APPLICATION OF FISHBONE MODEL IN IMPLEMENTATION OF GREEN HUMAN RESOURCE PRACTICES

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ABSTRACT

There is a growing demand for the integration of environmental management into Human Resource Management (HRM) – Green HRM – research practice. The "Magna Carta" on Human Environment was declared in the first United Nation's (International) Conference on Human Environment held in June 1972 in Stockholm declared that, to defend & improve the human environment for present and future generation has become an imperative goal for human. Today's organization becomes more aware about the growing value of integration of environmental management & HRM. Green-HRM is a new idea in today's world. Green Human Resource Management has turn into a key business strategy for the meaningful organizations where Human Resource Department performs an active role in going green at the office. We are enter into a green economy and so the effect of our daily activities on environment and our wants to go green has expand from just individual to organizations. This paper presents Application of Fishbone Model in implementation of Green Human Resource Practices among BPO employees. Fishbone model is very useful to identify problem for implementation of green human resource practices from different prospective.

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Keywords: *Human Resource Management, Green HRM, Fishbone Model, Green HR Practices.*
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Introduction

GREEN HRM "Mampra (2013) defines Green HRM as the use of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of environmentalism which further boosts up employee morale and satisfaction". Opatha, 2014 defines "Green HRM means outlining the strategies for awareness of green practices in order to promote and prolong sustainable business activities which in turn help organizations to conduct in an environment friendly manner". So, green HRM includes two necessary facets: environment conducive HR practices and nurturing of knowledge capital. The fishbone analysis is an instrument for assess the business method and its effectiveness. It is additionally named as "Ishikawa Diagram" since it was designed comprised by Mr. Kaoru Ishikawa, a Japanese quality control analyst. It is characterized as a fishbone due to its structural outlook and appearance. For that specific reason it is also known as "Cause-Effect analysis". The fishbone diagram and analysis usually assesses the causes and sub-causes of one specific problem and in this way helps to find out all the symptoms of any business problem.
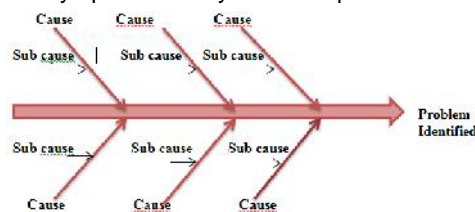

Figure 1: Layout of Fishbone Diagram

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Problem Analysis through Fishbone Model

The Green HR practices had been area of concern. To identify the Green HR causes with their root causes and to achieve accurate conclusion, systematic approach of Fishbone technique has been implemented. The causes and root causes are described in fig: 2by Fishbone diagram for Green HR practices. The various reasons has been identify which can cause in implementation of Green HR practices as follows Green HR planning, Green selection and induction, Green performance evaluation, Green reward management, Green employee discipline management.
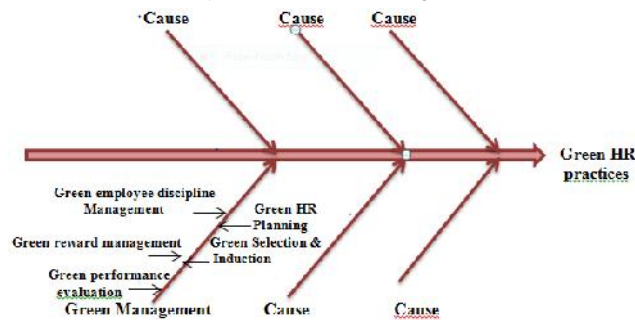

Figure 2: Problem Analysis through Fishbone Model

Business Processing & Outsourcing (BPO)

BPO represents Business Process Outsourcing. It introduces that outsourcing of business processes from developed nations to the developing or third-world countries to achieve faster outcome and higher profit margins. The discussion about BPO has begun in India in the mid-nineties. Very small number of individuals explored this area in the starting and ever since it has experienced a big change. The present research paper has study the application of fishbone model in implementation of Green Human Resource practices among BPO employees in Infosys, Jaipur. Green HR practices in BPO industry include too many difficulties at various levels of execution and implementation. Green practices like Green HR planning, Green selection and induction, Green reward, Green employee discipline management, Green performance evaluation are the attractive activities that are in presence.

