

## The role of green human resource management towards employee engagement in organization

S. Lakshmi Kothiswari

### ABSTRACT

Employee Engagement is the level of commitment and involvement has employee has towards their organization and its value. An employee engaged is aware of business context, and works with colleagues to improve performance within the job for the benefits of the organization. It is a positive attitude held by the employee towards the organization and its value. The paper focuses on how employee engagement is an antecedent of job involvement and what should company to do make the employee engaged.

**Keywords:** 1.Employee Engagement, 2.Implementation, 3.Organization.

### INTROUDCTION

Green HRM is the use of human resource management policies to promote the sustainable use of resources within business organizations and more generally, promotes the cause of environmental sustainability. The purpose of going green is to use products and methods that would not negatively impact the environment through pollution or depleting natural resources . Thus, Green HRM involves environmentally-friendly human resource policies and practices that, on the one hand, will help organizations achieve its monetary goal through environmental branding and on the other hand protect environment from any negative impacts that might cause by the policies & actions by the organizations.

Employee Engagement is the level of commitment and involvement an employee has towards their organization and its values. An Engaged Employee is aware of business context, and words with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its value, when an Employee Engaged himself express physically, cognitively and emotionally during role performance. The organization must work to develop and nature engagement, which requires a two way relationship between employer and employee. The practitioner believe that the engagement challenge a lot to do with how employee feels about the work experience and how he (or) she is treated in the organization. It has lot to do with the emotion, which is fundamentally related to drive bottom live success in a company. There will always be people who never give their best efforts no matter how Human Resource Manager try to engage them. "But for the most part employees want to commit companies because doing so satisfies a powerful and a basic need in and contribute to something significant.

Employee engagement is a property of the relationship between an organization and its employees. An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests.

### ADVANTAGE OF EMPLOYEE ENGAGEMENT:

The following mentioned below are few benefits of employee engagement in the workplace.

**1. Motivates the individual:** The first and foremost advantage of employee participation is that it helps in motivating the employees. This is because when the employees are said to participate in important meetings they also feel special and get encouraged for delivering good work in the near future.

**2. Expected output is good:** The performance of the employees gets affected in a positive manner. The employees start performing better after getting motivated. Motivating employees is also very important because it helps in the growth of employees as well as the organization.

**3. Creative work is delivered:** The more the participation, more the work delivered is creative. The employees get a broader sense of perspective which also helps in increasing creativity of the employees. That creativity is seen in the work though. When diverse group of employees will be there to participate in a discussion, it is obvious to get creativity in the work as every person would give his or her own idea and that ultimately will distinguish the work from others.

**4. Sense of superiority:** The employees like the subordinate ones when getting a chance to engage in important business activities of the company, will feel superior and important. This way the sense of inferiority vanishes and they also gain confidence at the work place. The hesitation of being inferior gets away and the confidence of working in the same work environment retains forever.

**5. Decision making becomes effective:** The outlook of the employees get broadens which helps in effective decision making. The decision making process is not every one's cup of tea but when the employees are exposed to environment where they get motivated for their participation, the decision making ultimately gets strong. So, the employee participation of engagement of employees in the decision making process becomes strong and effective.

#### **DISADVANTAGES OF EMPLOYEE ENGAGEMENT:**

If there are advantages then there are also disadvantages of having employee's engagement .There are always some things which are to be said only to the higher authority employees and not the subordinates. So, it somehow reveals the secrets which are not meant to tell the subordinates. Some of the disadvantages of employee engagement are as follows:

**1. The top policies are revealed:** Sometimes there are some policies which are not to be discussed by the company to the subordinates. Some things are to be kept in secrecy so in such a case, it is not good to engage the subordinates in to the major discussions or say into the meetings or the workshops and so on.

**2. The difficulty to match the IQ level:** The meetings in which high officials sit and discuss, it becomes difficult for the members to match the discussion as per the subordinates. So, this way the conversation gets imbalanced and the difficulty level increases to larger extent which is not a positive sign as it not just wastes time but also it waste lot of energy.

**3. Security is at a greater risk:** Sharing the valuable information with high chunk of employees in organization can term into greater risk as the chances of getting information leaked is more. Not just this, it also wastes lot of time and money which is a big disadvantage for the company. Also you never know which employee would spread the word about the important information and this is how the information gets leaked which is not good for the health of a company.

