

The Concept of Green HRM practices and its application towards Organizational and Employee Development

Dr. Priyanka Sampath

Assistant Professor
Sri Krishna Arts & Science College

Abstract

The concern for environmental aspects has been receiving priority in this century among general public and industrial establishments. The concern of GHRM is a recent emerging concept and is becoming popular among corporate houses. Today Green Human Resource Management is not only concerned with creating awareness towards environmental aspects but also involves social as well as economical welfare of both the employees and the organization. The expression GHRM is commonly referred to the interest of HRM policies and practices towards the broader corporate environmental program. It refers to using every employee to support sustainable practices and increase employee awareness and commitments on the issue of sustainability. GHRM involves environment-friendly HR initiatives ensuing in better efficiencies, lesser costs and enhanced employee engagement and retention. Attracting high-class employees is a key HR challenge. Firms are now beginning to make out the reality that obtaining status as a green employer is a proficient way to draw bright talent. GHRM provides the organization with a prospect to position itself in the fore front of the crowd and further improve their prospect of attracting talented workforce and retain them after initiation.

Keywords: Green Human Resource Management, Employee engagement, Sustainability.

Introduction

Over the last few years, the world has witnessed an undoubted agreement for the need for sensible ecological management. Concern for clean and green environments has assumed great importance in the 21st century. This effort has become more apparent ever since the business, industrial and political communities have understood the irreparable damaging effects of different pollutants formed out of waste products in different industrial activities. Since the past industrial revolution, generations have been tampering the environment by adopting non-environmental friendly practices resulting in pollution of land, water and air. It is really mocking that in the name of technology improvement and progress we are damaging nature and its resources. The exponential rise in the population across the world has further terribly mounted the pressure on the environment.

Sustainable development is one of the most important concerns to all walks of the human society as there are negative and harsh climatic impacts on human life. The phenomena of the Melting of glaciers, rising sea level, flooding of inland areas, wide spread forest fires, severe droughts across the world, depletion of ground water level are due to the impact of global climate change.

Currently, commercial and industrial firms have emphasized on the importance of environmental management and associated it with their goals and strategies. The present society today is well aware of the changes taking place in the environment on account of global

warming. United Nations Organization has taken the initiative in holding conventions on the importance of environmental conservation. Policymakers are trying to look at a sustainable answer to lessen the sufferings on account of climate changes and its distressing effects on human society.

Following this footstep, the theory of Green Human Resource Management (GHRM) has turned into a key business policy for many global corporate houses. As such, they are adopting various positive steps in keeping the business processes more environmental friendly.

GREEN HR MANAGEMENT:

Green HR is the exercise of HRM policies to encourage the sustainable use of resources within organizations and, more commonly, promotes the cause of environmental sustainability.

Green human resources means practicing and enhancing awareness and assurances to the employee in each and every phases in the organization on the issue of sustainability (Hussain, 2018). Green human resource management consist of systems, practices and policies that define employees in an organization as green for the benefit of the natural environment, business, individuals and the society at large (Renwick, Redman & Maguire, 2013).

It is the adaptation of specific practices by an organization which aligns their policies and strategies towards environmental protection. Organizations need to give concentration to activities concerning ecological aspects, and they must not tie up their business policies and strategies only to economic issues.

At present the image and goodwill of a company very much depends upon how the organization is adopting green policies and making the society informed about it (Opatha and Anton, 2014) Organizations adopting “green/social” HR practices can experience remarkable impact on the engagement, commitment, morale, and quality of work life and the retention of human work force in the organization since green HRM is rising as an vital thrust area for organization which can have a huge impact on people’s issues in an organization.

The HR department is the backbone of all organizations, and they play an important role in following green polices and adopting strategies. By incorporating Green HR practices, industry can considerably donate at least to minimize the harm caused to the environment; even if the problem is not uprooted.

Focusing on the human resources point, Strandberg (2009) states that human resource managers are well placed to play an active role in helping their organization realize its goal of becoming an environmentally responsible firm – one which reduces it’s negative and enhances its positive impacts on the environment. An organizations HR process will be able to play an important dependability in translating the concept of Green HR strategy into practice (Kim et.al 2017)

So, green HRM is very much essential because it focused on diverse programs, processes, and technological aspects that implies in the organization as to decrease the damaging effects of the environment and advance positive impacts of the environment on the organization (Stojanoska, 2016).

Green HR actions help companies find substitute ways to decrease costs without losing their endowment in green economy. Organizations have remarkable development opportunities by adopting green strategies and creating a new ecological DNA which can fetch in great operational savings by dipping their carbon footprint.

GREEN HRM PRACTICES:

Green recruitment, Green performance management, green training and Development, Green compensation, Green initiatives such as green building, paperless office, conservation of energy and recycling of waste

1. Recruitment & Selection:

Green recruitment means a paper-less recruitment procedure. Provide online offer letter, acceptance letter & joining letter which surely reduces large amount of paper work.

