

A Study on Green HRM: An Organisational Practices and Strategic Implementation

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Abstract

Green HRM, or the integration of environmental management into human resource management (HRM), is becoming more and more necessary. The most common application of the term "green HR" is to describe how people management practices and policies support the larger business environmental objective. Of all the production inputs, human resources are the most valuable. However, human resource management oversees all organizational operations and is essential to the growth of any corporation. For most HRM professionals and scholars today, green resource management is a new idea. An organization's employees are always encouraged to go green by GHRM. A human resource principle and policy known as "green HRM" aims to promote sustainable management in businesses. The prime focus of this research paper is to study the concept, significance benefits and limitations of green HRM. This research paper also focuses on how far it is helpful in contributing human and technical sustainability in the organization to the maximum extent and the implementation process of GHRM in companies.

Keywords: Green HRM, Policies and Practices, Human and Technical Sustainability

INTRODUCTION:

The importance of going green and putting different sustainable management strategies into practice has recently come to the attention of numerous organizations and business communities. The modern economy, which is expected to traverse sustainable economic aspects of company, is drastically replacing the traditional financial structure in many organizations and corporations. The word "sustainability" is frequently used in both our personal and professional lives.

The word "sustainability" is frequently used in both our personal and professional lives. We cannot allow our personal and professional lifestyles to continue to negatively impact the environment. Without a doubt, the business sector is taking the initiative to address environmental issues and is contributing significantly by offering solutions to environmental hazards. Green human resource management is one such way to mitigate environmental hazards since it facilitates the start of "green" initiatives in the workplace.

As we all know, human resource management (HRM) is a crucial management function since it deals with the most valuable asset—people. Human resources (HR) and its system form the foundation of any business or organization. The implementation of eco-friendly procedures and policies that contribute to the creation of a green environment is the responsibility of human resources.

Green management is a collection of procedures, guidelines, and regulations that assist in instilling environmentally conscious behavior in the minds of the company's workers. It also helps an organization establish a workplace that is sensitive, socially conscious, and resource efficient.

Green human resource management starts even before new hires are hired by the company. There are two essential elements of green human resource management: a. Knowledge capital preservation and protection, as well as environmentally sustainable HR policies and procedures.

Corporate social responsibility, or CSR, should include green activities, and all people of the organization should be involved. The benefits of green human resource management (GHRM) and its implementation process are the main topics of this study.

OBJECTIVE OF THE STUDY:

1. To explore the concept and significance of Green HRM in the organization.
2. To comprehend the various benefits of Green Human resource management.
3. To discover the role of Green HRM in the organization
4. To explore the Implementation process of GHRM in companies.

METHODOLOGY:

The study is primarily based upon the secondary data. For this extant literature related to the topic from different databases, websites and other available sources were collected. A systematic review of collected literature was done in detail.

LITERATURE REVIEW:

The Literature has given importance for implementing environmental practices as a basic objective for organizational functioning by identifying HRM practices.

Daily and Juang (2001) said that businesses essentially need to balance the preservation of environment and industrial growth because implementing green principles in an entity may earn more profit than before.

Harmon, Fairfield and Wittenberg (2010) proposed that more the usage of Green human resource principles and policies, the most is the implementation of EMS (environment management system) in different companies.

Jackson, Renwick, Jabber and Muller Camen (2011) proposed that Green human resource management depends on the identifiable and unique patterns of green behaviour and decisions of HR managers.

Murari & Bhandari (2011) says that the Human resource department in the business plays an important role in promoting sustainability culture.

Cherian & Jacob, 2012 and Haden, Oyer and Humphrey (2009) in their paper mentioned that implementation of strategies and environmental objectives along with development goals of an organization results in an effective and efficient environment management system.

Dutta (2012) G-HRM includes 2 major elements, one is maintenance of knowledge capital and sustainable friendly human resource practices. GHRM helps in making-recognition and commitments on the issue of sustainability.

Marhatta and Adhikari, (2013) and Zoogah, (2011) refer its use of HRM policies and Practices for sustainable use of resources within business organizations and generally promotes the cause of environ-

mentalism.

Wei & Yazdanifard, (2014) Individual motivation is said to be the key driver for employees to actively engage and conduct in-role and extra-role behaviors, and as such it would be expected that individual motivations for each of these types of behaviors is likely to be discordant.

