

Green HRM: Strategic tool for Organization to Greening People

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Abstract: It has been observed that an increasing awareness within business organizations on the reason of going green and adopting environmental friendly techniques. Nowadays corporate world is going global, the business is experiencing a shifting from conventional finance to modern capacity based economy which is ready to explore the new economic green facts of business. As, green human resource management has become a very important business strategy for organizations where human resource departments play an active role in going green. This paper study the green human resource practices follow by organizations all over the globe and the benefits and challenges of going green and impact of organizations outcome. The research shows that Green HRM has two major elements- environment friendly Human Resources practices and the preservation of knowledge which helps the organization people to become aware of their corporate social responsibilities and the green practices in better way.

Keywords: Green house resource management, Green management practices, Sustainable Development, Green initiatives.

I. INTRODUCTION

We are living in a country nowadays is a more environmentally friendly world and we are all aware of duty to contribute as much as we can to the welfare/ the well-being of our environment. Green HRM is a term is used to all possible Human resource policies that could contribute to an organization's environmental agenda. **Green HRM** is the set of activities that is recruitment, training and development, employee relation, performance appraisal, pay and reward) that direct connect to organization's human resources with the aim of achieving organizational goals or objectives through ensuring environmental sustainability.

Green HRM was pronounced as a term almost 10 years ago by Renwick, D.W.S. Redman, T. and Maguire, S. in 2008. The term Green HRM has become the word within the business field at present and its significance is increasing importance with the passage of time. This term has also become hot topic in recent research works since the awareness on environmental friendly management and sustainable development has been increasingly day by day all around the world. Today the topic Green HRM not only includes awareness toward environmental friendly affairs, but also expand to the social as well as economical well-being of both the organization and the employees.

Green HRM is use of HRM policies and practices to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment friendly sustainability. It is directly responsible for creating green workforce that understands and appreciates, the green initiative and maintains its green goal or objectives all throughout the HRM process of recruiting, hiring, developing, training, compensating, and advancing the firms human capital. It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, natural environment, society, and the business.

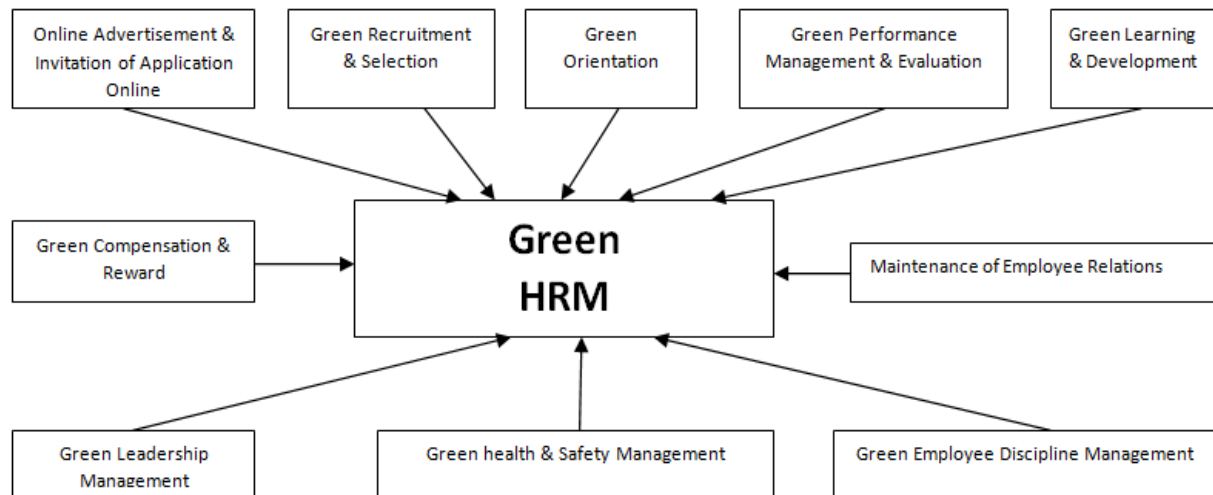
II. STRATEGING TOOLS FOR GREENING PEOPLE

Essential Need for GHRM-

From the last two decades of century have witnessed a unanimous consensus for the need of environmental management drive all over the globe. This effort was undertaken since the damaging effects of different pollutants among which the

industrial wastage being the major culprit that has been destroying and depleting our natural resources very fast has been evident. The “Magna Carta” on Human Environment was declared is the first United Nation’s (International) Conference on Human Environment held in June 1972 declared that to defend and improve the human environment for present situation and future generation have become an imperative goal or objective for mankind. The Green HRM literature is largely a western one and, has been given the importance of Asian economic development for environmental management, this is an important research gap for future studies to reduce. Research Scholars of management around the globe are now analyzing various managerial practices that can facilitate the achievements of the objectives or goals of GHRM and also have a direct impact on the environmental competitiveness of the organizations.