#### **ROLE OF GREEN HRM TOWARDS EMPLOYEES**

The millennium brought with it tremendous challenges with it. Organizations had to face tremendous competition and sustainability has become the buzz word and key integral aspect of doing business in any sector / Industry - the sustainability on optimizing and balancing the social, financial and environmental concerns. To achieve this, sustainability should be part of the business – the way things are done in the workplace rather than as a separate add-on. Organizational culture plays a pivotal role in this shift towards a sustainable business. It makes or breaks an organization's green policies and programs. It represents the organization's values, beliefs, and processes that echo's what the leadership team and the employees perceive about issues on environmental sustainability. One of the critical roles of Human Resources Management is to drive the organization towards achieving a sustainability strategy by creating and developing skills in people, motivate them, generate a value system and create an environment of trust so as to achieve a bottom line that is threefold. This, in turn, will bring about healthy and sustainable organizational practices benefitting both the

internal and external stakeholders of the organization. This only emphasizes the increasing need of integrating human resource management and environmental sustainability. Organizations adopting Green Human Resource Management practices have several advantages

## **REVIEW OF LITERATURE**

Employee Engagement is a partnership between a company and its employees. Most organization today realizes that a satisfied employee is not necessarily the best employee in terms of loyalty and productivity. It is only an engaged employee who is intellectually and emotionally bound with the organization who feet's mile passionate about its goal and is committed towards it values thus he goes the extra mile beyond the basis job. Employee engagement is a powerful retention strategy. An engaged employees give his company his 100 percent. When employees are effectively and positively engaged with their organization, they form an emotional connection with the company. Employee engagement is a barometer that determines the association of a person with the organization. It is about creating the passion among associated to do things beyond what is expected from him. Thus Employees engagement can be defined as.

“Engagement is the state in which individuals are emotionally and intellectually committed to the organization as measured by the Primary behaviors. Say, Stay and Strive.”

Bhatla (2011) focused on the need for such employees and how their presence can improve the progress and work efficiency of the organization as a whole. Also focused on the challenges faced by the HR managers to improve employee engagement for an organization's survival.

Siddhanta& Roy (2012) explored implications for theory, further research and practices by synthesizing modern “Employee Engagement” activities being practiced by the corporate with the review of finding from previous researches / surveys.

Singh &Shukla (2012) tried to find out what variables are significant to create an engaged workforce. The study was exploratory in nature and the data has been collected from a tin manufacturing organization.

Shashi (2011) reinforced the importance of employee communication on the success of a business. She revealed that an organization should realize the import of employees, more than any other variable, as the most powerful contributor to an organization's competitive position.

Bijaya KumarSundaray (2011) focused on various factors which lead to employee engagement and what should company do to make the employees engaged. Proper attention on engagement strategies will increase the organization effectiveness in terms of higher productively, profits, quality, customer satisfaction, employee retention and increased adaptability

Purcell (2003) highlighted that employee engagement is only meaningful if there is a more genuine sharing of responsibility between management and employees over issues of substance. Their study also revealed that involvement in decision affecting the job or work to be an important factors, which was strongly associated with high levels of employee thus demonstrating it is an important driver.

Penna (2007) presents a hierarchical model of engagement. This model indicators that staff is seeking to find “meaning” at work. Penna defines “meaning” as fulfillment from the job. Fulfillment comes from the employee being valued and appreciated, having a sense of belonging to the organization, and feelings as though they are making a contribution, and is matching with the underlying theoretical framework of Robinson. Penna states that the organization becomes more attractive to new potential employees and becomes more engaging to its existing staff.

Buchanan and Huczynski (2004) defined perception as the dynamic psychological process responsible for attending to, organizing and interpreting sensory data.

According to Robinson (2006) individuals categorize and make sense of events and situations according to their own unique and personal frame of reference, which reflects their personality, past experiences, knowledge, expectations and current needs, priorities and interests.

Wilson.F (2004) remarked that feelings connect us with our realities and provide internal feedback on how we are doing, what we want and what we might do next...Being in organization involves us in worry, envy, hurt, sadness, boredom, excitement and other emotions.

Robinson (2006) recommended that there is considerable evidence that many employees are greatly underutilized in the workplace through the lack of involvement in work-based decisions.

Beardwell and Claydon (2007) found that Employee involvement is seem as a central principle of 'soft' HRM, where the focus is upon capturing the ideas of employees and securing their commitment. Critics have argued that employee involvement has management firmly in control and very limited real influence is given is given to employees.

#### **OBJECTIVES OF THE STUDY:**

- To study the employee engagement at Green Human Resource management in organization
- To study the level of work involvement of the employees.
- To find out the various factors influencing employee engagement.
- To study the various measures adopted by the organization to improve employee engagement.
- To study the impact of employee engagement on job performance and personal growth.

#### **NEED FOR THE STUDY:**

- To analyses the importance of Employee Engagement in achieving organization goals.
- To study the involvement level of employee in organization's profitability.
- To motivate employee for maximum utilization of their capabilities in personal and organization growth.

#### **SCOPE OF THE STUDY:**

- The study helps the company to plan for its future requirements based on utilization of employee.
- The study helps the company to concentrate on its weaker ends in terms of employee involvement in work and formulate strategies to strengthen it.
- This study also helps the company to know about the employee opinion on its procedure, and policies and systems.

