

GREEN HRM: ADVANTAGES, POLICIES AND PRACTICES

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Abstract

The purpose of this study is to analyze Human Resource Management in enhancing green environment in and around the organization and its impact on ecology. It has been observed a growing cognizance among industrial and corporate communities on the importance of going green and adopting numerous environment management techniques. This study will also help Top Management to make their new green HR policies for a sustainable environment.

Keywords: Go green, Green HRM, Human Resource Management, Practices, Stakeholders

Introduction

As rightly said, by *Maraget Mead* “we don't have society if we destroy the environment”

The above quote rightly says that our Environment creates both threats and opportunities for the society and for business, therefore decision makers should take it in to the consideration while making decisions. Before proceeding further let us see what green HRM is: it is the use of HRM policies to promote the sustainable use of resources within the organization and more generally promotes the cause of environmental sustainability. Even after a bunch of researches on Go Green still there is a gap that exists in implementation of green practices in organizations. There is an ever increasing need for the integration of environmental management into the broader human resource management (HRM) practices, popularly known as Green HRM initiatives.

Objectives

To make the HR managers motivate employees to follow green practices.

To provide an in-depth training to employees for implementation of green practices.

Review of Literature

Mukherjee, S. et al (2020) Since from the last few decades, many environmental issues are arising, the government of various nations has directed the industries and organizations to

focus on an environmental management program along with their business operations. Mehta, K., and Chugan, P. K (2015) .Environmental sustainability is generating increased concern among business executives, governments, consumers, and management scholars. Amidst the stakeholders' struggle and the challenges and opportunities from environmental concerns, HRM function joins the ongoing discussions and debates. The business domain sees the genesis of Green HRM with the expanding role of the HRM function in pursuit of environmentally sustainable business.Zubair, D. S., and Khan, M. (2019) To ensure that this world remains a good place to live in, environment friendly policies should be adopted. Organizations may be public or private and can contribute significantly in ensuring a greener environment if they integrate different basic environment friendly initiatives into their operations.

Gunasekare, D. U (2016)Green initiatives within the HRM perspectives proactively support this mission and further create a knowledge gap pertaining to this area for the scholars to promote consciousness towards the environment. The purpose of this study is to explore the Green Human Resource Management Practices (GHRMP), from the light of existing theoretical and empirical research done by the scholars in this field.Renwick, D et al (2012) The findings of the review suggest that understanding of how GHRM practices influence employee motivation to become involved in environmental activities lags behind that of how organizations develop Green abilities and provide employees with opportunities to be involved in EM organizational efforts.

Organizations are not using the full range of GHRM practices, and this may limit their effectiveness in efforts to improve EM.Suharti, L., & Sugiarto, A.(2020) In particular, individual employees had better green and non-green work outcomes. Meanwhile, at the organizational level, the benefits of the implementation of Green HRM were the creation of environmentally friendly organizational culture and work climate, the increased efficiency of various resources, the formation of a positive corporate image and increased economic and eco-performance. It is expected that this study contributes to extend the literature on the implementation of Green HRM and its benefits to companies.

Green Human Resource Management (GHRM)

Green Human Resources Management (GHRM) can be defined as the set of policies, practices, and systems that stimulate a green behavior of a company's employees in order to create an environmentally sensitive, resource efficient and socially responsible workplace and overall organization workplace and overall organization.)Green HRM connotes the science and the art of practicing environmental management in business organizations. Corporate environmental management essentially implies achieving minimum or zero destruction of the environment in its production and service activities.(Mathews, J. (2017) Green issues have already been popular in environmental and social aspects of the present corporate world. Corporate green HR focuses on high levels of technical and managerial competencies for employees as the firm wants to develop innovative environmental initiatives and functions that have tremendous managerial implications.(Hosain, S., and Rahman, M. S,2016).