Process of Green HRM-



Literature Review-

The key finding of “ Green HRM : Strategic tool for organization to greening people” indicates that 55% organizations, incorporated environmental management in their business operations, 75% used web to reduce travel, 74% promote reduction of paper use & 62% implement wellness/fitness programs for employees. A report published in paper on March 27, 2010. “Organizations are going the green , points out that number of corporate taking initiatives on Green Human Resource and Green Movement e.g. Gensoll Consultant (P) Ltd., the Hyatt Regency, id 8 Media Solutions adopted Green lifestyle system. Lastly, the giant Pepsico has reduced its water use by 14%. It concludes to say that HR has crucial role in pursuit of green business practices, role in saving the planet, training and development of a green workforce and enforcement the environment friendly green practices in environment unfriendly behaviours. Green management refers to the management of corporate interaction with, and impact upon, the environment(Antoni, C., & Bauer, C. 2005), (Lee KH and Ball, 2003) , (Bebbington, J.2001) and it has gone beyond regulatory needs to include conceptual tools such as pollution prevention, product stewardship and corporate social responsibility (Hart S., 2005), (Berry, M. A., & Rondinelli, A. 1998) (Pullman et al., 2009) ;(Siegel, 2009) ,(Calderon, Jose F),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 natural resources. Therefore, organizations should put effort into the research on new technologies to minimize the impacts of environmental destruction by creating products that are harmless and less pollution to environment (Liu, 2010) ; (Ozen and Kusku) ,(Collins, J., & Clark, K. D. 2003). Environment friendly Human resource processes gives better minimized costs, efficiency and manage to develop and nurture an environment of engaged employees helping organization to operate in an environment friendly and sustainable manner.

Objective of the study-

1. To study the green human resource practices follow by organizations all over the world and impact of organizations outcome.
2. To know the benefits of adopting the Green HRM in the organizations.
3. To know the challenges of Green HRM.

4. Provide basic understanding of green HRM to the readers.
5. To study the various green practices that can be incorporated for building green workplace.

GHRM functions to give future direction-

GHRM helps to create green workforce that can understand and appreciate green culture for individual and society in an organization. Such green initiative can maintain its green objectives or goals all throughout the HRM process of recruiting, hiring and training, compensating, developing, and advancing the organizations human capital. The Human Resource Department of a organizations is capable of playing a important role in the creation of sustainability culture within the company. HR processes play an crucial role in translating Green HR policy into practice; therefore, human capital and management are instrumental to the fulfillment of Employee management objectives.

It needs to be acknowledged that the intersection of sustainability development, the natural environment, and HR management are areas in fast development and therefore, not characterized by a fully developed body that point out that many HR systems need to be aligned with one another in order to increase the likelihood that the company will achieve its strategy.

Green recruitment-

Attracting high-quality staff members is a key HR challenge in the war for talent. Organizations are now starting to recognize the fact that gain reputation as a green employer is an effective way to attract new talented personnel. German firms such as Siemens, Bayer and Mannesmann use environmental activities and a green brand image to attract high-quality staff. Increasingly, green job descriptions with environmental friendly aspects are now being included for employees within the recruitment process agenda. Green recruitment is defined as the process of hiring talented individuals with knowledge, skills, approaches, and behaviors that identify with environmental management friendly systems within an organization. Recruitment practices support effective environmental management by making sure that new entrants are familiar with an company environmental culture and are capable of maintaining its environmental values or norms.

Green recruiting is a system where the focus is given on significance of the environment and making it a major element within the organization. Complementing this, the recruits are enthusiastic, and to some extent, passionate about working for an environment friendly management “green” company. Recruiting employees with green bend of mind make it easy for companys to induct professionals who are aware with sustainable development processes and are familiar with basics like recycling, conservation, and creating a more logical globe. Grolleau et a (2012) in their study the impact of environmental standards of a company on recruitment of an employee found that environmental commitment of the company adds to profile of a company. In their primary survey, they found that professionals are more concerned with respect to the environmental strategy of an organizations. We conclude that green recruitment provides the employees with an opportunity to stand ahead of the crowd and further increase their chance of attracting the candidates. Further research should address queries related to the green employer’s enthusiasm in achieving the environmental goals or objectives and how the potential job seekers perceive or rate them on the parameters of sustainability.

