



Green Human Resource Management: A Management Practice of New Era

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Abstract: The current scenario of Business is quite flexible and keeps changing from Traditional work culture to Modern and Artificially Intelligent work culture. This update has different social and environmental obligations and because of all these obligations, the Present Corporate World needs to understand the concept of Green HRM and its application. Basically, Green HRM means any organization has Environmentally Sound policies, practices to make organizations more sustainable. It also makes employees more responsible towards the resources and creates a better understanding about Pollution. The global corporate world is more about financial profits but the attention has been shifted since years towards social and ecological issues as well. They need to focus more on waste management to control pollution. This paper investigates Green HRM practices in different organizations based on the many current writings. The study found the importance of Green HRM strategies, ideas, practices and difficulties in the business and other organizations. The study uses documented strategies to observe, collect and dissipate contemporary surveys of green human resource management. This research paper tries to discuss Green Human Resource Management practices in India and the key Challenges for the implementation.

Index Terms- Green Human Resource Management (GHRM), Human Resource Management, Sustainability, Green Practices, challenges.

I. INTRODUCTION

In this 21st century the attention is already drawn on Environmental issues whether through different campaigns and treaties globally on Climate Change, e.g. Kyoto Protocol 1997, Paris Agreement 2012 or Industrial accidents such as Bhopal Gas Tragedy 1984, The Deepwater Horizon Oil Disaster 2010, The Chernobyl Disaster 1986 and many more disasters we have seen in this era of modernization and this global world. This is an all-new Industrial world, where we have Artificial Intelligence, but the ecological collapse due to different advancement is not hidden. The development is also forcing the world to look back and try to find out the solution of this ecological collapse, and the business world is coming with the Green Practices to make the business ecologically sound. The Global benchmark is actually setting a bar and a standard requires corporates to create a design which includes the conditions.

(Mehta & Chugan, 2015) pointed out the fact that Green Human Resource Management is going to be a huge management area. Lee (2009) explains “green management” as an activity, and the organization has established a natural management approach to the planet. Zibarras and Coan (2015) emphasized that the environmental factor with respect to the organizational practices has been frequently described as an endeavor to strike the ideal balance between the expansions of the industries and conserving the national environment for the generations to come (Daily and Huang, 2001; Jennings and Zandbergen, 1995; Ramus, 2002).

The application of Green Human Resource Management can only be executed by the help of employees, and by the active involvement of the interest and association of the employees.

According to the World Council for Economic Development (WCED), sustainable development is development that “meets the needs of the present without compromising the ability of future generations to meet their own needs.” Green Human Resource management is a kind of practice which can only be practiced on a daily basis by each and every employee of the organisation observed by (Renwick, Redman, & Maguire, 2008). They also observed the impact of these green practices on the lives of employees in such a positive manner that they reflect in their personalities.

The Green practices have a different positive impact on the organisation and the society as whole. These practices inspire this globalized world to think and protect the ecological structure. Flammer (2012) pointed out environmental performance appears to lead to quite a number of positive consequences such as increased profit margins, healthy financial outcomes, and better stock market performance. At the organizational level, predominant green management initiatives act as a critical decider in evolving the perceived image of the business corporations by the society.

Moreover after Corona we have experienced that entire working models and methods have been completely changed. Paperless offices and work from home concepts come under the Green HRM practices.

II. OBJECTIVES OF THE STUDY:

- To understand the concept of Green Human Resource Management.
- To study the Green Human Resource Management Practices in the Business in India.
- To study the Issues and challenges related to the Green HRM.

III. METHODOLOGY

This is a subjective paper purely based on the secondary sources of the data, extensive survey of the available relevant academic literature on the Green Human Resource management in global perspective.

Different information sources contain Research papers, Thesis, books. The thorough study of the research papers is the key source of the study. A detailed and effective investigation conducted on the collected documents and the data.