Review of Literature

- **Das Tulasi V. and B. Sreedhar Reddy (2016)** studied employee perception towards Green HRM. He saw that less educated and junior staff has practically no learning of GHRM. Hence, administration must lead awareness projects and providing training programs have to be conducted with this respect.
- **Sindhwani K. Bhawna and A.K. Saxena (2015)** examined role of HR professionals for Green Human Resource Management and the effect of Green awareness at the organization. He identified that there are many areas where organizations can implement digitalization like the utilization of internet or teleconferencing to reduce business travel, putting representative manuals.
- **Popli Pooja (2014)** examines Green HR practices, its awareness and implementation in the industries in Nasik. He found that with the growing businesses in Nasik, the need to get distinctive condition friendly practices has become a serious concern nowadays.

Objectives

- To provide basic understanding of Green HR practices with Fishbone Model.
- To examine the awareness of Green HR practices among employees of selected BPO
- To identify the relationship between factors of Fishbone model with Green HR practices
- To identify the challenges faced in during implementation of Green Human Resource practices in BPO sector.

Research Methodology

The research design is descriptive and exploratory in nature. Simple random sampling has been used in this research paper. The sample area is BPO Infosys, Jaipur. The data has been collected with the help of primary and secondary data. A structured questionnaire has been used to collect data in BPO organization. The questions were designed on five points Likert Scale with 'Strongly agree' dictating the highest level of believe, and 'Strongly disagree' as the highest level of disbelieve, as data is collected from 21 employees of Infosys. The data compilation work has been done using Excel and IBM SPSS 22.

Hypotheses

H_{o1}:   There is no significant relation in between Green HR planning, Green reward, Green selection with implementation of Green HR practices in BPO.

H_{a1}:   There is a significant relation in between Green HR planning, Green reward, Green selection with implementation of Green HR practices in BPO.

H_{o2}:   There is no significant difference in green HR practices on the basis of socio economic factors.

H_{a2}:   There is a significant difference in green HR practices on the basis of socio economic factors.

Descriptive Analysis and Data Interpretation

Section A

It is dealt with demographic information of the respondents, which has been measured using nominal scale with intervals ranging from 1 to 5.

Section A Table 1: Demographic Profile of Respondents			
Parameters	**Category**	**Frequency**	**Percentage %**
Age	20-24 Years	6	28.6
	25-29 Years	7	33.3
	30-34 Years	6	28.6
	35 and above	2	9.5
	Total	21	100.0
Gender	Male	13	61.9
	Female	8	38.1
	Total	**21**	**100.0**
Marital status	Married	10	47.6
	Unmarried	11	52.4
	Total	**21**	**100.0**
Education Level	Graduate	6	28.6
	Post-Graduate	7	33.3
	Professionals	6	28.6
	Technical	2	9.5
	Total	**21**	**100.0**
Income	Less than 20,000	6	28.6
	20,000-30,000	6	28.6
	30,0000-40,000	6	28.6
	40,000 above	3	14.3
	Total	**21**	**100.0**
Department	Finance	7	33.3
	Operations	7	33.3
	Banking	7	33.3
	Total	**21**	**100.0**

Source: "SPSS 22 Result of Primary Data"