Green performance management-

Performance management (PM) is the process by which employees are prompted to increase their professional skills that help to achieve the organizational goals or objectives in a better way. The recognition of the corporate strategy or sustainability culminates into the Perfomance Management. With the Employee Management affecting global business strategies, Performance Management is also being influence by the green waves in a possible positive manner. Green performance management consists of issues relates to environmental concerns and policies/practices of the company. It also concentrates on use of environmental friendly responsibilities. Today some organisations deal with the issue of Performance Management by installing corporate-wide environmental performance standards, and Green information audits to gain useful or reliable data on environmental performance.

The most significant aspect of Performance Management is performance appraisal. In addition to meeting the criteria of reliability, fairness and validity, effective performance appraisals provide useful feedback to employees and support continuous improvements in the organization’s environmental outcomes. Issues involved in environmental Performance Appraisal concern the need for managers to be held accountable for Employee Management performance in addition to

wider performance goals or objectives. We suggest that future research on green performance appraisal focus upon issues such as environmental incidents, environmental responsibilities, environmental policy, and green information audits. The job description should be aligned with green tasks and objectives to be achieved. Managers should discuss the performance of the employees and give the feedback not only during the scheduled time of appraisal, but also all around the year. This practice will help the employees to enhance their skills, knowledge and ability.

Green training and development-

Training and development is a practice that focus on development of employees' skills, knowledge, and attitudes, prevent deterioration of Environment Management -related knowledge, skills, and attitudes. Green training and development educate the employees about the value of Environment Management, train them in working methods that reduce waste, diffuse environmental awareness within the organization, conserve energy and provide opportunity to engaged employees in environmental problem-solving technique. Green T&D activities make employees aware of different aspects of environment management. It helps them to know different methods of conservation including waste management within an organization. Further, it enhance the skill of an employee to deal with different environmental aspects or issues. In a survey of managers, on management practices concluded that environmental training and education, with establishing a favorable environmental culture for the employees where they feel that they are involved in part of environmental outcomes, were the most significant HRM processes that facilitate the achievement of environmental goals and objectives. In this study the role of Human Resource in achieving a sustainability culture, suggests that the Human Resource Department can offer leadership development workshops or conference to help managers develop their "front wheel" soft, peoples skill, or behavioral competencies, in team work, diversity, managing change, and collaboration. Future research that facilitate green training and development on one hand and helps organizations on the other to develop eco-friendly managers who without any hesitation and with patience can indulge as well as promote sustainability development throughout the process would be particularly useful. Organizations should train their employees on best practices enthused with green initiatives.

Green initiatives for Human Resource-

Organizations generally organize Human Resource practices into systems that are consistent with their culture, values, and business strategy. We can say that green initiatives included in Human Resource Management is a part of corporate social responsibility in the long run. Today, organizations are integrating green initiatives is their agenda with the help of their human resources. Managers make sure that their Human Resources is utilizing green human resource practices in proper or appropriate manner. Several authors have suggested that it is important to promote a great deal of technical and management skills and knowledge among all employees of the organization in order to implement an effective corporate green management system in organisations.

Organizations across the globe are incorporating and working toward implementing Green Human Resource Management practices to gain competitive advantages in the corporate world. Complete adoption or integration of GHRM in business is not really impossible but requires a changed approach toward the existing Human Resource practices on part of both the management as well as employees. A key role for HR environmental executives could be to give guide line to managers in terms of gaining full staff co-operation toward implementing environmental policies and practices which means Human Resource needs to nurture supporters and create networks for problem-solvers willing to act to change the current status of the company.

Paperless office-

Most of the work in the organisations is managed on paper but, with introduction of Information Technology, the consumption of paper has been reduced. Today E-business and learning have changed the procedures and methods at offices converting them into paperless offices. Paperless office is a work place where the use of paper is either eliminated or restricted by converting important official documents and other papers into automated workflows. The practice reduce the consumption of paper, the costs of paper-related including copying, printing, and storing, and also save the time used for searching paper documents. Jamie Garratt started Idea Rebel, a Vancouver-based digital agency in 2008, which is a completely paperless office (Borzykyowski, 2013). At Idea Rebel, pay stubs are emailed to employees and notes are taken on electronic devices and whiteboards. Finally, we assert that by reducing use of paper, we can directly conserve our natural resources, prevent pollution, and reduce wastage of water and energy.