Today, Green Human Resource Management (GHRM) has become a key business strategy for the significant organizations where Human Resource Departments play an active part in going green at the office.(Ahmad Shoeb,2015) Green HRM is the use of HRM policies to

promote the sustainable use of resources within organizational businesses and more generally promotes the cause of environmental sustainability(Dangmei, J.,2016)

Discussion

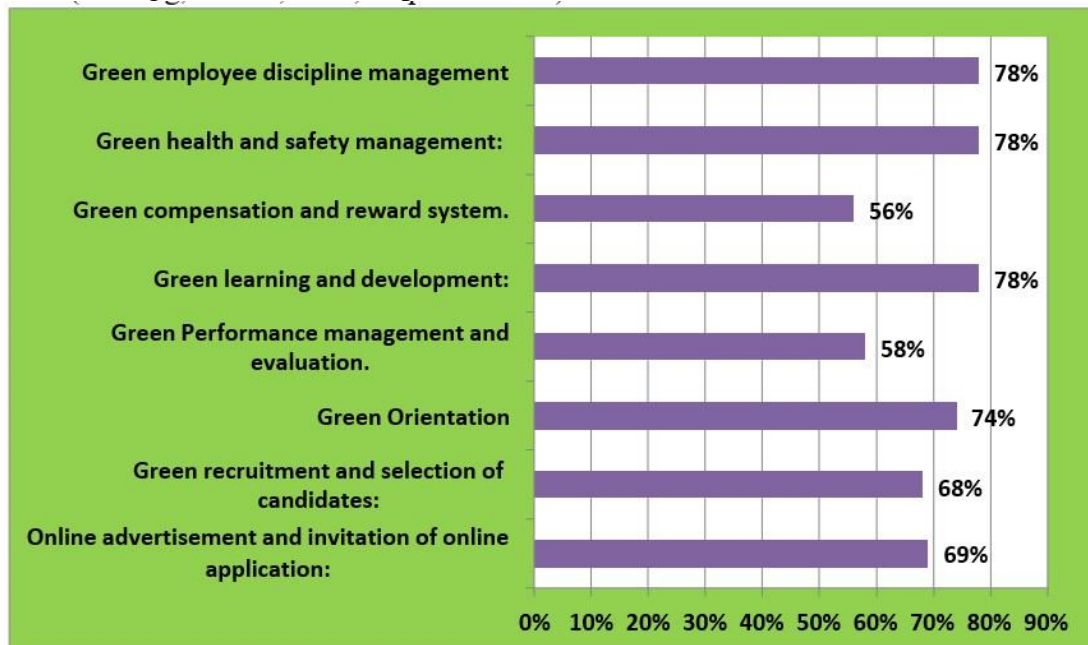
Green health and safety management:

Green health and safety management not only includes the traditional health and safety management but also some added features of environmental management of an organization. That is why nowadays many organizations are redesigning post of “health and safety manager” as “health, safety and environmental manager”. This includes a wider job scope as compared to traditional post of health and safety manager in an organization. The main role of green health and safety management is to ensure a green workplace for all. Green workplace is defined as a workplace that is environmentally sensitive, resource efficient and socially responsible. At present there are companies who have taken lots of initiatives to reduce work stress and occupational diseases caused by hazardous work environment.

An API of practicing this is worked out to be 78% away from bench mark by 22% and hence it requires some more attention to get 100% fulfillment.

Green employee discipline management:

Companies needs to include policy manual in employee discipline management and also in rules regulation to self- regulate employees in environmental protection activities of the organization. In case, employees don't follow the rules and regulation for them disciplinary actions (warning, memo, fines, suspension etc.) can be taken.



Graph: -1 Gravity of Green HRM Practices in MNCs

It is seen from the above Table and Graph that there are 8 practices by MNCs under Strategic Implementation for enhancing green HRM Milieu. However, an intensities of their implementation stand with varying scale perceivable from the worked out mean value in terms of API in between 56% (6) and 78% (5 or 6 or 8) with resultant 70% APIs for all (8 Practices) which indicate that the MNCs have fairly large quantum of diverse efforts in

implementing Green HRM (T-1). However, their accrued advantages are not coping with Strategic Implementation in the same zest (vide T-2).