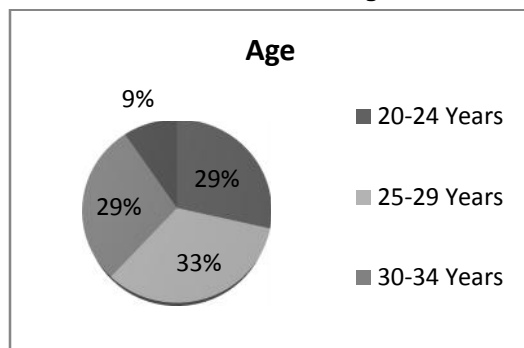**Diagrammatic Representation of Table**
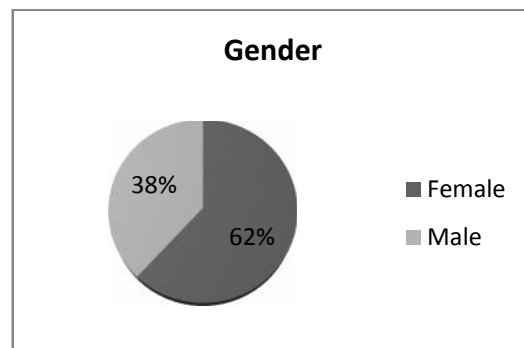

Chart 1: Percentage of Respondents Age   Chart 2: Percentage of Respondents Gender
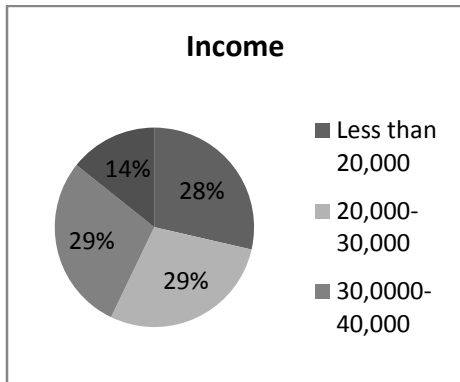
Income

Chart 3: Percentage of Respondents Income
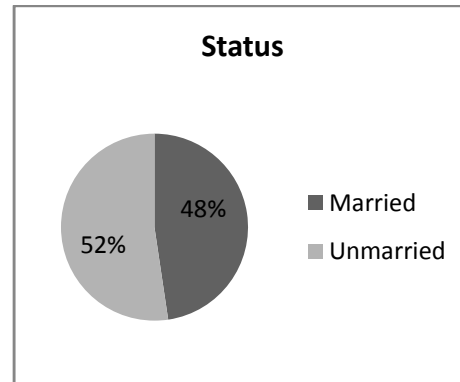
Status

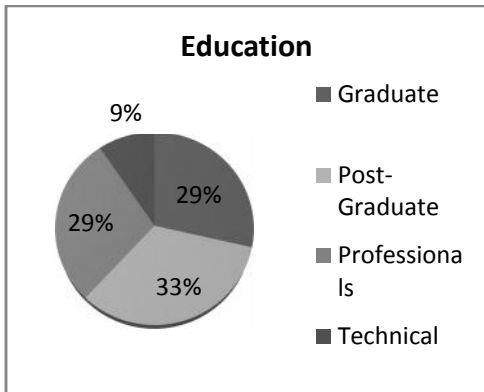Chart 4: Percentage of Respondents Status

Education

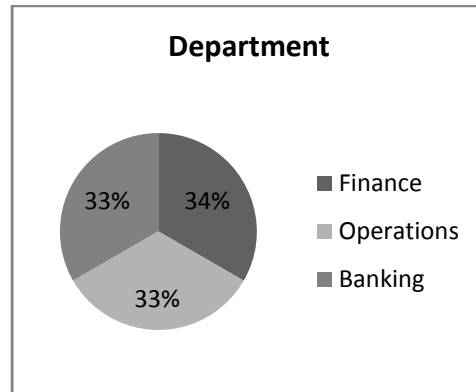Chart 5: Percentage of Respondents Education

Department

Chart 6: Percentage of Respondent Department

Inference

Above table and charts shows that Female respondents were more than the male respondents, majority of the respondent were in the age group of 25-29 years of age and post graduate, majority of respondents were unmarried. Income of the respondents in the selected BPO were20,000-30,000 and 30,000-40,000 more as compared to other groups of income. Respondent of finance department were more as compared to banking and operation department

(Section: B, Table: 1) Aware of the term GHRM

Opinion	Response of Employees	% of Employees
Strongly agree	17	**81**
Agree	4	**19**
Total	**21**	**100.0**

Source: "SPSS 22 Result of Primary Data"

