



Green Hrm: A New Outlook To Safeguard Environment

Haridarshan Singh & Mohd Hassan

Assistant Professor, Shri Ram College of Commerce

University of Delhi

ABSTRACT

Green HRM is an issue that is now gaining popularity. The need for sustainable green HRM, which integrates sustainability practises with HRM, is growing. A comprehensive strategy for creating a sustainable culture might benefit from the personnel task of an organisation. The approach involves making adjustments to the various HR operations, including hiring, onboarding, mentoring, and growth; performing execution reviews; and setting staff remuneration. Green HRM initiatives are under the umbrella of CSR initiatives. By incorporating it into administration philosophies, HR strategies, educating personnel, and the application of environmental welfare legislation, green governance of workers will play a significant role in helping firms address environmental concerns. This essay aims to raise awareness of the significance of green HR, which includes two key components: the conservation of intellectual assets and environmentally responsible HR practises. Green HRM refers to the use of every staff contact in a way that promotes and sustains corporate sustainability and also informs people, both of which aid in the operation of companies in a way that is ecologically beneficial. Therefore, Green HRM includes two key components: the conservation of intellectual assets and eco-friendly HR practises. The current paper is on green HRM as an organisational strategy to encourage corporate sustainability.

KEYWORDS: Green HRM, Environment, Organisation

INTRODUCTION

In recent years, countries that are already advanced, as well as those that are still in the process of becoming advanced, have placed a greater emphasis on environmental concerns and sustainability. The necessity for companies to follow so-called "green practises" has arisen as a direct result of the expanding environmental consciousness throughout the world as well as the establishment of world norms for environmental protection. Because of these issues, businesses in today's society are becoming more aware of the rising significance of incorporating environmental governance and human resource management practises, sometimes known as "green HRM" practices, into their operations. The application of HRM policies to encourage the environmentally efficient use of resources inside commercial organisations and, more broadly, the promotion of concern about environmental sustainability is referred to as "green HRM." It includes putting in place programmes in human resources to encourage people to act in a way that is good for the environment, as well as helping employees understand and care more about the challenges of protecting the environment.

Environmentally responsible HR practises and the protection of intellectual property are the two primary components that make up green human resources.

It consists of engaging in activities that are friendly to the environment, which lead to increased productivity, decreased expenses, and improved staff engagement and retention, all of which assist a business in lowering its carbon footprint. In point of fact, green HR policies focus their attention on the collective and individual skills of employees to bring about environmentally responsible behaviour. These rules are designed to foster a culture of environmental stewardship inside the company. Green human resource management places an emphasis on the environmentally responsible actions taken by workers while on the job, which in turn may be transferred to the employees' personal consumption patterns (Muster and Schrader 2011). Green management approach researchers came to the conclusion that an Environmental Management System (EMS) could only be implemented in businesses if the organisations in question have the appropriate personnel who also have the necessary knowledge and abilities (Daily and Huang 2001). Because the execution of such measures needs a high degree of expertise and leadership experience among staff (Callenbach et al., 1993), green HR initiatives support the introduction of recruitment and selection processes, remuneration and achievement appraisal methods, as well as training courses that are intended to increase the workers' environmental consciousness.

Green management for ecological sustainability is a notion that has now been given a number of different interpretations in environmental writings. (Daily and Huang, 2001). All of these different ways of looking at things show how important it is to find a balance between the growth of industry for economic progress and the protection of the natural environment so that future generations can do well.

Even though companies in the modern world are focusing on new products for sustainable development, the question of how a single company or a whole community can achieve sustainability through the green management trend still seems to be up for debate and remains unclear.

The Background of Green HRM

The beginning of the Green Movement coincided with the conception of green human resource management. The Green Movement is indeed a socio-political strategy for promoting non-violence, egalitarianism, ecological sustainability, and sustainability. These are the four core tenets of the Green Movement. People who support the environmental movement are referred to as "Greens." They subscribe to the environmental philosophy, and they have many views in common with groups for ecological preservation, the ecosystem, feminism, and peace. Management intellectuals from a variety of fields, including finance, advertising, logistics, and human resource management, have begun analysing how managerial practises in these fields could indeed focus on environmental set targets as a result of the increasing consciousness of the Environmental Movement across the globe. In the present day, the United Nations Global Compact, in partnership with a wide variety of educational organisations, has applied the Principles for Responsible Management Education (PRME), which encourages academics and executives to work together.