IV. REVIEW OF LITERATURE

Any organization is made up of the different departments and Human Resource Management (HR department) is the most crucial department as it deals with employees, the most important assets of the organisation. As employees are the asset to make the organisation grow in the long run, the element of green activity doubles it up and the organisation observes multi fold benefits. HRM can create that type of strategies needed for the environmental management framework (Del Brío, Fernández, and Junquera, 2007; Jabbour and Santos, 2008; Jabbour, Santos and Nagano, 2010; Jackson, Renwick, Jabbour, and Muller-Camen, 2011; Ones and Dilchert, 2012; Rimanoczy and Pearson, 2010; Young, Davis, McNeill, Malhotra, Russell, Unsworth, & Clegg, 2013; Zibarras and Coan, 2015). The growing importance of Green management has led to a renewed boost to explore the significance of HRM in every business firm to accomplish sustainable growth. Recently, an impressive number of studies explored Green HR systems and its impact on employee behavior along with multidimensional perspectives along with new theoretical approaches (Renwick, Jabbour, Muller-Camen, Redman, & Wilkinson, 2016). Technology and Environment are getting integrated and this integration will help the organisation to achieve its goals sustainably with the green practices, emphasized by many scientists (Haden, Oyler, & Humphreys, 2009). Some experts believe that in order to achieve a viable corporate green management framework, many professional and managerial competencies should be promoted among the employees (Daily, Bishop, & Steiner, 2007). Imaginative tools and environmental management activities (EM) will make a difference, which will fundamentally affect the company's supportability and enhance its advantages (Lin, Jones, & Hsieh). Human Resource Management effort along with strict enrollment strategies to expand such an organisational structure (Grolleau, Mzoughi, & Pekovic, 2012). These efforts include new skills and capabilities for 'Pro Green Organisation'.

Dutta, (2012) explains the fact that there are two components of Green Human Resource Management the one is sustainable human resource management and the protection of learning capital. If employees do take environmental targets as the organizational overall goal it will be more easy the execution will be of the green practices as per Mandeep, (2012), definitely this will increase the employees mindfulness and the accountability towards the environment overall objectives. Green HR Management places great emphasis on nurturing a green workforce, understanding, recognizing and practicing green activities, and through human resource management processes, including recruiting, procuring, preparing, correcting, creating and promoting organizational human capital, maintaining its green goals (Mathapati, 2013). As per the Mehta and Chugan (2015) the reasoning behind green human resource management is to develop, upgrade, and maintain greening among every employee in the organisation.

Green Human Resource Management

Green Human Resource Management means the human resource management with the environmental aspect. The human resource policies and practices by which the organisation may use the resources sustainably with the consideration of the environment along with the achievement of the organisational goal. It is an integration of Human Resource Management with environmental sustainability. It includes orientation, Recruitment, training and development, and rewarding the employees sustainably.

Green Recruitment and Selection

Green Recruitment can be understood as the recruitment which takes place online. Web recruitment can be seen everywhere after the coronavirus and it was also in practice before coronavirus. It is way easy to track and information can be collected easily. Green recruitment is paperless recruitment, from inviting applications to giving them the joining letter everything in a sustainably sound way. The main mediums used are emails, different applications, resumes, job portals. While doing selection on the interview basis there must be some questions from the environmental awareness as well to check the awareness of the candidates. The online recruitment is better, useful and efficient tool for finding out more suitable candidates for any business firm (Walker, Feild, Giles, Bernerth, and Short, 2011; Lievens and Highhouse, 2003; Parry and Wilson, 2009; Guerici, Montanari, Scapolan, and Epifanio, 2016). The sole purpose of the web recruitment is to draw attention of the qualified candidates has been mentioned by a number of researchers (Chen, Lin, and Chen, 2012; Dineen, Ling, Ash, and DelVecchio, 2007; Dinneen and Noe, 2009; Gregory, Meade, and Thompson, 2013, Guerici, Montanari, Scapolan, and Epifanio, 2016).

Green Orientation:

The employee induction program should be planned in such a manner that the program makes the employees more environmentally conscious. Employee induction program must ensure the health, safety and welfare and the working condition must be in a sustainable way. The initial projects they get, must have a sense of sustainable development in it. Later they should promote themselves.