Aware of the term Green HRM
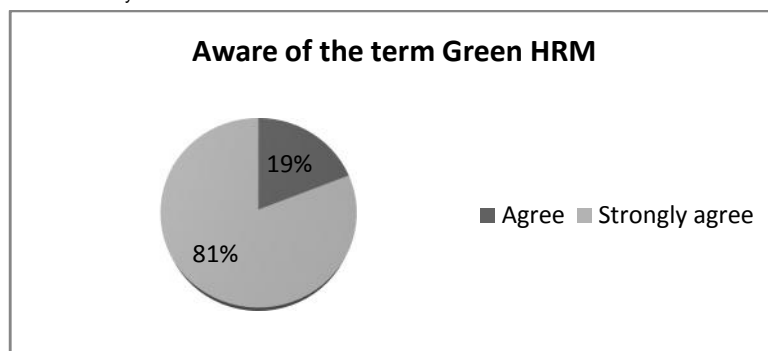
Inference

Above table inferred awareness of the term GHRM of employees. It has been observed that 81% employees are completely aware about the term GHRM while remaining 19% were agree about the term GHRM.

(Section: B, Table: 2) Green HRM Practices Helps to Make Your Organization Green

Opinion	Response of Employees	% of Employees
Strongly agree	9	42.9
Agree	12	57.1
Total	21	100.0

Source: "SPSS 22 Result of Primary Data"
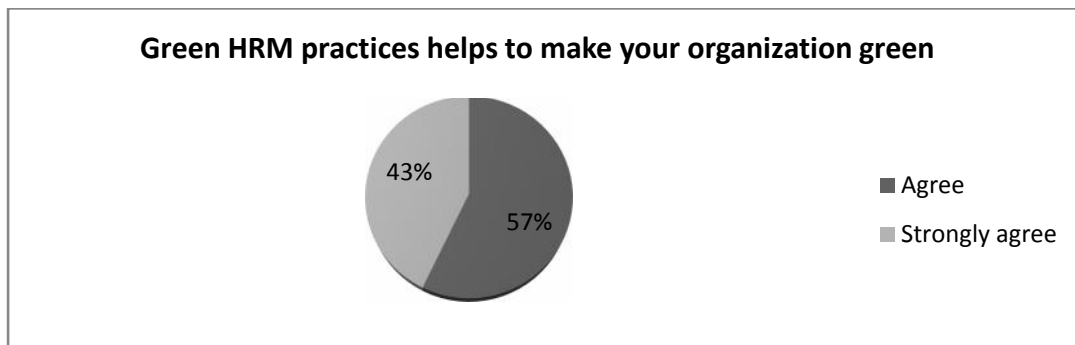
Inference

Above table shows 57.1% employees knew that GHRM practices having a big role to make organization green and 42.9% employees strongly agree.

(Section: B, Table: 3) Green Human Resource Planning

| Opinion	Response of Employees	% of Employees
Strongly agree	6	28.6
Agree	9	42.9
Neutral	5	23.8
Disagree	1	4.8
Total	21	100.0

Source: "SPSS 22 Result of Primary Data"
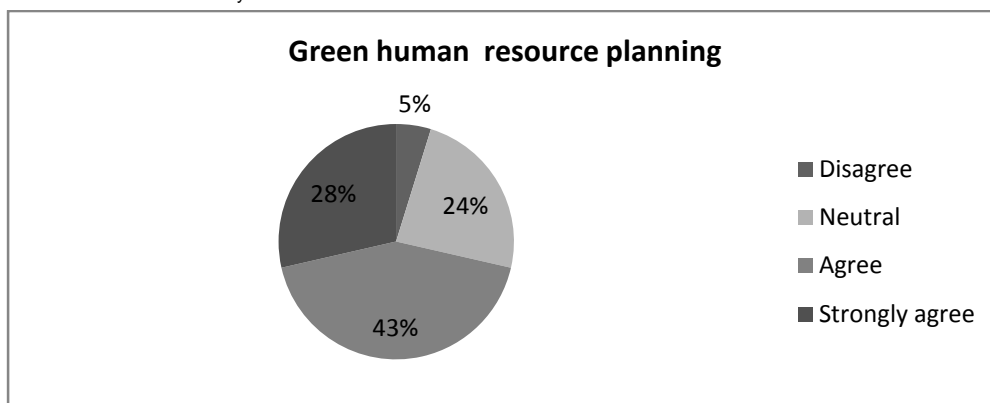
Inference