The enquires over this revealed that the MNCs are not spending much on implementation of the above 8 practices or(ii) there is not either full time staff taking care of Strategic Implementation Practices or(iii) the employees awareness over this is inadequate or mix of all(i, ii& iii))

BENEFITS UNDER GREEN HRM

STAMENTS OF
<p>TABLE NO. 2 BENIFITS OF GREEN HRM</p> <ul style="list-style-type: none"> • Ensure healthy working environment and raising employees morale. • Preservation of natural environment. • Gain competitive advantage through ensuring corporate social responsibility. • Cost saving • Increase company goodwill. • Intervention from the government and other law enforcing agencies is reduced to some extend • Change in behavioral attitude of employees.

Initially it may be difficult to implement Green HRM in MNC. However, it entails many advantages besides the meeting a legal task of CSR i.e. Corporate Social Responsibility under the newly enacted company law, 2013. There are also plentiful competitive advantages over competitors through the preservation of positive environmental milieu and the development of natural resources; that lead to enhance ethical social values. The benefits that company can gain through green HRM are discussed ahead.

A. Ensure healthy working environment and raising employee's morale

The lush green environment increases enthusiasm and mental satisfaction. It is medically proved that after working for the long hours on the computer if a person looks towards a green trees panorama for a few minutes, it provides a calmness to eyes and peace to mind. Working place can be made smoke-ban, clean, hygienic, ventilator friendly, sunny, dust/gas free etc. which makes the work place healthier to sustain.

An API of practicing this is worked out to be 56% away from bench mark by 42% and hence which is very high and requires major steps towards it.

B. Preservation of natural environment

Natural resources that can't be generated like Sea, river, rain, trees, forest, etc. but these are to be safeguarded and protected. Green HRM practices of MNCs like paperless recruitment, online training, vehicle pooling, using solar energy etc. may aid in preservation of natural resources and may be a small help globally since the whole world is confronting the Global warming tribulations.

An API of practicing this is worked out to be 58% away from bench mark by 42% and hence it requires lots of efforts.

C. Gain competitive advantage through ensuring corporate social responsibility

Each company has to take ingenuity in CSR activities, by implementing the Green HRM company contributes towards the society which gains a competitive advantage to the

company against their competitors.

An API of practicing this is worked out to be 59% away from bench mark by 41% and hence several efforts are required.

D. Cost saving

If the working environment is fresh and healthy it reduces the fatigue in employees which results in lower absenteeism rate and employee turnover which in turn saves the cost of the company. Also the paperless documentation and records eliminates cost of paper, furniture and printing.

An API of practicing this is worked out to be 67% away from bench mark by 23% and hence some more steps can be taken.

E. Increase company goodwill:

It is obvious that a company which has green management/HRM practices will have a higher goodwill in the market as green HRM practices comes under Corporate Social Responsibilities which is still not being adopted by many of the organizations. Thus company following such green practices gains added competitive advantages which raise their goodwill in the market.

An API of practicing this is worked out to be 59% away from bench mark by 21% and hence it requires lots of efforts.

F. Intervention from the government and other law enforcing agencies is reduced to some extend:

Adoption of proper green management/HRM practices can reduce the chance of intervention by the central/local govt.and other law enforcing agencies.

An API of practicing this is worked out to be 63% away from bench mark by 27% and hence it requires more focus.

G. Change in behavioral attitude of employees

The constant efforts of organization bring out a positive approach of employees towards work and shape their behavior to develop eco-friendly attitudes in their personal and professional lives.

