



# “GREEN HRM – A GREEN PERSPECTIVE INTO HRM”

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## **ABSTRACT**

The term Green HRM has become the buzz word within the business field at present and its significance is increasing manifold with the passage of time. This term has also its secured position as a hot topic in recent research works since the awareness on environmental management and sustainable development has been increasingly rising day by day all-round the globe. Today the topic Green HRM not only includes awareness toward environmental affairs, but also stands for the social as well as economic well-being of both the organization and the employees within a broader prospect. Before proceeding further, first of all we take up the question, “what is Green HRM?” Different authors have given different definitions for this term such as— “Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment sustainability”. GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, 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, society, natural environment, and the business.

## **INTRODUCTION**

In today’s modern world, people have become more conscious about our environment. Organizations have started adopting various sustainable and green methods to optimize their resources to the fullest. Likewise, one approach which most of the organizations are adopting is Green HRM. GHRM (Green Human Resource Management) has become a key business strategy for the significant organizations where HRM departments play an active role in implementing green practices in the organizations. According to Wehmeyer, GHRM as the integration of environmental management into HRM. GHRM is an environment friendly HR practices leading to better efficiencies, less cost and heightened employee engagement levels. In this paper, we will be going into depth and understanding the concept of Green HRM in a broader sense.

## **WHAT IS GREEN HRM (GHRM)?**

We can describe GHRM as a combination of sustainable development and corporate sustainability. GHRM can be defined as a set of policies, practices and systems that stimulate the green behaviour of a company’s employees to create an environmentally sensitive, resource efficient and socially responsible organization. According to Shah (2019), “Green human resource management (GHRM) is defined as the incorporation of green management elements into job design, staffing, training and development, motivation, and maintenance functions of human resource management (HRM) to improve employee pro-environmental behaviour, meet

employee expectations, and achieve organizational objectives”. So simply, we can say GHRM as a modern approach of HRM where we are merging the various HR techniques into green and sustainable practices.

### **OBJECTIVES OF THE STUDY**

1. To understand in depth about GHRM practices
2. To discuss the current trends in GHRM
3. To outline several initiatives adopted by the different corporates in India

### **METHODOLOGY**

The paper is theoretical in nature and is primarily based on secondary data collected from different databases, websites, journals, and other available sources. The study encompasses and assembles information regarding green HRM practices in general. Moreover, we have selected various companies belonging to different sectors to get a comprehensive overview of the Green HRM adoption by the various sectors in recent times.

### **LITERATURE REVIEW**

Jabbour, 2013, has defined GHRM as “Systemic, planned alignment of typical human resource management practices with the organization's environmental goals”. Mandip, 2012, has described “Green human resources refer to using every employee touch point/interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations to reduce employee carbon footprints by the likes of electronic filing, car-sharing, job-sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces etc.” Bombiak and Marciniuk-Kluska (2018), in their books has defined GHRM as “A new approach to the realization of the HR function, the nature of which is to include ecological objectives in all HRM sub-areas, from employment planning, through recruitment, selection, employee motivation and development, to their evaluation and influence on working conditions”. Opatha and Arulrajah, 2014, has stated that “Green HRM is referred to all the activities involved in development, implementation and on-going ‘maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees so as to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability. It refers to the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business.” Shen, Dumont and Deng, 2018, explained that “Green human resource management (green HRM) refers to a set of HRM practices that organizations adopt to improve employee workplace green performance.” Likewise, several authors have given various definitions and statements about GHRM. Green HR talks about promoting sustainable practices with effective employee responsiveness and commitments on the problems of sustainability. Many researchers and scholars like Berrone & Gomez meija (2009), Jabbour santos & Naganoo (2010), Massoud, Daily & Bishop (2008), Rennick (2008), Stringer (2009), and others felt that Green HRM completely depends upon the decisions and behaviours of HR Managers. Updating green knowledge and skills, creating a workforce with environmentally friendly mindset, training and development of the workforce with issues relating to environment and strategy formulation by keeping in mind the importance of “green” and sustainability. Contributions have been made by various corporates to instil a culture of environment friendly and sustainability willingness among the workforce. From the above review, we found that some studies have explored the implementation of Green HRM practices in specific industries or regions, more research is needed to understand how these practices can help organizations and HRM professionals to execute the such strategies in order to promote sustainability and employee well-being.

## **GREEN HRM PRACTICES**

Below, are the briefly description about few HRM activities which identifies the sustainability and the natural environment at the workplace.

### **1. Green Building**

Today organizations are preferring green buildings where natural resources are used properly and no wastage of resources happen, having renewable energy mechanisms, facility to accommodate storm water management, proper sewage systems etc.