Above table shows 42.9% employees agree that organization uses Green human resource planning for forecasting type of employees needed to implement the corporate environmental management programs. 28.6% of employees strongly agree, 23.8% were neutral and 4.8% were disagree.

(Section: B, Table: 4) Identifies and Prefers Green Environment Compatible Candidates

Opinion	Response of Employees	% of Employees
Strongly agree	4	19.0
Agree	9	42.9
Neutral	6	28.6
Disagree	1	4.8
Strongly disagree	1	4.8
Total	21	100.0

Source: "SPSS 22 Result of Primary Data"

**Identifies and prefers green environment compatible candidates**
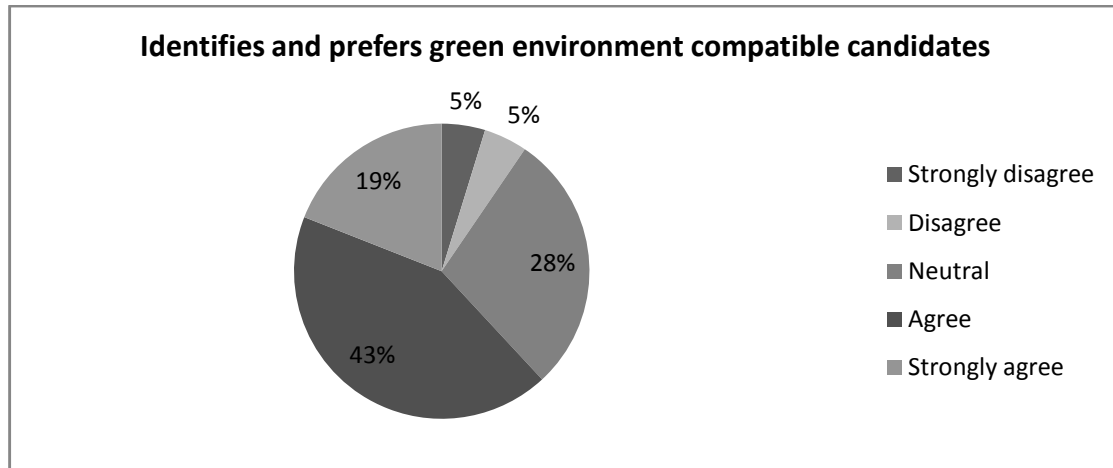
Inference

Above table shows 42.9% employees agree that Organization identifies and prefers green environment compatible candidates and Green induction helps in making new employees familiar with greening efforts of the organization. 28.6% were neutral, 42.9% were agree, 4.8% were disagree and 4.8% were strongly disagree.

(Section: B, Table: 5) Green Performance Management

Opinion	Response of Employees	% of Employees
Strongly agree	5	23.8
Agree	9	42.9
Neutral	4	19.0
Disagree	3	14.3
Total	21	100.0

Source: "SPSS 22 Result of Primary Data"

