

# Green HRM Practices Effectiveness on the Psychological Contract: The Changing Nature of Employee-Employer

Rinki Mishra<sup>1</sup>, Gagan Pareek<sup>2</sup>, Tripti Chakrabarti<sup>3</sup>

<sup>1</sup>Research Scholar, School of Management, Techno India University, Kolkata, India

<sup>2</sup>Professor, School of Management, Techno India University, Kolkata, India

<sup>3</sup>Professor, Department of Basic Science, Techno India University, Kolkata, India

**Abstract:** ‘The psychological contract’ is a progressively more pertinent aspect of liaison between employees & employers and wider individual behavior. In the employment view, the psychological contract is the fairness between: how employers exploit the employee’s observation & how they can place them in the job to accomplish the ultimate goal. In present scenario, HRM has become essential branch of the organizations. Without HR department, an organization can’t work in a structured or premeditated manner. Now in this globalization & globalization era, internal & external environmental sustainability & less paper used in organization is very much important & has become an integral part of the organization to sustain. Green HRM practices become more important & part of the organization to sustain & keep faith on the employees & stakeholders. Many organizations are doing green practices in their organization, but they are not fully aware of the practices. This study is attempted to know the psychological contract between employees & employers overview about green HRM practices, how the employees’ are taking the green movement practices & the changing nature of the working environment & policies in the organization & as well as outside the organization.

**Keywords:** Green HRM, Psychological contract.

## 1. Introduction

‘The psychological contract’ is a progressively more pertinent aspect of liaison between employees & employers and wider individual behavior. In the employment view, the psychological contract is the fairness between: how employers exploit the employee’s observation & how they can place them in the job to accomplish the ultimate goal.

Psychology is “the science of human and animal behavior; it includes the applicable of this science to human problem.” According to Guest (2007), psychological convention is anxious by means of the consciousness of frequently parties to the employment attachment, involvement and qualities, of the give-and-take promise and conformity slanted in that correlation. Knights et al., (2005) defines “a psychological contract as a set of personage attitude or awareness concerning

mutual obligations among the employee and the employer.” In revisit the employer expects the employee to be enthusiastic to work further hours, be trustworthy, unpaid assistant to do non-required errands, give proceed perceive when quitting, be eager to admit relocate, to decline to prop up competitors, to defend company’s confidential information, and to expend a least amount of two years’ experience with the organization. These kinds of obligations are apparent promises that both employee-employer’s consider have been finished and conventional by employee-employer. Though, the employees considerate of the employment rapport might be dissimilar on or after with the intention of the organization. It is this perceptual and distinctive environment of the psychological indenture with the purpose of distinguishes it from additional forms of contracts. Rousseau (1995) hypothetically identifies four types of psychological contracts based leading the proportions of ‘time frame’ and ‘tangibility’: a transactional, a relational, a balanced or team player, and a transitional psychological contract.

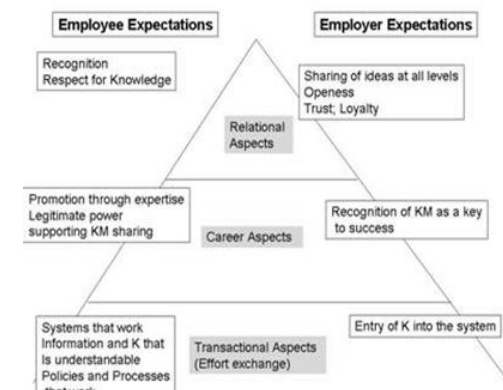


Fig. 1. Psychological contract between employee-employer

Positive techniques of considerate & organizational changes of the employer-employee involvement. Changes enclose:

- Overseas Rivalry
- Downward (up) Sizing

- Provisional Employees
- Demographic Miscellany
- Retaining 'Knowledge Workers'