### **2. Paperless offices**

Moving towards paperless offices and work environment is a better way of green management. Employees should be educated in using less paper or no paper. Most of the IT companies already have converted their organizations into paperless organizations; Documents are saved online, or in worksheets. With this energy and time both are saved as there won't be copying, printing, and filing. Many organizations are going digital and are using emails, whiteboards, pay stubs etc. to pass the information. With this act natural resources are preserved and also wastage and energy were reduced.

### **3. Green Recruitment & Selection**

It mainly focuses on the recruiting and selection criteria. Using no papers, no time and resource wastage. Also taking people who are environmentally friendly. They should possess qualities on par with the organizational culture. They should respect the organizational policies regarding environmental protection. Candidates must be passionate about green way of doing things. This will benefit the organizations to gain competitive advantage and be ahead of their competitor.

### **4. Green Appraisal and Performance Management.**

While appraising the performance of the employees along with the job-related factors they should also test environmentally friendly attitude of the employee. Environment related standards should be specified before in hand as per the task allotted. Auditing the performance based the set standards and giving feedback and rewards Managers should suggest environment friendly methods to the employees and must be responsible for the proper implementation of those policies. Even managers should focus on issues like environmental issues, environmental incidents and green information system etc. Performance management should also include parameters like teamwork, collaboration, innovation, and diversity etc.

### **5. Green Training and Development**

This speaks about development of employee's skills, knowledge and attitudes. Green training & development focuses on providing training to the employees in methods like saving energy, reducing waste, minimum usage of resources, environment way of problem-solving. This also educates the employees and customers regarding the advantages of becoming eco-friendly seller and ecofriendly buyer of green products.

### **6. Green Rewards & Compensation**

Green rewards mean encouraging employees to take up eco-friendly initiatives. Rewarding employees who are having high green behaviour, commitment towards environmental management programmes, participation in environmental related programmes. Increasing compensation for employees providing green ideas.

### **7. Green Employee Relations**

It benefits the organization with motivated employees, increased productivity, participation, teamwork, collaborations, and empowered employees. It resolves many job-related problems and helps in green management, aligns goals, and enhances environment friendly achievement of goals.



**GREEN HRM PRACTICES ADOPTED BY INDIAN CORPORATES**

COMPANIES	PROGRAM	STRATEGY
1. Hindustan Unilever Limited (HUL)	Sustainable Living Plan	Through the Sustainable Living Plan, HUL has introduced green HRM practices such as promoting green commuting, implementing energyefficient measures, and providing green training prog
2. Larsen & Toubro (L&T)	Sustainability Vision 2021	The Sustainability Vision 2021 has three main focus areas: people, planet, and performance. Under each focus area, the company has set specific targets and initiatives to achieve its sustainability goals.
3. IndusInd Bank	Hum aur Hariyali	It was the first to introduce solar powered ATMs in India as a green banking initiative. "Hum aur Hariyali" is the initiative taken by the bank to upgrade its CSR activities along with publishing its green office manual.
4. Wipro	The Eco Eye	Wipro adopted an exhaustive plan to achieve environmental sustainability. The company aims at reducing carbon footprint, minimize wastage, value water, and actively adopt other green practices.
5. ITC Limited	Sustainability 2.0	The program aims to build on ITC's earlier sustainability initiatives and set more ambitious targets to reduce the company's environmental footprint and enhance its social and economic impact.
6. Reliance Industries Limited (RIL)	Green Commuting and Employee Engagement	RIL promotes green commuting by encouraging employees to use public transport, bicycles, or carpooling.
7. Godrej	Godrej Green Campus	This is a sustainability program that focuses on reducing the carbon footprint of Godrej's campuses by incorporating sustainable design

		principles and energy-efficient technologies.
8. TATA Motors	Water Conservation	It has adopted large scale water harvesting techniques and reduced freshwater utilization in its manufacturing plants.
9. ONGC	Harit Moksha	The company actively participates in tree plantation across India, especially in its project areas. Apart from this, according to the Harit Moksha plan, it aims at saving wood utilization which would reduce the air and water pollution along with minimising greenhouse gas emissions.
10. GAIL	Pankh	This initiative pushes to build strong and sustainable eco system for green technologies and invest in green startups. Apart from this GAIL has been actively participating in efficient energy saving methods, reduction of emissions, planting trees.

## **CONCLUSION**

GHRM is a newer concept for most of the organizations and its demand is increasing day by day. As a process, Green HRM helps in achieving greater productivity with minimal expenditure. It helps eliminate ecological waste and makes the best use of refurbished HR goods, equipment and techniques. It aims to increase workers' engagement in a work environment that allows the company to function in an environmentally friendly manner. Environmental initiatives are being taken up by companies to gain competitive advantage over others. Green practices in various aspects are vital for a corporate to win over its competitors. Even though Green HRM is still in the growing stage in India organizations, a greater number of organizations should adopt themselves for it to become world class organizations, through which employees, organisations and country all are benefited.

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