For example conducting tele-interview, video-conferencing helps in reducing needless paperwork and avoids unwanted travel and expenses.

We may also define green recruitment as a process that hires individuals having knowledge, approaches, skills, and behaviors which identify in lieu with the systems of environmental management amidst an organization.

2. Green Induction

Employee orientation programmes should be designed by which consciousness about green issues of employees namely health, working condition & their safety included. The creativity ideas must be taken into consideration for the same, which makes the employees of being valued in the organization.

3. Green training and development

This training and development program is given to employees in order to teach them about environment and its importance. Green training is about creating environmental awareness among work force by holding seminars and work- shops at organizational level. Specific training should be given to the employees pertaining to power saving management, safety, energy efficiency, etc. Training managers can provide softcopy as material than printed handouts.

4. Green Compensation

The sustainability of an organizations environmental performance is very much dependent on the green reward management practices adopted by the organization. Organizations can extend financial and non- financial benefits to employees to encourage Green management. Financially by offering incentives, increments, bonuses, cash rewards and Non-financially giving awards, certificates, prizes etc for good environmental performance. As part of compensation management, companies can offer green rewards to employees such as a nature-friendly workplace and lifestyle benefits. This may include carbon credit offsets, free bicycles and pollution-free vehicles for commuting to and from the workplace in order to engage workers in the green program.

5. Green Initiatives

In an organization green initiatives are very important for its sustainability. The Major green initiatives which are to be professed by HR department are, Green building atmosphere, paperless office, conservation of energy by utilizing natural light and air instead of heavy lighting and air conditioners, recycling of waste and storm water management.

Construction of green office and factory buildings reduce capital cost and recurring expenditure. We can save power by turning off PCs, lights and other electrical equipments when not in use. Work stations can have fluorescent light bulbs and other energy saving and green devices. Other green activities include the minimum use of paper and printed materials in recruitment, performance appraisals, and training and development. Companies can encourage

their employees to change their travel and transportation practice by using metro and public transport for business travel, car-pooling and cycling or walking to work. The availability of Internet and intranet facilities today allow companies to communicate with employees through emails thereby reducing the need of printing circulars, office orders and communications.

Review of Literature: Researchers define organizational sustainability as “keeping the organization going” (Colbeert & Kurucz, 2007) and “achieving success today without compromising the needs of the future” (Boudreau & Ramstad, 2005). The present situation is quite distressing, organizations must give attention to ecological footprints of their activities, and they should not restrict their strategies only to economic issues. Stakeholders these days want their organizations to be a more environmental concern. As such, company goodwill now depends a lot on how the organizations going green and making the society informed about it (Opatha and Anton, 2014). The green administration may show the way to a company’s improved operational performance (Jackson et al., 2012), enhanced teamwork (Jabbour et al., 2010), enhanced organizational culture (Jabbour et al., 2012) and reduced cost (Hart 1997). Since green HRM focuses to incorporate HRM processes with organizational strategies of sustainability, it could comprise strict recruitment strategies (Grolleau et al., 2012), appraisal and reward systems coupled with the environmental awareness and implementation in their appraisal process (Jabbour et al., 2012) and training and empowerment programs (Unnikrishnan and Hedge 2007), which will enable the development of new set of skills and competencies amongst the workers of “pro-green” firms (Cherian & Jacob, 2012). Green human resource management has received substantial importance in corporate firms, as human resource department is working on greening the organizational culture by maintaining green offices and green practices. So as to accomplish business firms’ environmental goals of going green, green HRM is a very crucial strategic tool. This can be achieved by attracting and retaining talented green individuals who have a special skill and knowledge of green human resources (Sudin, 2011). Organizations may enjoy environmental sustainability and positive performance if human resource practices are linked to environmental and sustainability issues (Marhatta, & Adhikari, 2013). Cherian and Jacob (2012) pointed that firms which pay attention to the greening of human resource functions may be more productive, thus generating positive performance. Today, organisations accept the fact that driving the status of a green employer is an ideal way to seek better talent (Anton, et. al., 2015). It is important for an organization to ensure that today’s business goals are achieved without compromising the talent of future generations. The major outcome of Green HRM initiatives are greater efficiencies, lower costs and better worker engagement and retention.

Conclusion

According to an organization perspective, irrespective of the nature of the business, human resource is the key determinant for an organizations success. Human resource is the main reason for the smooth sailing and implementation of any kind of eco-friendly plans. Successful implementation of sustainable policies is not possible without the employees of the organization. Again, this becomes possible when the top management of an organization trains their people accordingly and includes this aspect as an agenda in every activity the organization performs including recruitment, employee appraisal, and customer relationship management. As a whole, GHRM develops a win-win situation for both the employees and the organization as a whole. The organization gets mass attention for their green consciousness and employees are appraised and rewarded by the top management for the same. These initiatives resulting in greater

efficiencies, & lower costs & satisfied engaged employees, which results in sustainability in the organizations.

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