Green Performance Management
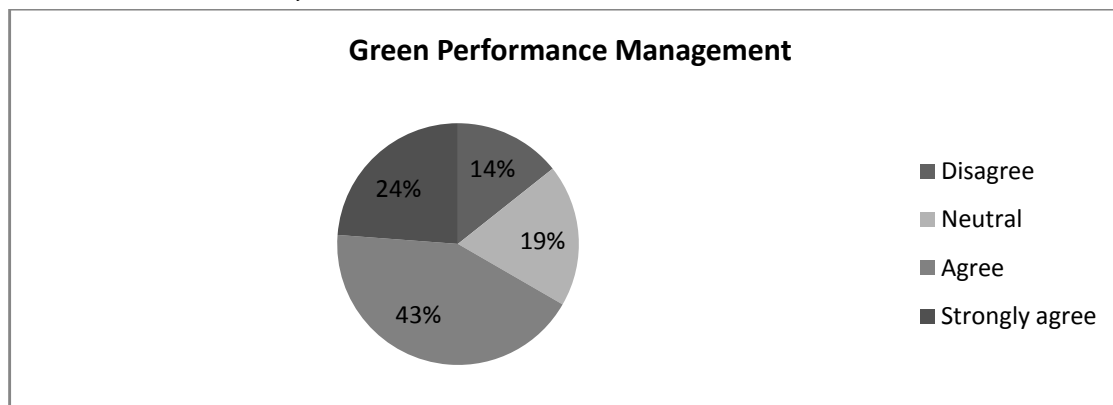
Inference

Above table shows 42.9% employees agree thatorganization uses Green performance management for measuring environmental performance of employees.23.8% were strongly agree, 19.0% were neutral, 14.3% were disagree.

(Section: B, Table: 2.6) Nonmonetary or Monetary Reward

Opinion	Response of Employees	% of Employees
Strongly agree	3	14.4
Agree	10	47.6
Neutral	6	28.6
Disagree	2	9.5
Total	21	100.0

Source: "SPSS 22 Result of Primary Data"

Nonmonetary or monetary reward

14% 9%
29%
48%

- Disagree
- Neutral
- Agree
- Strongly agree
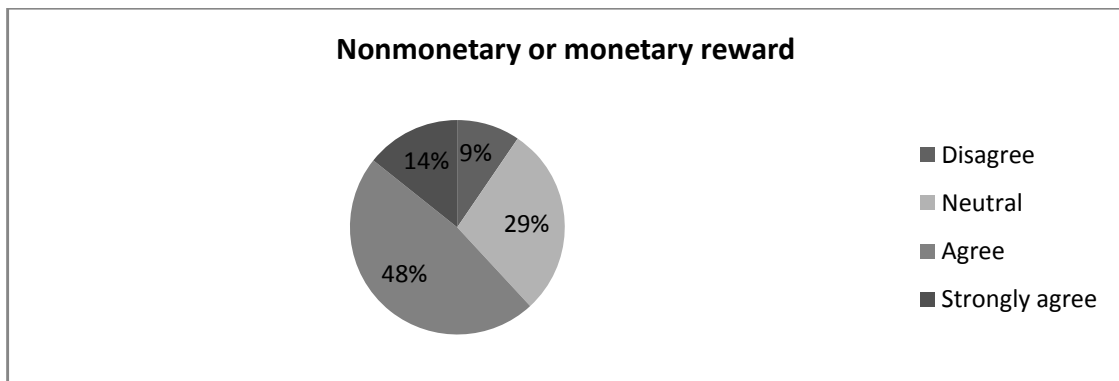
Inference

Above table shows 47.6% employees agree thatorganisation offers a nonmonetary or monetary reward based on the environmental achievements. 28.6% were neutral, 14.4% were strongly agree, 9.5% were disagree.

(Section: B, Table: 7) Progressive Disciplinary System

Opinion	Response of Employees	% of Employees
Strongly agree	1	4.8
Agree	4	19.0
Neutral	4	19.0
Disagree	7	33.3
Strongly disagree	5	23.8
Total	21	100.0

Source: "SPSS 22 Result of Primary Data"