Yusliza, Ramayah & Othaman, (2015) The human resource is the most important assets of an organization that plays an important role in managing the employees. The modern human resource managers have been assigned with additional responsibility of incorporating the green human resource philosophy in corporate mission statement along with human resource policies. Green human resource efforts have resulted in increased efficiencies, cost reduction, employee retention and improved productivity and also other tangible benefits. The green HR policies and practices involved in environment, social and economic balance.

GREEN HUMAN RESOURCE MANAGEMENT

Meaning of GHRM:

In addition to being a managerial idea, GHRM is a global trend. For various people, it means different things. GHRM has no precise definition.

The primary goal of being green is to lessen the harm that pollution and energy use can do to the environment.

DEFINITIONS OF GREEN HRM

Ramachandran defines Green Human Resource Management as the "combination of environmental management into human resource management".

Green Human Resources Management (GHRM) can be defined as the set of practices, systems and policies that promote a green behavior of a company's employees in order to create an environmentally delicate efficient resource and socially responsible workplace and overall organization."

Green HRM mobilizes every employee to increase their potential. It means using every human resource to help sustainable and environmental practices and increase employee awareness and commitments on the issue of sustainability.

Examples of GHRM: Online and video interviews, electronic filing, vehicle and job sharing, teleconferencing, virtual interviews, recycling, telecommuting, online training, etc. are all examples of video recruiting. Employee behavior and values that form an internal culture are positively and sustainably impacted by the development of a green culture. Green HRM culture and formal environmental plan adoption are seen to be facilitated by green behavior.

According to Mandip, the practice of green Human Resources should be translated into the Human Resource processes, such as training, compensation, recruitment etc.

From the definitions stated above, it can be concluded that Green HRM needs the participation of all the organizations members to create and keep the organization green.

BENEFITS OF GREEN HRM

Businesses must conduct environmental audits that can aid society and its citizens by concentrating on recycling. It will support eco-friendly products and enable employees and members of organizations understand how natural resources are used. The following are a few advantages of Green HRM:

1. It can help businesses cut cost without sacrificing talent.

2. As a business gets more efficient with regard to the utilization of manufactured goods, water, and power, its overall expenses decrease.
3. It contributes to enhanced dedication and job satisfaction among employees, which raises output.
4. Create an environment where coworkers' overall well-being is valued.
5. By utilizing less expensive and energy-efficient technologies, small businesses can also lower their electricity expenses.
6. If a company implements a green project in the workplace, it can be leveraged to generate positive public relations.

POLICIES OF GREEN HRM

Recruitment and Selection Method

Employers can use online resumes and applications to hire applicants, cutting down on the amount of paper trash. After the first screening of resumes, HR should make sure that the subsequent steps of the selection process ascertain the applicants' inclination to adopt eco-friendly choices. Some interview questions ought to center on environmental concerns or a group dynamic that blends sustainability considerations with business goals. Each application may ultimately receive a green score, which will be added to the overall spreadsheet of scores used to rank the top candidates.

On boarding Process

Induction processes ought to be designed to facilitate the integration of these new hires into the organization's environmentally conscious culture. Additionally, these programs ought to highlight the company's environmental concerns and the green initiatives it is developing.

Learning and Development

Enhancing employees' abilities, skills, and attitudes is the goal of learning and development. Leaders ought to provide training resources to help staff members advance their environmental sustainability knowledge and abilities. Employees may be inspired to find methods to contribute to the success of their organizations through learning and development.

Businesses can employ web-based training modules and digital media for environmental management training. Environmentally related aspects of recycling, trash management, and energy conservation can be made into focal elements of green training.

Performance Management and Appraisal

A motivating strategy for improving employees' technical skills that aid in accomplishing organizational objectives is performance management. In order to create a greener business, performance reviews might incorporate sustainability goals that are quantified using particular indicators.

When evaluating managers' performance, green goals, duties, and obligations include raising awareness of environmental issues and motivating people to take part in the company's green initiatives can also be taken into account.

Compensation and Reward Management

The goal of green incentive and compensation management is to recognize employees' dedication to creating a more sustainable company. The following are the three categories of rewards:

Bonuses, cash awards, and pay raises are examples of monetary benefits.

Non-monetary incentives such as presents, special occasion leaves, etc.

Reward systems that are focused on recognition emphasize an employee's contributions to the business, their evaluation by upper management, etc.