Methodology

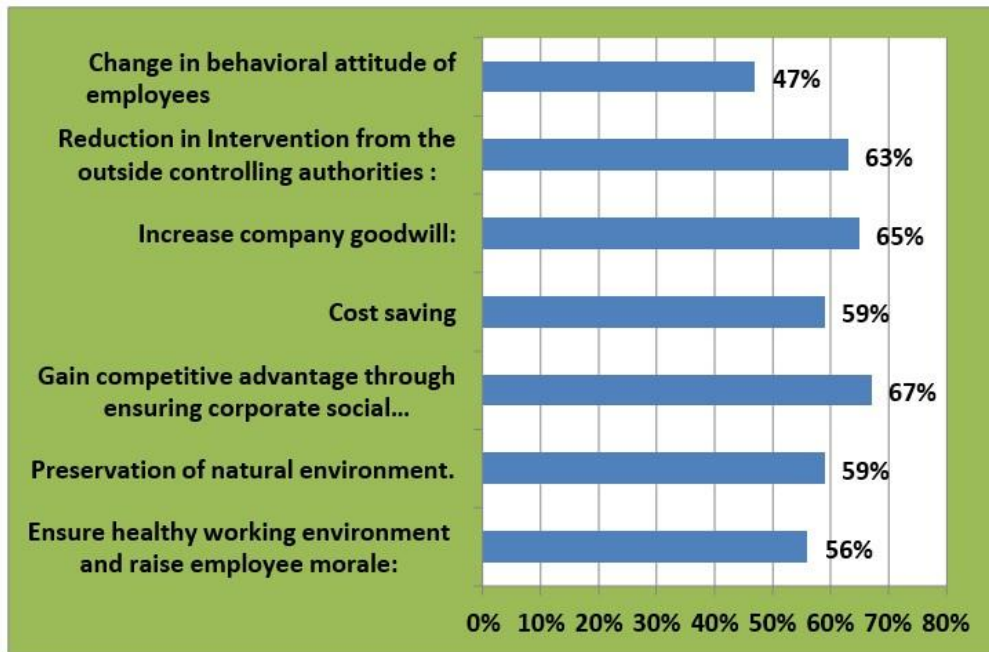
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Advantages of Green HRM	APIs in %
1. Ensure healthy working environment and raise employee morale:	56%
2. Preservation of natural environment.	59%
3. Gain competitive advantage through ensuring corporate social responsibility.	67%
4. Cost saving	59%
5. Increase company goodwill:	65%
6. Intervention from the government and other law enforcing agencies is reduced to some extend:	63%
7. Change in behavioral attitude of employees	47%
8. Mean	59%
9. SD	6.7%

10.CV	8.80%
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Table 2. APIs of advantages of Green HRM as envisaged in % by sampled (n=100) Sr. executives in their companies

Source: - field study



Graph: -2 Gravity of Green HRM advantages in MNCs

It has been observed from the above Table and Graph that there are seven advantages accrued to MNCs under Strategic Implementation for enhancing green HRM Milieu .However ,an intensities of these advantages stand with varying scale perceivable from the worked out mean value in terms of API in between 47%(i) and 67% (iii) with resultant 59% APIs with 6.7 SD for all (7 Practices) which indicate that the MNCs though have fairly large quantum of diverse efforts in implementing Green HRM (T-1),their accrued advantages are not coping with the same zest (vide T-2).

Challenges faced in Implementation of Green HRM

Though one can get a number of benefits from green HRM practices but there are few challenges that are faced by MNCs for implementation of such practices; some of these challenges are mentioned below.

1. Recruiting and training an employee on green practices is a challenging task.
2. It is difficult to set the parameters to appraise the employees on the performance of green practices.
3. Some employees may show reluctant behavior towards the green HRM practices adopted by the Organisation.
4. Initial investment in green HRM is high and may bring a low return thus it may be difficult to get top management support for it.