#### **HYPOTHESIS:**

##### **NULL HYPOTHESIS HO**

There is no significant relationship between the Member of team and satisfied members.

##### **ALTERNATIVE HYPOTHESIS H1**

There is significant relationship between the Member of team and satisfied members.

#### **RESEARCH METHODOLOGY**

The methodology of the study explains the systematic way of finding answer the pre-determined objective. Moreover this provides the clear path to accomplish and achieve the desired results. The following are the stages through research have to pass for collecting analyzing and interpreting the various information.

#### **RESEARCH DESIGN**

In this study the descriptive research design is adopted. Descriptive researches are those studies which are concerned with describing the characteristics of a particular individual or of a group.

#### **DATA COLLECTION**

##### **Primary data**

Primary data was collected through survey method using questionnaire with the employees of the company.

**Secondary data**

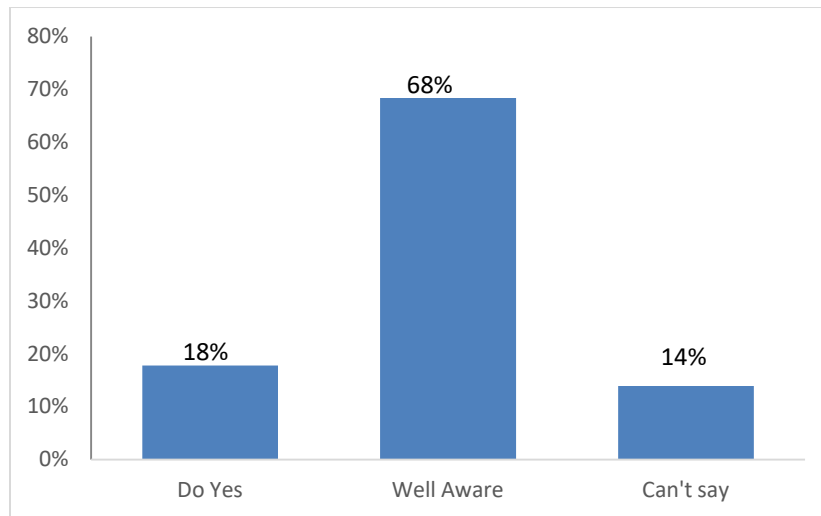
Secondary data collected from company records and reports, magazines, journals, text books, projects and websites.

**DATA AND INTERPRETATION**

**Table-1 showing respondent opinion on helping the organization meets its goals and objectives**

Particular	No of Respondents	Percentage
Do Yes	32	18%
Well Aware	123	68%
Can't say	25	14%
<b>Total</b>	<b>180</b>	<b>100%</b>

It is inferred that 68% of the respondents are very well know about their roles and responsibilities to meet the company's goals and objectives and 18% of people also has an idea and rest of the 14% are not able to say it exactly on their roles.

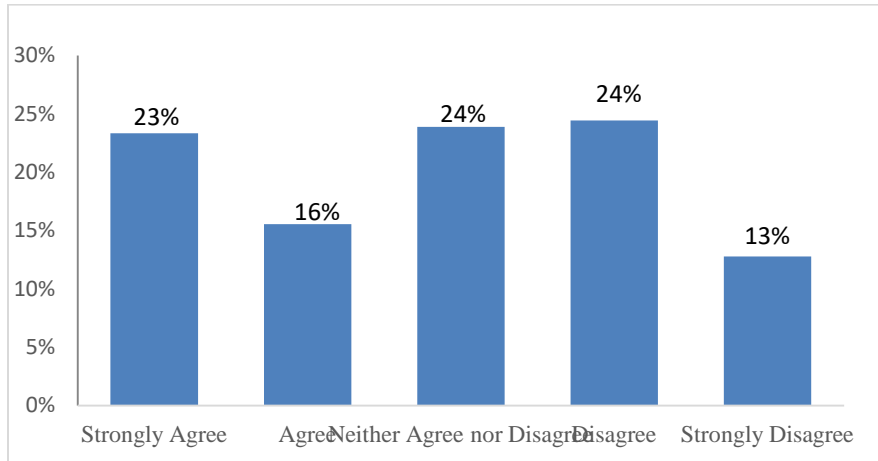


**Figure -1 showing respondent opinion on helping the organization meet its goals and objectives**

**Table.2 Respondent opinion on level of satisfaction towards get the information needed**

Particular	No of Respondents	Percentage
Strongly Agree	42	23%
Agree	28	16%
Neither Agree nor Disagree	43	24%
Disagree	44	24%
Strongly Disagree	23	13%
<b>Total</b>	<b>180</b>	<b>100%</b>

It is inferred that 24% of the respondent are between Neither Agree nor Disagree and Disagree and, 23% of the respondent are between Strongly Agree and, 16% of the respondent are between Agree and, 13% of the respondent are between Strongly Disagree.