GREEN HRM PRACTICES

Security of Employment

A job is a reliable item that most people worry about these days, yet life is unpredictable. In actuality, the main motivation for employees to come to work is having an employer who supports them in being there for themselves and their families. Having a stable job enables workers to take care of themselves and their family after work. Employment security benefits businesses by assisting in staff retention. For instance, the business often bears the cost when employees are let go. The hiring, development, and training of these employees have been carried out by organizations. Selective Employment Selective hiring enables a business to hire more valuable employees. If you want people who are qualified for the job, you can't just recruit anyone. Companies try their hardest to hire exceptional people since they increase the company's chances of success. Thus, one of the keys to keeping a strategic edge is recruiting the proper individuals.

In today's globalized environment, we can locate the top individuals using a variety of recruiting techniques. An increasing number of companies are regularly monitoring their sources of recruiting data to assess their performance. Common selection techniques include task tests, performance evaluations, structured interviews, personality assessments, and IQ tests.

Teamwork

Working as a team is crucial to reaching objectives. High-performance teams are essential to every organization's success. Because they are made up of people with different perspectives who collaborate to achieve a common goal, teams have advantages. Following an analysis of these concepts, the best ones are chosen.

Mentally healthy teams are able to think in numerous ways. It guarantees that team members will come up with unique ideas and become at ease voicing them. A team is typically a tiny element of the business, much like a department or another team. These bigger groups also need to cooperate. A effective and productive organization is facilitated by teamwork.

Open Communication

Open communication pertains to tactics, funding, and activities that foster a culture where people feel valued. It actually engages employees in the company. It stops employees from having unpleasant talks with one another.

Employees must be fully aware of what is going on in the business if you want them to voice their opinions. Employees believe that being informed of the business is essential to its operation. They have the chance to influence and participate in decisions that affect their professional lives when there is open communication.

Education and Training

Businesses are spending a lot of money on employee training. You must ensure that the top applicants remain with the company when they are hired.

These days, learning is a means of staying innovative, developing more quickly, and preserving a competitive edge. Employers are emphasizing training that is tailored to certain skills. The number of on-demand courses has grown significantly worldwide in recent years. Everyone has access to the internet, which allows them to learn anything at any time and from any location.

For modern generations, such as the Millennial's and Generation Z, learning has also become extremely important. In a Gallup study, younger workers' rate of learning and personal development is as much

more critical as older generations. The next generation of employees is continuously looking for growth opportunities and succeeding in their careers.

STRATEGIC IMPLEMENTATION PROCESS OF GREEN HRM

Green HRM can be incorporated into standard HRM operations as a new extension of regular HRM. The following are a few general functions requiring standard HRM procedures where green HRM can be applied.

Online advertisement and invitation of application via online: Businesses now find it simpler to post job openings on both their own websites and online job boards because to the astounding advancements in technology. Even submitting a candidate's resume online is now feasible. This procedure is quick, straightforward, cost-effective, and efficient. All the candidates need is internet connectivity. An additional benefit of applying online is that the candidate can look up and obtain the information they require from the company's website, which would not be feasible otherwise.

Green recruitment and selection of candidates: Employers are able to select and download the resumes and C Vs of qualified applicants. They can print at any time later. As much as possible, the selection tests—such as behavioral observation, interviews, and presentations—can be conducted without paper. Additionally, candidates who are more environmentally conscious, amiable, or who are driven to maintain the office's natural or green surroundings may be given preference.

Green orientation: It is possible to create the induction and socialization process in a way that makes it easier for new hires to join the green consciousness movement. The organization's attitude toward green concerns, such as health and safety, a green workplace, a clean and healthy neighborhood, etc., should be upheld by orientation programs.

GREEN HUMAN RESOURCE MANAGEMENT PROCESS



Figure 1. Green human resource management model

Green performance management and evaluation: Green targets should be incorporated into the Key Performance Areas (KPA) and Key Performance Index (KPI) of the overall performance management system. At all levels, the main focus of performance reviews should be on green behavior indicators and green performance targets. Such objectives could include raising employee awareness and achievement, motivating subordinates to support learning in a green environment, etc.

Green learning and development: Programs, workshops, seminars, sessions, and presentations that help employees understand green management techniques should be a part of the training, learning, and development process. The training material should be created to improve environmental management

competences and skills. Web-based and extensive online training tools and courses can be utilized for more than just green management. Green training can focus on topics like recycling, waste management, energy efficiency, and safety. To cut down on paper usage, training supervisors should rely more on online case studies and course materials than on physical books, pamphlets, and handouts.