In point of fact, the creation and implementation of a corporate sustainability programme is a collaborative method that entails several divisions of the business. As a result of this process, various responsibilities are taken on inside the corporation. The company's human resource management is one of the most essential supporters of this programme, and it is amongst the most significant contributors overall. The Human Resources and Management department is not only a key organisational stakeholder in the organisation, it is also the basis for the industry's strategic advantage. In the year 2000, Dunphy, Benveniste, Griffiths, and Sutton established a connection between the practise of environmental preservation and the practise of the report includes. The writers emphasised that the development of human resources as well as the engagement of such capabilities should, ideally, go hand in hand with environmental preservation. In order to gain a competitive edge in today's market, a growing number of businesses are adopting a preventative and pre-emptive strategy known as an environment management system (Daily and Huang, 2001). This method offers a framework that enables the management of the companies to have greater control over the environmental consequences that the organisation has. Furthermore, many people are of the opinion that the participation of employees in the execution of the EMS has among the most significant basic effects on the efficacy and success of the system. In his article "Green Knowledge Acquisition," Sudin (2011) addresses the favourable benefits that various forms of green intangible resources have on corporate environmental responsibility, which ultimately leads to enterprises gaining a competitive edge. Wehrmeyer and Parker (1996) say that there is an urgent need to rethink the role of human resources (HR) executives as environmentalist leaders whose job it is to get employees involved in making sure that sustainability policies are followed.

Given these circumstances, it is reasonable to believe that green human resource management is really about the comprehensive implementation of the idea of sustainable development throughout a business and its personnel. It includes measures that are concentrated on boosting productivity and quality, minimising and eradicating waste in the environment, and updating HR products, methods, and practices, which result in higher productivity and lower costs. Some of the consequences were e-filing, carpooling, job sharing, videoconferencing and digital meetings, reusing, freelancing, web-based training, and the development of further environmentally friendly office buildings. In point of fact, Green HRM encourages a variety of environmentally friendly procedures and practises across the many HR departments.

Importance of the study

Green human resource practises translate ambition and good intentions into the daily perceptions and actions of employees in a company or organization, and it promotes the green hiring technique in an effort to improve green human resource practises globally. Green staffing involves the employing of individuals who have sustainable growth, high operational and organisational skills, and a profound understanding of ecological concerns. This gives better understanding amongst all the other workers, and green staffing transforms a regular worker into a green worker by giving instruction that promotes the employees' motivation and their attitude further towards the betterment of the business. Furthermore, it will improve the worker's ability to form constructive opinions about the institution's long-term viability (Carter & Dresner, 2001).

There is a school of thought that contends that in order to carry out environmental administrative work in a proficient manner, the essential components necessary include the backing of upper executives, staff commendation, environmental training and education, cooperation, and incentive benefits. The search for entrepreneurs inside a corporate institution who are professionally or environmentally concerned and are recognised as eco-entrepreneurs is an essential strategy to stimulate staff engagement. Eco-entrepreneurs are also known as social entrepreneurs. By integrating its norms and rules with the organization's feasible aim and exhibiting sustainability, the Green HRM practises would become a key cause for environmental sustainability inside the organisation (Jain, 2015).

A Literature Review

The idea of GHRM has just recently come into existence. According to Lee (2009), green management was first used as a component of corporate strategies in the 1990s, but it did not begin to gain widespread popularity until the 2000s. Although green management and better efforts have been there for almost as long as the previous couple of years, there are not a lot of in-depth studies accessible in the field of greenhouse gas reduction management (GHRM). Research articles have also brought attention to the connection between HR practises and company outcomes like efficiency, adaptability, and economic condition (e.g., Ichniowski et al., 1997; Mendelson and Pillai, 1999; Collins and Clark, 2003). However, Laursen and Foss (2003) found that not enough focus has been placed on the connection between performance assessment and monitoring, compensation and reward, and other similar topics. According to Renwick et al. (2008), the execution of stringent talent acquisition of personnel, as well as the adoption of an achievement assessment system and capacity-building programs, are all aimed at enhancing the workers' environmental consciousness. The use of online technologies for recruitment verification, development, and leadership style plays a significant part in the process of making environmental changes for the company. Organizations are beginning to recognise the relevance of HR variables involved in EM (Daily and Huang, 2001) and are beginning to embrace the EM parts of HRM as a result of efforts such as these and the massive number of HR employees.