Findings

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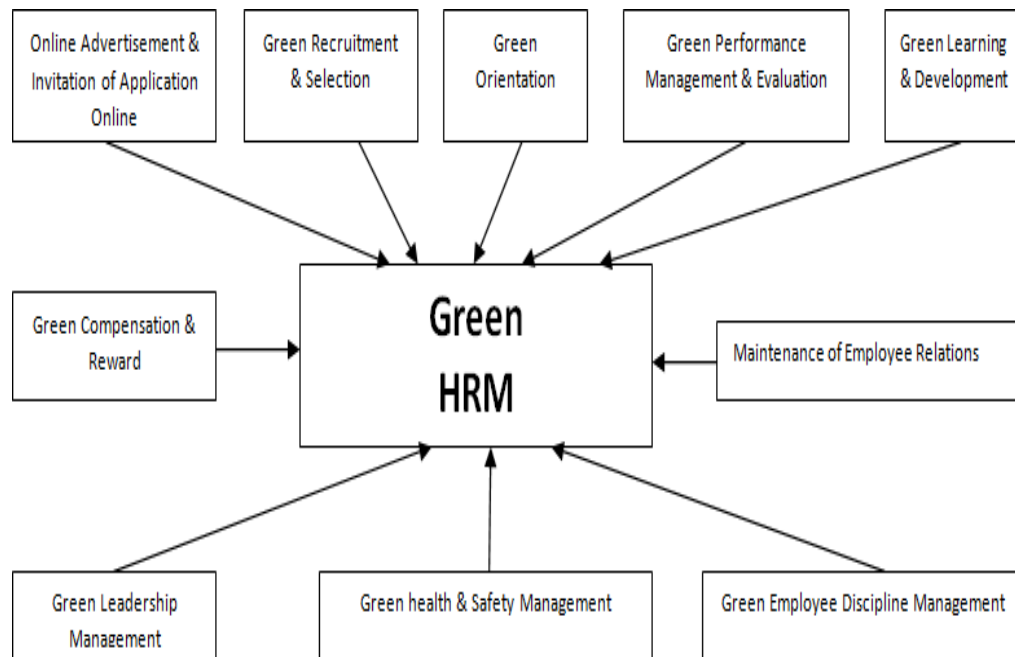
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Green Human Resource Management Process

Figure: Green Human Resource Management Process



Source:https://www.researchgate.net/figure/Figure-1-Green-Human-Resource-Management-Process_fig1_304169968

Green Recruitment

Subsequent to causing the primary screening of CVs, HR can ensure that the following stages of the choice cycle will assess the up-and-comers' fitness to have green practices. A normal inquiry concerning environmental change during a meeting or a gathering dynamic that

blends a business case with maintainability issues are two simple approaches to comprehend somebody's level of biological mindfulness. At long last, a green score can likewise be given to every competitor and added to the general spreadsheet of scores that will eventually rank the top up-and-comers.

Green Performance Management and Appraisals

Performance management (PM) is the cycle by which workers are incited to upgrade their expert aptitudes that help to accomplish the hierarchical objectives and goals in a superior manner. Consequently, so as to make a greener organization, performance appraisal (PA) frameworks can incorporate manageability objectives. While this responsibility might be effortlessly done in certain positions, perhaps the greatest obstruction of green PA is the trouble to gauge and increase information on natural execution norms across various hierarchical divisions/units. To help beat this, organizations can begin utilizing worldwide frameworks that help them to gather information and simultaneously offer them guidance on how they can turn out to be more manageable and get them a declaration for that, for example, ISO 14001 or the Global Reporting Initiative.

With regards to the PA of directors, green targets, objectives, and duties, for example, making green mindfulness in their groups and urging them to engage in green exercises of the organization can likewise be thought of. At long last, a definitive objective of green PM is to have a quantifiable result of an association's capacity to meet its natural destinations and targets set out in the association's ecological plans or approaches.

Green leadership

The green leadership mindset, leaders become equipped to create and act upon sustainable practices. And those, in turn, are likely to generate larger-scale actions: support for public policies that will ensure long-term success, wellbeing, and security for all segments of society.