Green Human Resource Management:

Green remuneration and reward: Green accomplishments and abilities should be rewarded as part of compensation packages. Employees who go above and beyond to keep the workplace tidy, adhere to health and safety regulations, use less paper, and so on may receive special bonuses.

Maintenance of employee relations: By promoting "Eco friendliness," the business can enhance its goods and services while making effective use of its current financial, human, and natural resources. In order to have a generally healthy and functional workplace that leads to a sustainable, capable, effective, and socially conscious employer-employee relationship, employees should be encouraged to get involved and participate in social and ecological projects.

Establishing a green management and leadership team: The business might designate a senior manager to spearhead and coordinate the green sustainability initiative. He or she can incorporate environmental concerns into corporate and business planning.

Green health and safety management: The typical HRM health and safety management role is not really capable of handling green health and safety management. It covers a few more facets of an organization's environmental management in addition to the conventional health and safety management. For this reason, a lot of companies these days are renaming the position of "health and safety manager" to "health, safety, and environmental manager." Compared to the conventional position of health and safety manager in an organization, this encompasses a broader range of duties. For instance, it covers community support programs and biodiversity conservation, which involve the local environment and people. Ensuring a green workplace for everyone is the primary responsibility of green health and safety management.

A "green workplace" is one that is socially conscious, resource-efficient, and environmentally conscious. There are currently businesses that have expanded the traditional health and safety function to include environmental protection and management. These businesses have consistently invested in developing a range of environmental programs to lessen worker stress and occupational illnesses brought on by dangerous working conditions.

Green employee discipline management: Wehrmeyer made clear that corporate environmental management require green disciplinary management. Organizations may require green disciplinary management methods to accomplish their environmental management goals and strategies in order to ensure green employee behaviour in the workplace. In light of this, several businesses have adopted "discipline management" as a strategy to help staff members self-regulate their involvement in the organization's environmental protection initiatives. These companies have established a defined set of guidelines that require and govern employees' concern for environmental protection in accordance with the organization's environmental policy. Discipline (warning, fine, suspension, etc.) is applied to employees who break environmental norms and regulations in these organizations.

GREEN HRM CHALLENGES

There are problems with all policies and procedures. In addition to the advantages, there are several drawbacks to implementing the technique within a company.

The challenges are mentioned below:

1. Every firm has employees that are not equally motivated to embrace green HRM practices. \
2. It takes a lot of effort and time to establish and preserve a green HRM culture.
3. It demands a large initial investment and may yield a low return on investment.
4. Hiring and educating staff members about green HRM is a difficult task.
5. Evaluating the green performance of employees' behavior is really challenging.
6. It is challenging to quickly change employees' attitudes from standard HRM to green HRM.

Creating a green working structure, establishing green working procedures, offering green tools, and instilling green thinking in their staff are all significant challenges for HR professionals in their efforts to identify and nurture future green leaders.

FUTURE OF GREEN HRM

As more businesses realize how important sustainability is, the future of green human resource management is bright. The adoption of eco-friendly activities will be fueled by technological advancements and rising environmental consciousness.

With companies incorporating sustainable principles into their main strategies, green HRM is probably going to become the norm. In addition to increasing corporate responsibility, this change will draw in top talent, boost productivity, and guarantee long-term success in a world that is changing quickly.

Innovations and Trends

With a number of new developments and trends, the future of green human resource management is bright. These include the growing significance of sustainability in HR policies and the application of artificial intelligence to maximize green practices.

CONCLUSIONS

The purpose of this paper is to inform readers on the ways in which Green HRM can benefit or influence employees' and their organizations' environmental practices and behavior. Green HRM includes all of the operations that are intended to assist a company in implementing its environmental management agenda in order to lower its carbon footprint. These activities include on-boarding and acquisition of human resources, their introduction, pay and reward administration, training and development, and performance evaluation and management. Only through the organization's successful adoption of green HRM is this achievable. It seems to reason that providing green HRM practices would draw people to a company, and that putting these policies into practice would enhance employee attitudes and behavior there.

The current study also suggests that future scholars do empirical studies, such as those on Green HRM practices in industrial or service firms, to close the gap in the body of existing literature.

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