Conservation of energy-

Conservation of energy in the organizations has the potential or great environmental impact. In an effort to provide more eco-friendly services, offices around the world have implemented several energy conservation initiatives to reduce the environmental impact on the conservation of energy. The HR department at the UK arm of the Sky has started a campaign where the employees are asked to turn off TVs, PCs, and lights when leaving the office to use 100% renewable energy, and introduced the solar lighting (Davies & Smithen, 2007), Whereas the HR department of other British organizations is emphasis upon their travel policy which promote car sharing and the increased use of public transports (Simmes, 2007). In addition, HR systems such as e-HR are seen to be able to help management and employees track their own carbon emissions (Beechinorr, 2007). Organizations are also promoting the extensive use of energy star rated light fixtures and bulbs which undoubtedly consumes at least 2/3 less energy than regular ones.

Recycling and waste disposal-

Recycling is the method of processing used up waste materials into new and useful products. Recycling reduces the use of raw materials that would have been used to produce new products. This practice saves energy and reduces the amount of waste that is thrown away into the dustbins, thereby to make the environment cleaner and the air fresher. As a part of their green initiatives, several companys are implementing recycling program to increase the amount of recycled products and decrease the amount of waste products.

Ever since the companys embraced the concept of saving money, focusing on the environment and sustainability development, several human resource professionals were given the task of creating company recycling programs and monitoring office. In the process, many Human Resource professionals ascertained that green initiatives were necessary aspect of overall corporate social responsibility. At present, the whole corporate globe is reciting the old mantra of three Rs—Reduce, Reuse, and Recycle to save the environment.

Challenges of Green HRM-

The challenges of Green HRM are:

- Difficulty in altering the behavior of employees in short period of time
- Lingering and cumbersome process to develop the culture of Green HRM in organization.
- Requires high investment and comparatively slow rate of return.
- Recruitment of green employee with quality talent is very challenging.
- Difficulty in measuring the effectiveness of Green HRM practices
- Faced problems to provide green structures, process, green thinkin and tools to make the selection and develop the future leaders of the organization.
- Not all employees are equally motivated to participate in promotion of Green HRM.

Benefits of Green HRM -

Green HRM has its prime importance in achievement of objectives such as cost saving, corporate social responsibility, and gaining advantage over the competition. It has the following benefits:

- Helps in employee retention.
- Reduces labour turnover.
- Increase employee morale.
- Helps in building company image to attract human resource.
- It can be used as marketing strategy.
- Improves quality of organization both internally and externally.
- Improve brand image

- Provides lucrative opportunity for human talent
- Improves relationship of the company with stakeholders- vendors, suppliers, government agencies, shareholders, media.
- Reduces overall cost of company as steps taken to make it environment friendly.

Green Practices-

Human Resource Management practices can be clearly understood, starting at the point of an employee's organizational entry and continue until the point of the employee's exit. To be economical, practical and ecological at the same time is possible through by adopting Green Practices. Here some environment-friendly solution to stay Green.

1. Green Printing
2. Recycling
3. Job sharing
4. Telecommuting
5. Teleconferencing
6. Virtual interviews
7. Reduce employee carbon footprints
8. Online Training
9. Reducing carbon
10. Video conferencing and interviews etc.
11. Green Payroll
12. Energy efficient office spaces
13. Public Transport
14. Car Pooling
15. E-filing

III. CONCLUSION

This paper aims to provide a knowledge how Green HRM can affect the employee and their organization practices and behaviour against environment. Future research needs to provide evidence while the Green HRM delivering the positive outcomes. Human resource play very significant role in managing from entry to exit. Green HR efforts focused on increasing competency within processes and methods, reducing and eliminating environmental wastage, and restoring HR tools, products, and procedures consequential in greater efficiency and low costs. The results is, recycling, teleconferencing and virtual interviews, job sharing, electronic filing, telecommuting, online training, and developing more energy efficient company office spaces. Nowadays, Society becoming more environmentally conscious, businesses are started to include green proposals into everyday work environment. Environment friendly HR proposals resulting in greater efficiency, low costs and create an atmosphere of better employee engagement. The concept of green human resource management carries a great importance for both organizations and employees with the help of this research papers, researcher has attempted to focus on the implementation of green HR practices in organizations. This study has also helped the researcher to identify the areas like training and development, paperless work, performance appraisal system and some regular activities where the concept Green HRM takes place. The green HRM efforts results in better efficiencies, sustainable use of natural resources, Less waste, Improved in job Attitude, Improved Work and Private life, Improved employee performance and their appraisal and retention which help organization to reduce employee carbon footprints by the concept of Green HRM.

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