Progressive disciplinary system

5%
19% 24%
19%
33%

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree
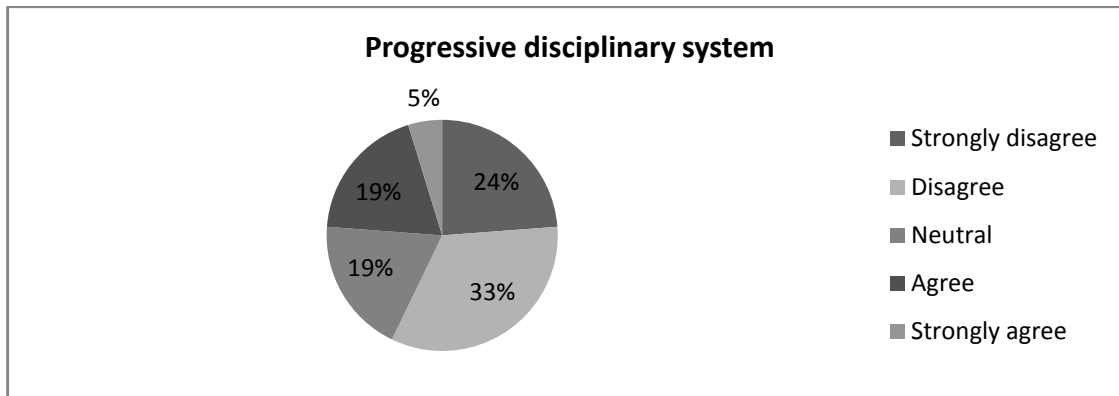
Inference

Above table shows 33.3% employees disagree that organization has a progressive disciplinary system to punish employees who violate the rules of Green conduct**.** 23.8% were strongly disagree, 19.0% were neutral, 19.0% were agree, 4.8% were strongly agree.

Hypothesis Testing

Table 8

ANOVA					
Hypothesis	**Statements**	**Sig. value (age)**	**Sig. value (Income)**	**Sig. value (Gender)**	**Ha Accept/Reject**
Ha2 There is asignificant difference in Green HR practices on the basis of socio economic factors.	Green HRM practices helps to make your organization green.	.822	.781	.714	**Ha Reject**
	Does your organization use Green human resource planning for forecasting type of employees needed to implement the corporate environmental management programs?	.205	.227	.441	**Ha Reject**
	Your organization has a progressive disciplinary system to punish employees who violate the rules of Green conduct.	.590	.586	.145	**Ha Reject**

Source: "SPSS 22 Result of Primary Data"

Inference

The results of ANOVA test are significant at 5% level of significance indicating that:

Significant values in all the socio economic factors were greater than .05 so null hypotheses have been accepted. Above table shows that there is no significant difference in green HR practices on the basis of age, income and gender. In other words all the respondents of the study from various age, income and gender group have similar perception about Green Human Resource practices.

Table 9

Correlations	Does your organization use Green human resource planning for forecasting type of employees needed to implement the corporate environmental management programs?	Your organisation offers a nonmonetary or monetary reward based on the environmental achievements. (leave, gifts, bonuses, cash, premium, pro motion).	Your Organization identifies and prefers green environment compatible candidates and Green induction helps in making new employees familiar with greening efforts of the organization.
Does your organization use Green human resource planning for forecasting type of employees needed to implement the corporate environmental management programs?	1	.180	.436[*]
		.435	.048
	21	21	21
Your organisation offers a nonmonetary or monetary reward based on the environmental achievements. (leave, gifts, bonuses, cash, premium, pro motion)	.180	1	.153
	.435		.507
	21	21	21
Your Organization identifies and prefers green environment compatible candidates and Green induction helps in making new employees familiar with greening efforts of the organization	.436[*]	.153	1
	.048	.507	
	21	21	21

Source: "SPSS 22 Result of Primary Data"
*. Correlation is significant at the 0.05 level (2-tailed).

Conclusion

With the help of ANOVA, it has been analyzed that "There is no significant difference in green HR practices on the basis of age, income and gender", hence the Null hypothesis is accepted. In other words all the respondents of the study from various age, income and gender group have similar perception about Green Human Resource practices. With the help of Correlation, it has been analyzed that "There is no significant relation in between Green HR planning, Green reward, Green selection with implementation of Green HR practices" at $p > 0.05$ level hence the Null hypothesis is accepted.

Limitations

Followings are the main limitations of the study:

- This study is based on the selected BPO company.
- This research work has been restricted only to Jaipur and thus the results may only be able to define this specific area under study and not to the entire universe.
- Primary source of data is the main source of questionnaire; hence manipulation at the respondent's end cannot be avoided.

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