According to Callenbach et al. (1993), in order for green management to be effective, workers need to be motivated, motivated, and ecologically conscious of promoting green to really be effective. Hart (1996) emphasised the importance of HR in forming partnerships, cultivating allies, and establishing an ecosystem of crisis actors who are prepared to take action to alter the established order. It needs the role of human resources to be rethought, with top managers taking on the responsibilities of ecological leaders in order to get the involvement of employees in the enforcement of sustainability laws (Wehrmeyer and Parker, 1996). According to Wehrmeyer (1996), attitudes about work, motivational factors regarding the task or the institution, and connections with coworkers are characteristics that create a significant impact on the performance of enterprise management (EM). Several studies, such as Sudin (2011), have explored the beneficial benefits that various forms of sustainable intangible resources may have on corporate social and

environmental citizenship, which can ultimately contribute to an advantage for businesses in terms of their competitiveness. Callenbach et al. (1993) emphasised the importance of substantial knowledge among many staff members for such execution of both measures, as institutions strive to build research development environmental initiatives that appear to have a significant influence on the companies' justifiable strategic edge. This is because institutions want to create sustainability programmes that facilitate transformation. Training programmes that help people get better at management and technical skills are an important part of getting businesses to make changes that are better for the environment.

According to Margaretha and Saragih (2013), companies that concentrate on ecologically global sustainability by instituting eco-friendly management styles experience increased efficiency, decreased costs, and enhanced employee involvement as a consequence of these changes. Building a sustainable approach is another one of GHRM's primary priorities.

The traditions of a company are an essential factor in the development of a sustainable brand. Execution of management for revitalisation of organisations, creation of green occupations, top management implementing environmental paradigms, data exchange strategies and liberation, assessment of green criteria and achievement, and environmental recruiting and attrition are the seven levers that make up a green culture. The levers make sure that the changes that workers are supposed to make to be more environmentally friendly happen.

In addition, the study that has been done so far suggests that there is a dearth of studies in the field of GHRM in public sector undertakings in India. Despite the fact that scholars have focused on determining the association between these two operations and strategic practises and execution, not a lot of attention has been paid to GHRM measures in connection to institutes in India.

Excellent results in terms of innovative achievement and sustainable development activities (Renwick et al., 2008).

Renwick et al. (2013) made substantial efforts to uncover literature gaps in the fields of enterprise risk management and human resource management. His research was also explored in the writing on the ability-motivation-opportunity (AMO) hypothesis, which shed light on the part that GHRM procedures perform in the practise of managing people. According to the findings of the study, some businesses are unable to maximise their efficacy in their attempts to enhance EM since the vast majority of them do not implement the more expansive initiatives of GHRM practises.

The breadth of GHRM practises extends far beyond the simple implementation of EM projects. According to Mandip (2012) and Cherian and Jacob (2012), the HR role is widely regarded as the primary impetus behind an organization's green lifestyle. This is accomplished by the HR function trying to associate its laws and procedures with environmental objectives that portray an eco-focus. According to Renwick et al. (2008) and Muller-Carmen et al. (2010), GHRM is the assimilation of an institution's corporate sustainability goals into the human resource processes of recruiting and selection, learning and support, and compensation and benefits administration.

Green HRM-HR Factors affecting Green Management Initiatives:

Numerous scholars, particularly in the field of HRM, have made the argument that the efficiency or accomplishment, like any governance thinking and innovative techniques, tries to protect the accessibility and capacity of their workforce hired in decisive ways. This is particularly prevalent in the context of the HRM industry (Boselie et al., 2001; Paauwe and Boselie, 2003). The HRM system is described (Lado and Wilson, 1994) as "a collection of discrete but connected activities, operations, and procedures that are focused towards recruiting, growing, and preserving (or trying to get rid of) a company's workforce."

The HR practises of an organisation are often organised within structures which are congruent with both the company's culture and its corporate goals (Boselie et al., 2001). A large number of studies concluded that human resource management is the most effective tool for forming human capital, which in turn increases the company's profitability and competitiveness (Boselie et al., 2001; Paauwe and Boselie, 2003). According to Daily and Huang (2001), a significant number of businesses are in the process of putting in place an enterprise

management system (EMS), which is an effective strategic management instrument. This method offers a framework that enables management of the companies to have greater control over the ecological impact that they have (Barnes, 1996; Florida and Davison, 2001). Dedication and strategy, execution, monitoring and assessment, inspection, and growth are the components that make up an EMS (Hersey, 1998).

