

Implementation of Green HRM Practices in Organizations

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Abstract

In today's era where everyone is running behind success and struggling day by day to improve more and more of their own skills and competencies, major section of corporates are trying to score number in not only market sustainability but also environmentally sustainable ones. Growing concern for global environment and international standards for environmental management has boost the organizations to adopt environmental strategies and programmes. Green Human Resource Management has always been a challenge towards its implementation in Corporates. Researchers believe that this concept can be implanted into employee and employers mind itself at the first priority and then to be implemented in organization. But then it requires high level of managerial and technical skills in employees. And arises a big question mark of how far we can use this or what new innovations we can do with this. This paper briefs different innovations in support of Green HRM and also focuses on the advantages, policies and practices in the concern. The main purpose of this paper is to identify such companies who are in practice of green HRM concept and developing an effective strategic model for how far we can go with the application. The main applications of Green HRM includes. Recruitment and selection, training and development, performance management and appraisal, compensation and reward, employment and participation and the management and organization and culture. The empirical result shows that the green employment empowerment has a great role towards implementing green HRM practices and implanting its seeds for future growth and sustainability for the organizations

Key words: Human Resource Management, Green HRM practices, sustainability.

Introduction

In today's competitive era where everyone is running after success, they are also showing their concern for the environmental affairs. Excessive use of natural resources in factories for production is leading to many natural calamities and health hazards showing its bigger form of destruction to the society. Governments as well as NGOs have come to the front to face the challenges and trying to reverse the effect such calamities. To solve the major ecological imbalances people and companies from around the globe are trying their best to identify the supreme cause behind these disasters and the various innovative ways to overcome. There comes the concept of sustainable development which responds to the challenges related to human-activity in developed and developing countries. To eradicate the negative effects of economic development gave rise to the concept of civilization development. According to World Commission on environment and development, "sustainable development satisfies the need of present generation without jeopardizing the ability of future generations to satisfy theirs". Such development is intelligent, environmentally- friendly, based on the effective use of resources, knowledge and innovation. Many private organizations have also adopted the path and showing their interests in collateral. In 2016, 21 countries under of ASIA PECIFIC ECONOMIC COOPERATION forum agreed to tariff cuts 54 eco-friendly commodities

.Environmental management and sustainable development has become a key to success to major organizations. For the two giant words to show their reality to the world , one need to see every little aspect including the leadership and the working process before heading towards corporate strategies.

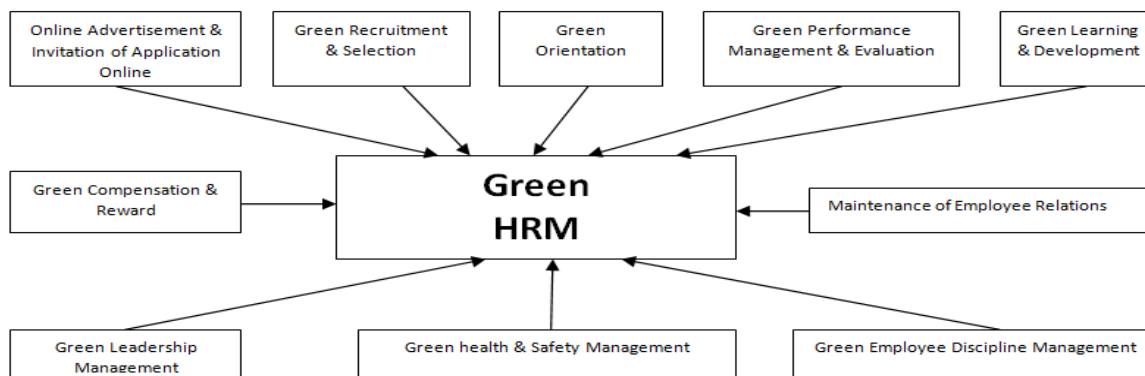
What is Green HRM??

The color GREEN stands for growth, happiness, life, peace and friendliness and also Fashion. So organizations comprehend towards implementing Green in their policies. The wider part of CSR also includes Green initiatives within HRM.

Green HRM refers to the strategies to make company aware of green practices in order to promote and extending sustainable business activities which in turn help organization to run in an eco friendly manner. Green HRM results into less wastage, improved job performance, improved efficiency, better work & private life for those green employees working over for continuous development of their efficiencies.

In the words of Mandip (2012) ,”Green HR refers to using every single employee interface to promote sustainable practices and supplement employee responsiveness and commitments on the problems of sustainability.”The green HRM process can be understood from the following diagram:

Fig -1



(Source: Hosain, M. D., & Rahman, M. D. (2016). Green human resource management: A theoretical overview)

Objectives to the study :

1. Provide a brief summary of green HRM to the readers
2. To study implementation of Green HRM in various source.
3. To facilitate support for further study in this topic.

Literature Review :

A key finding of GHRM survey finds that 54% organizations incorporated environmental management in their business operations, 74% used web to reduce travel, 76% promote reduction of paper use & 60% implement wellness/fitness programs for employees.

Research by Suhaimi Sudin (2011) shows that green HRM has become a major factor in forward things business across the globe. Employees must be inspired, empowered and environmentally aware of greening in order to carry out green management activity.

Malt Bolch (2008) said that spreading the word sustainability initiatives may fall to one department but it is important for human resource personnel to have conversation with employees and the community in large about the implications of environmental initiatives.

In the words of Aravamudhan (2012) , GHRM is about the holistic application of concept of sustainability to organization and its workforce.

GHRM is a new approach to the realization of 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 condition(Edyta Bombaik , 2018).

Green HRM implementation means that even during the recruitment process , candidate should be informed that as part of their role within organizations , they are expected to adhere to an ecological attitude as standard , and environmental protection of primordial importance.Companies with reputation of being green employers are able to attract talent specialists more effectively.