Green Orientation

The employee induction program should be planned in such a way as to enable the induction of new employees into a culture of green consciousness. Employers should highlight the concern for green issues of employees like their health, safety, and green working conditions in the orientation program. ([https://www.iedunote.com/green-hrm#:~:text=Green HRM involves undertaking environment,, teleconferencing, and virtual interviews,](https://www.iedunote.com/green-hrm#:~:text=Green%20HRM%20involves%20undertaking%20environment,teleconferencing,and%20virtual%20interviews,))

Green Compensation and Reward

Any company can achieve their goals by using Green HRM because it makes them aware of their practices. By this process employees are rewarded for their environment friendly performance. It creates individual interest to link with the organizational interest. When employees work on a special green project, they should be rewarded by monetary (cash) and/or by non-monetary reward to encourage them.

Green employee relations

Employee relations are that aspect of HRM which is concerned with establishing amicable employer–employee relationships. The relationship facilitates motivation and morale of the employees as well as, increases the productivity. Basically, employee relations involve employee participation and empowerment activities. It also helps prevent and resolve problems arising at the workplace that may affect the work. In fact, positive employee

relations are an intangible and enduring asset and a source of competitive advantage for any organization. ([https://hrmi.org/green-hrm/#:~:text=Green employee relations, well as, increases productivity.](https://hrmi.org/green-hrm/#:~:text=Green%20employee%20relations,well%20as,increases%20productivity.))

Green HR Practices adopted by the Companies

A. Google

Uses Green recruiting technique-believes that most talented people get attracted because of it. (Jingxian 2015)

B. Wipro Technologies

Wipro Infotech, the India and Middle East IT Business of Wipro Ltd and a leading provider of IT and business transformation services, today announced the launch of its new eco-friendly Wipro Greenware desktops, manufactured with materials completely free of deadly chemicals like polyvinyl chloride (PVC) and brominated flame retardants (BFRs), for the first time in India.

C. ITC Limited

Ozone-treated elemental chlorine free' bleaching technology for the first time in India. An entire new range of top green products and solutions: the environmental friendly multi-purpose paper that is less polluting than its traditional counterpart.

D. IndusInd Bank

As part of its environment friendly initiative, IndusInd Bank has a comprehensive plan to reduce its carbon footprint. Some of the changes being undertaken under this plan are solar powered ATMs, thin computing, e-archiving, e-learning, e-waste management, paperless fax, energy conservation, CNG cars and also more support to finance programs with incentives to go green. (<https://blog.bankbazaar.com/indusind-bank-goes-green/>)

E. Tata Metaliks Limited : Tata Metaliks has a sustainability vision of becoming a leader in its industry by providing tangible value to all its stakeholders while ensuring responsible environmental stewardship. Environmental issues besides the financial sustainability are being addressed with a definite roadmap.

Green HRM has extraordinary significance in the present situation. Employees are not knowledgeable about the term however they are cognizant to spare the earth. Enterprises have parcel of extension to seek after Green HRM rehearses in work life. Eager cooperation of employees to go towards greening has to increment. Ventures keep main focus on natural plan and rouse workers for greening conduct. The human resource assumes an essential function in dealing with the employees. The cutting edge human resource directors center more on join green human resource reasoning alongside human asset approaches. Green HRM executions have brought about expanded efficiencies, cost decrease, employee retention and improved profitability and furthermore other substantial advantages.

Conclusion

From the above findings and researches, it can be concluded that with an appropriate planning, controlling, organizing and leading we can implement green HR practices in organization. Most popular outcome of green HR practices include: telecommuting, online training, teleconferencing electronic filing, and virtual interviews, job sharing, recycling, and

developing more energy efficient office spaces. With society becoming more environmentally conscious, businesses are starting to include green proposals into their everyday work environment. Though it's tough in initial stages to implement green HRM practices but once they are implemented company gains sustainability and competitive advantage through ensuring corporate social responsibility. Thus firms should adopt green HRM practices into day-to-day HRM activities.

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