According to Callenbach et al. (1993), in order for green management to be effective, employees need to be motivated, given the ability to make decisions, and informed of their impact on the environment. Furthermore, in order for companies to successfully execute green management strategies and develop ecological advancements, a high degree of expertise is required (Callenbach et al., 1993; Renwick et al., 2008). As a result, the argument made in this paper is that in order to successfully execute green management efforts via the adoption of EMS, a comprehensive execution of HR systems that are compatible with the organisation's strategy and persistent objectives is required.

Green Intellectual Capital (IC):

The findings of previous research indicate that enterprises' intellectual capital has a beneficial impact on their strategic edge. [Citation needed] (Chen, 2008). IC refers to the whole security of an institution's immovable assets, expertise, and talents, all of which have the potential to produce value or competitive edge and help the firm realise its strategic objectives.

On the other hand, there has been no investigation into whether or not IC in sustainable development has a good influence on the strategic edge of enterprises (Chen, 2008). Henceforth, the main objective of this paper is to recommend filling this gap in the literature and assist in a new boost of green transformation. This new uplift of green transformation would investigate the optimistic correlations among IC in green transformation or sustainable development and the combative benefits of organisations. This resulted in the categorization of green IC as follows: green social assets, green capital employed, and green human resources. This study makes the case for future research into the question of whether or not the three different forms of green IC have a good influence on organisational environmental residents as well as significant components in firms' aggressive edge.

RESEARCH OBJECTIVES

- To investigate the idea of green human resource management in a more in-depth way.
- conduct research on the firms' green HRM practises as well as their strategic implementation of green HRM.
- to conduct research on the results that were obtained after implementing Green HRM in the organisations.

RESEARCH METHODOLOGY

The whole paper is predicated on secondary data that was gathered from a variety of different sources. The statistics come from the appropriate authorities of the departments, as well as published research from a variety of researchers, which may be found on their respective websites or in their publications. In addition to these sources, data was gathered from a variety of books, journals, research papers, and other types of print media.

RESULTS AND DISCUSSION

Green HRM emerges as a critical component of the institution's drive for rapid transformation. This occurred as a result of the fact that this issue had already been a significant one for the organisation. To become more environmentally friendly, it is necessary to integrate sustainability practises with personnel management methods. Human resource planning must replicate and encourage the goals of the HR department as well as other employees; support the company's method, beliefs, and customs; recognise user needs; recognise and respond quickly to changing demographic issues; respond to administration and authoritarian bodies' preconceptions; and influence the public policy agenda.

According to Mandip (2012), the practise of green human resources management needs to be explained in terms of the HR processes. These mechanisms include recruiting; achievement management; learning and support; labour relations; and pay and assessment.

In the end, making the workplace more environmentally friendly would have some benefits for the company.

CONCLUSION

To this point, most of the endeavours that have been put into green human resources management have centred on boosting employee competence inside methods, minimising and eradicating environmental damage, and reviving HR commodities, methods, and practises, all of which have resulted in increased productivity and decreased expenses.

The outcomes comprised the use of e-filing, web meetings and online discussions; carpooling; freelancing; reusing; telework; e-learning; as well as the development of even more high-efficiency office buildings. Businesses are beginning to incorporate environmentally friendly policies and practises into their day-to-day operations as society as a whole becomes more environmentally aware.

HR ideas that are ecologically responsible result in improved efficiency, reduced costs, and a climate of increased employee involvement, which together help firms function in a manner that is more ecologically maintainable. With the assistance of this paper, the authors have tried to concentrate mostly on attentiveness and the adoption of sustainable HR practises in organisations. Green human resource management is a fairly new idea, but it has a lot of importance for both businesses and their employees.

Even while today's businesses are knowledgeable about the green HR idea, which was developed to assist companies in maintaining a greener environment, only a minority of businesses are prepared to implement this idea into reality throughout the many personnel management sectors. This paper has also assisted the scholar in identifying the regions, such as education and tutoring, achievement assessment systems, and other routine tasks, where the idea of green human resource management is not being implemented.