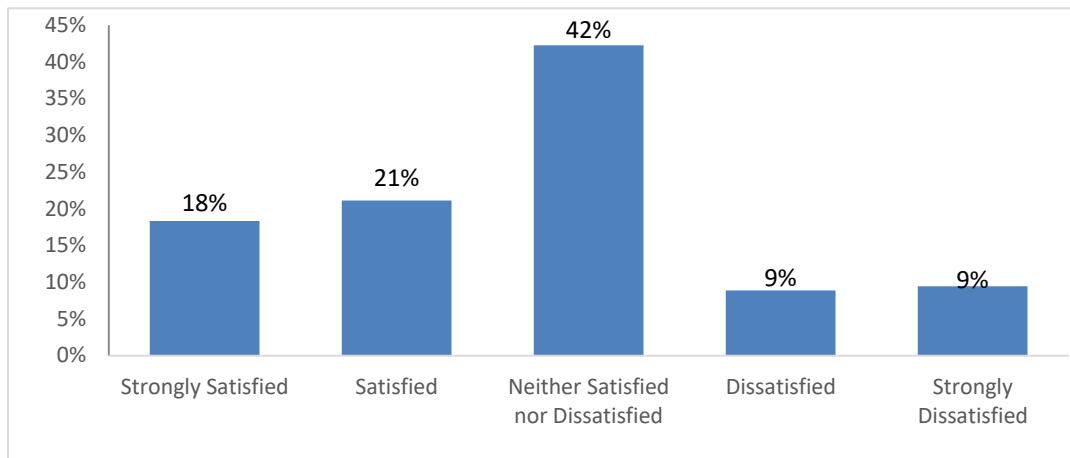


**Figure-2** Respondent opinion on level of satisfaction towards get the information needed

**Table-3** Showing respondent opinion on level of satisfaction towards suggestion about recognition given by the management

Particular	No of Respondents	Percentage
Strongly Satisfied	33	18%
Satisfied	38	21%
Neither Satisfied nor Dissatisfied	76	42%
Dissatisfied	16	9%
Strongly Dissatisfied	17	9%
<b>Total</b>	<b>180</b>	<b>100%</b>

It is inferred that 42% of the respondents confirms that neither satisfied nor dissatisfied and, 21% of the respondents are between Satisfied and, 18% of the respondents are between Strongly Satisfied and, 9% of the respondent are between Dissatisfied and Strongly Dissatisfied.



**Figure- 3** Showing respondent opinion on level of satisfaction towards suggestion about recognition given by the management

**CONCLUSION:**

The green Human Resources Management has emerged from companies engaging in practices related to protection of environment and maintaining ecological balance. Green HRM encompasses all activities aimed at helping an organization carry out its agenda for environment management to reduce its carbon footprint in areas concerns on boarding and acquisition of human resources, their induction, performance appraisal & management, training and development and pay and reward management. The proposed process model will help the practicing managers and future researchers follow green HRM techniques. Employee Engagement is the level of commitment and involvement an employee has towards their organization and its values. Employee Engagement definitions vary from “a positive emotional connection to an employees work” to “Engaged employees are inspired to go above and beyond the call of duty to help meet business goals”. Nowadays companies are facing major problems in relating the employees, for which they are developing emotionally engaged workforce by various employees engagement activities. They are in which the sector needs to improve the communication between the superior and the subordinated. The finding of this study can be used to improve the employees engagement levels .

**REFERENCES:**

1. Siddhanta A. & Roy, D. (2012) Employee engagement engaging the 21<sup>st</sup> century workforce. Asian Journal of management Research, 170-189. .
2. Deci, E.L. & Ryan, R.M. (1987)The support of autonomy and the control of behaviour. Journal of Personality and Social Psychology, 53,1024-1037.
3. Development Dimensions International, Inc., available [www.ddiworld.com](http://www.ddiworld.com) (accessed on October 30, 2011)
4. Cooper, R. (1997). Applying Emotional Intelligence in the workplace. Training and Development, 51(12)31-38.
5. Buchanam, D. &Huczynski, A. (2004) Organization Behaviour. An introductory text, 5<sup>th</sup> ed. Harlow, FT92007/ Prentice Hall.
6. Wilson.F(2004) OrganizationalBehaviour and Work, Critical Introduction. 2<sup>nd</sup>ed. Oxford, Oxford University Press.
7. Beardweell, J. and Claydon, T. (2007) Human Resource Management, A Contemporary Approach. 5<sup>th</sup> ed. Harlow, Prentice Hall.