Green Training and Development:

Preparing advanced programs addressing social and environmental issues to employees at all dimensions. Improved programs comprise working strategies to diminish squander, legitimate use of resources, and preservation of vitality and lessens environmental corruption. It gives a chance to connect with workers in environmental critical thinking (Zoogah, 2011). They have completed an examination by adopting a different contextual analysis strategy and distinguished the job of Green preparing and advancement in advancing business esteem. Also, (Daily, Bishop, & Steiner, 2007) led a study among more than 400 workers and the consequence of the study indicates that the development of a powerful green management framework was directly correlated to the green training and development practices.

Green Performance Management and Evaluation:

Performance measure and evaluation is the most important area of the human resource department and the organisation as a whole. As with the help of performance evaluation, the organisation traces its investment and measures the contribution of the employees. Many Researchers have drawn their attention towards Performance Management in many ways that how the performance management is important to the organisation and the direct impact of the HRM on the performance management (Ramus, 2002), and training (Kitswa and Sarkis, 2000; Perron, Cote, and Duffy, 2006; Sammalisto and Bronson, 2008). Green HRM integrates the organisational goals and environmental obligation. It goes to secure environmental management. So, there is a linkage between green HRM and green job depiction (Mandip, 2012).

Green Compensation and Reward System:

The compensation section can be used to shift worker's behavior to achieve green execution (Mehta & Chugan, 2015). The compensation package must include something for green achievement and capabilities (Deshwal, 2015). The compensation package must have the monetary and non monetary pay structures to encourage the green behaviour of the employees.

The non monetary compensation has a great impact on the behaviour of the employees. Rewards for their green practices that will help to create linkage between employees personal goals and the organisational goals.

Green Employee Relation:

Workers' interest in green activities provides better green management opportunities for managing employees' goals, capabilities, inspiration and observations through green management practices and frameworks. Employees including EM employees are considered to improve the EM framework, such as efficient use of resources, reduction of waste and reduction of pollution in the work environment. In their study, some experts believe that strengthening will definitely affect profitability and execution, and encourage restraint, reasoning and critical thinking skills (Renwick et al. 2008).

The employees need to put pressure on the management to create an environment of green behaviour and by this they can create more balance in employees and the management. There must be a kind of environment in the organisation where employees can put their views forward related to the green issues. Sustainability is the main matter of concern, the management needs to be more focussed towards creating a positive green relationship with employees for the sustainable and efficient use of the skill and abilities of the employees. Because of a positive green relationship between employees and the management, the green result can be assured.

Some Examples of Green HRM Practices:

- Paperless Organisation
- Work from Home
- Web recruitment
- Reduce the use of paper
- Car- pooling
- Incentives for Green Practices
- Teleconferencing
- Energy saving
- Recycling of the wastage of the form
- Creating eco- friendly attitudes among employees
- e- filing
- Flexi work timing

Indian companies Practicing Green HRM:**Wipro Technologies:**

The first IT company to launch green eco-friendly desktops and note- book in India. The company incentivizes the decrease in the carbon's footprint. Company starts 'eathian' Initiative The Earthian programme is positioned distinctly-both in structure and expected outcomes. In the first phase of the programme, we asked teams to write critical and well reasoned essays on various themes. Participants were encouraged to look at issues through the lens of different socio-economic contexts and explore the interrelatedness of issues.

Tata Consultancy Services:

TCS Positioned as a Leader in Sustainable Technology Services, Awarded “best-in-class” scores for manufacturing plant energy systems and residential smart meters. According to Verdantix’s report, *Green Quadrant: Sustainable Technology Services (Global), 2013*, TCS is ranked as a Leader as a result of the company’s expertise in manufacturing plant energy systems, renewable energy systems, residential smart meters and data center energy management.