REFERENCES

1. Boselie, P., Paauwe, J. and Jansen, P. (2001) 'Human resource management and performance: lessons from the Netherlands', *International Journal of Human Resource Management*, Vol. 12, No.7, pp.1107–1125.
2. Callenbach, E., Capra, F., Goldman, L., Lutz, R. and Marburg, S. (1993) *Eco-Management: The Elmwood Guide to Ecological Auditing and Sustainable Business*, Berrett-Koehler, San Francisco, CA.
3. Cherian, J. and Jacob, J. (2012) 'A study of green HR practices and its effective implementation in the organization: a review', *International Journal of Business and Management*, Vol. 7, No. 21, pp.25–33.
4. Chesbrough, H.W. (2003) *Open Innovation: The New Imperative for Creating and Profiting from Technology*, Harvard Business School Press, Boston.
5. Collins, J. and Clark, K. D. (2003) 'Strategic human resource practices, top management team social networks, and firm performance: the role of human resource in creating organizational competitive advantage', *Academy of Management Journal*, Vol. 46, No. 6, pp.740–51.
6. Daily, B.F. and Huang, S. (2001) 'Achieving sustainability through attention to human resource factors in environmental management', *International Journal of Operations & Production Management*, Vol. 21, No. 12, pp.1539–1552.
7. Hart, T. (1996) *The Role for the Personnel Practitioner in Facilitating Environmental Responsibility in Work Organizations*, in Wehrmeyer, W. (Ed), op cit., pp.185–198.
8. Laursen, K. and Foss, N.J. (2003) 'New human resource management practices, complementarities, and the impact on innovation performance', *Cambridge Journal of Economics*, Vol. 27, No. 2, pp.243–63

9. Lee, K. H. (2009). Why and how to adopt green management into business organizations: The case study of Korean SMEs in manufacturing industry. *Management Decision*, 47(7), 1101-1121.
10. Banerjee, S. (2001), Managerial perceptions of corporate environmentalism: interpretation from industry and strategic implications for organizations, *Journal of Management Studies*, Vol. 38, No. 4, pp 489-513.
11. Pullman, M., Maloni, M., and Carter, C. (2009). Food For Thought: Social versus Environmental Sustainability Practices and Performance Outcomes. *Journal of Supply Chain Management*, 45(4), 38-54.
12. Siegel, D. (2009). Green Management Matters Only If It Yields More Green: An Economic/Strategic Perspective. *The Academy of Management Perspectives*, 23(3), 5.
13. Liu, W. (2010). The Environmental Responsibility of Multinational Corporation. *Journal of American Academy of Business*, Cambridge, 15(2), 81-88.
14. Özen, S., and Küskü, F. (2009). Corporate Environmental Citizenship Variation in Developing Countries: An Institutional Framework. *Journal of Business Ethics*, 89(2), 297-313.
15. Boselie, P., Paauwe, J. Jansen, P. (2001). Human resource management and performance: lessons from the Netherlands. *International Journal of Human Resource Management*, 12(7), 1107-1125,
16. Lado, A.A. & Wilson, M.C. (1994). Human resource systems and sustained competitive advantage: a competencybased perspective. *Academy of Management Review*, 19, 699-727.
17. Paauwe, J. & Boselie, P. (2003). Challenging „strategicHRM“ and the relevance of the institutional setting, *Human Resource Management Journal*, 13(3), 56 – 70.
18. Florida R., and Davison, D. (2001). Gaining from green management: Environmental management systems inside and outside the factory. *California Management Review*, 43(3), 64.
19. Margaretha, M. and Saragih, S. (2013) ‘Developing new corporate culture through green human resource practice’, paper presented at the 2013 IBEA, International Conference on Business, Economics, and Accounting, Bangkok, Thailand, 20–23 March.
20. Renwick, D., Redman, T. and Maquire, S. (2008) Green HRM: A Review, Process Model, and Research Agenda, Discussion Paper Series, University of Sheffield Management School, The University of Sheffield.
21. Wehrmeyer, W. (Ed.) (1996) ‘Introduction’, in *Greening People: Human Resources and Environmental Management*, p.15, Greenleaf Publishing, Sheffield.
22. Margaretha, M., Saragih, S. (2013), Developing New Corporate Culture through Green Human Resource Practice, International Conference on Business, Economics, and Accounting 20 – 23 March 2013, Bangkok – Thailand.