Green Behavior in Organizations

Establishing Green business is a versatile procedure. There are different activities that can be integrated and started when organization need to move to a green conduct.

The following figure shows different commonly used business practices –



Green Recruitment: Green Recruitment means paper free recruitment process.. Application are invited through various digital media. Telephonic interview and web interview are conducted to minimize the travel cost which may also harm environment. (Kiruthigaa k. , 2014).

GREEN HR is a HR Service Provider for Recruitment Process Outsourcing (RPO) to the international markets. Almost 80% recruitment cost is minimized by Green HR Practices.. Green HR provides end to end recruitment and staffing support service that is from the employer to the client. It includes Resume hunting , candidate shortlisting and resumes searching, candidates sourcing, and screening on leading job boards, short listing resumes for potential candidates, talk with candidates and route only interested candidate's resumes to executive or technical recruiters of client companies.

Green Performance Management: Green PM includes concepts of issues related to environmental concerns and policies taking into consideration environmental responsibilities. Epstein and Roy in 1997 also stated in their research that when environmental performance is inculcated in PM, it safeguards the environment management without any damage (S. Ahmad, 2015). Creating green performance indicator means establishing series of green criteria for all the employees in performance appraisal covering topics such as environmental incidents, environmental responsibilities, reduction of carbon emissions and communicating of environmental concerns and policies. Clear green performance indicator are indispensable in performance management system. Evaluating managers green outcomes emphasizes their role in environmental management, which can lead them to be more responsible for EM performance. We suggest that future research on green performance appraisal should focus upon issues such as environmental incidents, environmental responsibilities, communication of environmental policy, and green information system and audits. The job description should be aligned with green tasks and goals to be achieved. The HR staff should modify the performance appraisal rating system to include dimensions for rating people on the

following behavioral and technical competencies: teamwork, collaboration, diversity, innovation, and environmental stewardship. Such competencies would reinforce the company's core values.

Green Training & Development: Green Training & Development ensure enhancing learning skills regarding conservation of energy, reducing and recycling wastes, taking environmental issues a major concern when dealing with any organizational training and development activity.

Green Compensation & Reward: It is suggested that if employees are financially motivated to get themselves more involved in environment improvement efforts then it can be a step further to let them learn the importance of ecofriendly environment. Integrating environmental development factor in their performance related pay can motivated them more to show their involvement and hence practice can be build inside the workplace also.

Green Grievance Handling :

Few firms address complaints against employees who breach environmental rules and regulations, and few studies have examined such an issue. Wehrmeyer (1996, p. 15-16) stated that the 'high-risk operations, the ability to raise grievances of an environmental nature are vital for the safety records', and 'if the employee's contract is terminated by the organisation (dismissal), the general debriefing should include an environmental dimension'. Therefore, because of the benefits of complying with health and safety regulations, it is important for environmental management responsibilities to include disciplinary procedures for incidents of non-compliance (Wehrmeyer, 1996). In addition, HR departments can formalise environmental reporting and consider it as one of the important standard organisational reports.

6. Activities to Go Green:

1. Annual energy audit survey.
2. Recycling go through the trash for recycling glass, plastic, metal trash and any other waste materials. By recycling you will observe a new sense of how much it costs in purchasing, storing and disposing off stuff. Unnecessary photocopying should be eliminated and packaging should be reused for shipping.
3. Offering transit facilities Transit facilities should be encourage by providing transit passes to employees who take subway or bus and bike racks for cyclist and also by providing preferred parking for carpoolers.
4. Save natural resources for generation of electricity solar panels on the rooftop should be used. Toilets and sinks should be monitored regularly for leagues that lead to water wastage. Wastage of water should be eliminated to manufacturing processes and in watering the lawns.
5. Go paperless by encouraging emails.
6. Communicating inform customers and suppliers about your green initiatives and take help by the local regulatory agencies and keeping employees and shareholders/investors informed about your green campaign.

7. Save fuel reducing business travel and using teleconferencing should be encouraged considering the transportation cost of shipping and receiving products.

Proposed Model for Green HR :

Based on the study results, a conceptual model has been developed. This model explains the GHRM practices, from GHRP to the green exit process, for organisations to practice GHRM to implement the green transformation of their employees. These practices were designed to help HR professionals apply GHRM in their organisations to improve environmental performance. The model included eight GHRM practices and six environmental performance dimensions arranged to support the ecological performance of the organisations. First, GHRP, must be aligned with the business-related contingencies and environmental objectives. Therefore, to accomplish the organisation’s environmental goals, HR need strategies to determine the right number of people at the right time. When HR are integrated into the strategic planning process, the chances of the successful implementation of the organisation’s environmental objectives increase. Further, this study found considerable evidence of the positive impact of the environmental performance, specifically of attracting and selecting staff. For example, the UK Employee Survey 2007 found evidence of the importance of green recruitment (Backhaus et al., 2002) and selection. Thus, a critical area is an organisation’s use of its green image and practices to recruit employees. Such an organisation can serve as a guide to future ones for promoting environmental responsibility as an important attribute of job seekers. Hence, companies that are environmentally proactive have the competitive advantage of finding the most appropriate candidates for green job openings.



Conclusion :

GHRM practices identified in this study strongly support organizations’ environmental performance, consequently contributing to environmental protection and helping all organizational stakeholders. In addition, they give early movers economic advantages in future green markets, for instance, through reduced employee training costs in environmental management systems. For HR professionals, these findings may provide a starting point for examining GHRM as a whole. Although this is an empirical study and very few manuscripts are published considering the empirical part, it is recommended for future research to examine the GHRM practices and their environmental performance dimensions through a longitudinal study.

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