Oil and Natural Gas Company

Oil and Natural Gas Corporation Limited (ONGC), is one of the world’s largest integrated oil and gas Exploration and Production (E&P) companies and largest in India. It’s exploratory & production activities spread across more than 400 operational establishments’ on-land and in the high seas. Through these aggressive efforts ONGC has been able to limit its emission to about 10 Million Metric Tons of CO₂ equivalent for the past few years (for more details, please refer Sustainability Reports). Unlike in the early stages, emission reduction is now a decentralised and local action in ONGC, with every work centre or installation identifying opportunities and taking feasible actions for mitigation. Responsible use of natural resources and responsible production of hydrocarbons – without accidents, spills and emissions in line with the UN theme remains the working principle in ONGC.

HCL Technologies:

In 2013 HCL won the Asia-Pacific Enterprise Leadership Award (APELA). This award honors the achievements of companies in the areas of sustainable development and corporate responsibility. HCL runs a corporate program "Go Green" to drive its sustainability initiatives. It has green processes across facilities & in the areas of travel, IT and events. The company commits to compliance with ISO 14001 standards. It runs campaigns to initiate individual action towards environmental issues. HCL views Green initiatives enterprise wide and understands that Green goals can be set at an organization strategy level and then top down approach could be adopted for its implementation, which would create green business processes and Green workplace for employees.

ITC Limited:

ITC and its value chains today support over 60 lakh sustainable livelihoods. The company claims that they are the only company in the world to have achieved the rare distinction of being water, carbon and solid waste recycling positive for over a decade, despite our expanding manufacturing base. Nearly 41% of our Company's energy consumption is today met from renewable sources. Our growing green building footprint encompasses factories, hotels, offices and employee housing. 25 such buildings have been certified at the highest LEED Platinum level. All properties of ITC Hotels are certified at the highest LEED Platinum level.

IndusInd bank, State Bank of India, Rashtriya Ispat Nigam Limited, Steel Authority of India, Tata steels, National Thermal Power Corporation continuously working on the Green Practices and promoting sustainable development.

Benefits under Green HRM:

When the concept was very new it was very difficult to implement Green HRM in many companies, as the companies became familiar with the concept, start adopting the Green HRM practices. As it is a legal framework under corporate social responsibility, companies start realising that it is not just mere legal obligation, but it will help the company in numerous ways described by Saylee Karande, Dr. Varsha Bihade (2018) :

- Reduces cost
- Healthy work Environment
- Sustainable use of resources
- Efficient use of resources
- Better working conditions
- Better understanding of natural environment
- Increased environmental consciousness
- Gaining competitive advantage

V. Issues and challenges as adopting Green HRM in the organisation:

Human resource department plays a very important role in shaping the strategies to achieve goals sustainably. Number of research are there to support the evidence of positive impact of green HRM implementing organisations. But the concept is quite new for implementation for every organisation. There are key issues and challenges discussed by (Md Asadul, Amer, Haslinda, Abigail & Choo Wei, 2019):

- No rules for practicing Green HRM
- Lack of organisational support
- Lack of managerial efforts
- High cost of practicing
- Higher employees turnover

VI. Conclusion:

Human resource department is the most important department of any organisation as it deals with manpower. The term Green adds weight to it and makes it more responsible in ethical and social terms, to make the employee more environmentally conscious. This is a legal and social obligation to be more environmentally responsible under corporate social responsibility. This is so evident that Green HRM is the only future we can have, because Green HRM ensures the integrated development of the organisation along with society and nature as well. From green recruitment to the green compensation, everywhere there is an element of green. By compensating employees on the reward basis for green behaviour will lead to a better employee participation. Integration of performance management with the green behaviour will push the employees to behave in a certain manner. There is a long way to go for Green HRM in India. Big Corporates are ready to accept but not the small ones. There are also so many challenges at the organisational and individual level for the implementation of the green hr. Integrating the reward system to the behaviour can be helpful for application of green hr. Going paperless, annual audit, focus on recycling, get employees involved to implement it efficiently. Green Leadership can also help the organisation in a way to develop a green behaviour. Professionals must address the needs of green strategies and procedures and practices in management. So, it helps the specialist with identifying the regions of Green Human Resources Management that are yet to be inquired about. This research depends on extensive research on existing literature. The author tries to sort out the concepts, procedures and difficulties of green human resource management in a systematic way. There are still many gaps in green human resource management that need to be filled.

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