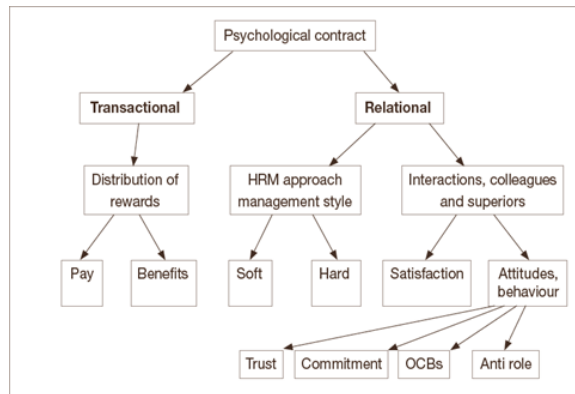


Fig. 2. Types of psychological contract

Hybrid or impartial psychological contracts have emerged in modern era and pairs the unrestricted moment in time edge and common apprehension of relational agreements with the presentation strain and compromise of transactional contracts.

In present scenario, HRM has become essential branch of the organizations. Without HR department, an organization can't work in a structured or premeditated manner. Now in this globalization & globalization era, internal & external environmental sustainability & less paper used in organization is very much important & has become an integral part of the organization to sustain. Green HRM practices become more important & part of the organization to sustain & keep faith on the employees & stakeholders. Many organizations are doing green practices in their organization, but they are not fully aware of the practices.

Jabbour (2011), definite green HRM as the stage of greening of HRM practices in requisites of purposeful and spirited extent of HRM practices. Green HRM is introduced to "each and every ones behavior mixed up in progress, execution and current upholding of a structure that aims at assembly human resources of organization greenery." It is the elevation of HRM that is anxious with modernize ordinary employees into green recruits so as to attain environmental ambition of the organization and lastly to formulate an important involvement to environmental sustainability.

In 21st Century, the spirited global advertise build industry environment changes in the organization & as well as exterior the organization. The organizations necessitate exploring new approach to sustain & augment the employee's presentation & also the organization's performance. Now a day's green practices coming up with high influences practices & cost reduce practices in the organizations. One promising way out to uphold & efficiently retort is to squeeze the exploit of Green HRM practices & develop a psychological contract among employee-employees to enhance their performance internal & external environmental sustainability.

#### A. Green recruitment, selection & induction

Recruitment, Selection practices is anxious with identifying precise & talented group of people to congregate the organization's necessitated. At some stage in recruitment, interviews and inductions, HRM recruits should undoubtedly and sincerely converse the errands and opportunity of the employee, as well individuals the group will give in replace. E-recruitment & E-selection will take a smaller amount of time & cost; get more proficient & artistic employees. In induction programme HRM need to provide the proper introduction of the organization & clear view of green practices done by the organization, so the proper psychology contract can rise between employee-employer. Contradictory is one of the foremost patrons to psychological contract infringement.

#### B. Green training & development

Training and development of employees is a concern with the intention of has to be faced by each business. Individual of the sources of training & growth desires in an organization is consequent on or after employees consumption related with deprived employment, introduction and guidance. Further habitually training is specified as a retort to a quantity of occurrence similar to recognition with the rationale of presentation is insufficient. Development concerns about the potential needs of the organization, & as well as the anxiety about the employee's profession augmentation rather than presentation. Development center of attention is the organization's future manpower requirement & individual's growth for performance. HRM through green training & development programme need to aware the employees that organization concern about their growth & performance. Than through proper training & development programme the psychological contract will be take place between employee-employer. Whichever necessitate promises in this region will decrease organization trustworthiness and inferior the faith with the intention of the employees has in the organization (Robinson, 1996; Knights, 2005).

#### C. Green remuneration

Remuneration is the basic things for the employees. Employees given their 100% towards their job assign by the employers. HRM need to give suitable remuneration to the employees for their desired job. E-remuneration can give precise calculation & be able to obtain not as much of time to estimate remuneration & employers can give it on time or before time. If employees get remuneration exact & on time then the psychological contract can attachment between employee-employer.

