our Company has a clear formative vision to direct the employees' activities in environment management" registered lowest mean value (3.89).

FINDINGS
1. Total five constructs are considered for the study and found that three constructs are found to be significant.
2. From the analysis it is found that among Green Recruitment factors "Our firm selects employees who have green mindfulness" registered highest mean value (3.82) and lowest standard deviation (1.385).
3. From the analysis it is found that among Green Training factors "We foster training programs in environment management to increment natural mindfulness, abilities and skill of employees" registered highest mean value (3.99) and lowest standard deviation (1.354).

4. From the analysis it is found that among Green Involvement factors "In our firm, there is a shared learning environment among employees for green behaviour and mindfulness" registered highest mean value (3.98) and lowest standard deviation (1.310).

SUGGESTIONS
1. From the analysis it is found that Green Performance management and Green Pay& Reward are not significantly impacting GHRM in the study area. It implies that monitory benefits are not the one which is motivating employee green behaviour but green recruitment, training and involvement.
2. Environmental cautiousness is inherent quality and it can be developed only to certain extent. Therefore, it is advised that to ensure employee green behaviour organisations have to recruit employees who have green mindfulness.
3. Although organisation hires people with environmental cautiousness they need skill and expertise to enhance employee green behaviour. For which organisations need to conduct regular training programmes.
4. Employee behaviour has impact on other employees in organisational group dynamics; green behaviour is not an exception for this. Therefore, organisations have to organise environmental get together programmes so as to facilitate exchange of employees green experiences.

CONCLUSION
The research is conducted to examine green HRM practices in Rashtriya Ispat Nigam Ltd. The scale consists of 19 items and five constructs. After analysing it is found that only three constructs found to be significant in the study area. According to employee perception, in the study area green performance appraisal and green pay& rewarded are not significantly contributing green HRM. In green recruitment factors "Our firm selects employees who have green mindfulness" highly contributing for green HRM. In green training "We foster training programs in environment management to increment natural mindfulness, abilities and skill of employees" highly contributing for green HRM. In green involvement "In our firm, there is a shared learning environment among employees for green behaviour and mindfulness" highly contributing for green HRM.

SCOPE FOR FUTURE RESEARCH
There is no model which can explain GHRM practices impact on organisational outcomes. In future researchers

may develop a model which can link Green HRM practices with Organisational outcomes.

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