#### D. Green performance appraisal

Appraisal is the verdict of an employee's presentation in a profession, based on efficiency unaided (Graham et al., 1998). An incorporated and effectual appraisal progression is able to escort to amplified managerial performance and employee enthusiasm. In totaling, the performance analysis attempts an

occasion for the organization and employee to appraise and concur upon prospect excuse for accountability and confront, and any potential contribution in the administration of modify. Green performance appraisal takes fewer moments in time to appraise the employee's efficiency & effortless HRM can appraise the employee obligation.

#### E. Green reward

Every one portion of repayment such as base reimburse dependent compensate, employee reimbursement and non-financial plunder which comprise inherent rewards from the employment itself, are connected mutually and treated as an incorporated and consistent complete (Armstrong, 2006). Investigative rewards are individual's insubstantial rewards anxious with knowledge and expansion and the work occurrence, like instruction, career enlargement, performance management, employee right to be heard and appreciation. A reward is the best practices for the HRM to attract retain & motivate the talented employees in their organization. E-Reward likes offering holiday package for the best employee & his/her family, offering electronics home appearances can motivate the employees further. Pragmatic substantiation put forward the successful concert management and prize arrangement in organizations is required to concentrate to the excellence of the relations employees familiarity whereas at employment which are an essential portion of the psychological contract.

### 2. Analysis & Discussion

In India numerous organizations set up practices green for environmental sustainability & corporate social responsibility. Employers & employees do the practices like:

- E-recruitment & E-selection
- E-training programmed
- Car polling
- Switch off the lights & computers after over the office
- Electronic filing
- Job-sharing
- Tele-conferencing
- Recycling
- Using energy-efficient bulbs for desk lamps
- Donating / discounting used office furniture / supplies to employees or local charity was the top environmentally responsible practice
- Less use of paper for printing & as well as for official work.

Some leading sectors like Indian Railways, FMCG industries, Hospital Industries, Manufacturing Industries doing Green practices & employee-employers contract put together a

well-built bonding. The employees, customers & stakeholder keep loyalty on the organization & they also accept the changes & doing the practices in the organization & outside the organization. But some organizations are doing green practices but they are not fully aware of the practices, because of the lack of awareness of the practices & it create less psychological contract between employee-employer. Like automobile industries, they doing green practices like they open job-card through online portal but they are not aware of those practices. They are not still using the renewable resources & are also not using proper cancel that will not pollute the environment, same oil, trade mill industries. HRM can do the awareness & implement the green practices through proper training, conducting workshop, seminars. HRM can bond employee-employers psychological contract through green practices & can sustain the practices for companies' betterment.

### 3. Conclusion

Present organization can't be uphold if the employee does not give their 100% effort, survival hence employee-employers need to offerings that employees build for the organization & vice-versa. Companies are consequent acknowledging more psychological contract as a noteworthy portion of employment affiliation. Now a day's green practices are very important part of the organization. Proper training, workshop, seminar can give awareness of the requirement of green practices for the environment sustainability can create perfect psychological contact between employee-employer.

### 4. Future Scope of the Study

All the way through quantitative study, it can be analyzed that the green HRM practices effects on the psychological contract, which can bring change in nature of the employee-employers.

### References

- [1] Armstrong, M. (2006). A Handbook of Human Resource Management Practice. (10th Ed.). London: Kogan Page Ltd.
- [2] Guest, P., & Conway, N. (2002). Communicating the Psychological Contract: an employee perspective. Human Resource Management journal. 12(2).22-39.
- [3] Mariëlle sonnenberg The Signaling Effect of HRM on Psychological Contracts of Employees A multi-level perspective, Erasmus Research Institute of Management (ERIM) RSM Erasmus University / Erasmus School of Economics, Erasmus University Rotterdam
- [4] Rousseau, D. M. (1995). Psychological contracts in organizations. Thousand Oaks, CA: Sage Publications.
- [5] Rousseau, D.M. (2004). Psychological contracts in the workplace: understanding the ties that motivate. Academy of Management Executive, 18, pp. 120-127.
- [6] Shaikh, M.W., Green HRM, A Requirement of 21st Century, abhinav journal, 1(10), pp.122-127