

GREEN HRM- A WAY TO A SUSTAINABLE FUTURE

Aparna Sudhir *

Associate professor, ASC Degree College, Bengaluru.

Radhika Srinivasa*

Assistant Professor, ASC Degree College, Bengaluru.

*Corresponding authors | Received: 03/03/2022 | Accepted: 20/03/2022 | Published: 28/03/2022

Abstract: *GHRM has become an integral part of dimensional change in business organizations since the time United Nations Organization's call for Climate Change and Sustainable Development. With the fast-paced growth in industrialization, advent of technology, automation there is an outcry for ecological protection. Therefore, organizations around the world have geared themselves to rise for the cause. This is the time that the Planet has to be protected by the People to ensure there is Profit and sustenance. Greening all persons in organization is not only a difficult task but also calls for strategic shift in business processes. This study aims at addressing the Human Resources dimension of strategic shift that needs to be undertaken to ensure there is sustained development.*

Key Words: *GHRM, Sustainability, Green -Recruitment, Green- Performance.*

Introduction

Global concerns about climate change, natural resources and the environment are putting pressure on companies to accelerate the transition to properly adapt their environmental management systems and practices (Ashton, Russell and the private sector are climate change). A top-down approach is just as important as supporting VPs and senior executives to succeed and advance a sustainable journey. Sustainability strategies are growing rapidly in thousands of companies today as one response to challenges and catastrophes. According to the UN Greening the Blue Report 2021, greenhouse emissions have reduced to a great extent of 25% compared to the last year as the number of people travelling has come down due to travelling restrictions imposed by the government due to the COVID scarce. So it has become the need of the hour to practice green measures in every function of an organisation.

Green- Meaning

The term green refers to something relating to nature or natural environment.

Human Resource Management

The term 'Human Resource Management' here refers to the way the activities of recruitment, selection, training, and performance appraisal carried out in an organization, a firm or a company.

Green HRM Origin

Green HRM was born out of the important contributions of Wehrmeyer (1996)'s books "Greening People" and "Human Resources and Environmental Management" (Jackson et al., 2011). Green HRM is a relatively new concept for any company to make transition in to (Sushma Rani, 2014), Green HRM is the use of HRM policies to support the sustainable use of resources in an organisation and there by promote environment sustainability.

Concept of Green HRM

The U.S. Chamber of Commerce Small Business Nation has given a relatively simple definition of going green as taking steps to “conserve energy, reduce pollution and save money”. In simple sense, it is following green policies in order to safeguard the environment from adverse effects and to improve employee productivity, morale and creating a brand image for the company. Three sustainability pillars that are catered in the concept of Green HRM are the environment, social and economic balance (place, people and profit)

Sustainability- Sustainability means the ability of future generations to meet their own needs while we use the resources to satisfy our present needs.

Sustainability-and Green HRM - Green HRM aims at creating a green path towards HRM policies and supports organizations, societies and educational institutions to navigate their green path to achieve environmental sustainability goals by adopting the green policies.

The Green HRM policies fills the gap between the grey to green and motivates organisations towards the sustainable use of available resources within and to promote the culture of conservationism and in the process produce improved employee morale and satisfaction.

Objectives

1. To provide basic understanding of GHRM.
2. To analyze various review of literature relating to GHRM and practices.

Review of Literature

Ms Shikha Aggarwal, et al ,2015, Existing literature acknowledges the role of Green Human Resources Management in shaping employee’s pro- environmental behaviour and environmental performance. However limited studies have investigated on specific impact of GHRM practices on pro-environmental behaviour from the employee’s perspective. In the paper, stakeholders’ theory has been applied to understand the efficacy of GHRM. According to the theory, stakeholders’ value comprises of three kinds of values of which the third value is descriptive, i.e., the management must describe and sometimes explain specific corporate characteristics and behaviour in the light of sustainable development.

Mrs D. Joyce, Dr C Vijar, 2020, GHRM is a global concern and the various environmental standards are propelling organizations to adopt formal environmental strategies and programmes. GHRM plays a pivotal role in those organizations where HRM Department policies are tuned to go- green in the office. The study suggests that during recruitment process a green score may be included in the spreadsheet of scores to evaluate the recruits. This could be done by analysing the biological mindfulness of the interviewer. As a part of Performance Appraisal evaluation may be done on the basis of green mindfulness that can result into quantifiable achievements.

Green Leadership may be mapped in terms of how sustainable the strategic practices are. How the policies are supportive of the public policies and how they can create societal well-being may be assessed during the managerial appraisal.

Green Orientation can be undertaken in a way that employee induction programmes should be focused on green consciousness at each level of work performance. Employees must also be rewarded for environmentally friendly performances. Employee performances must be encouraged in terms of taking green initiatives and also empowering them to promote green-oriented activities. It must be noted that employees may not be knowledgeable about GHRM, but enterprises must seek and Strategies GHRM in their policies since GHRM is the cutting -edge initiative that organizations can achieve.

Sushma Rani, et al., 2014 , GHRM involves two important elements- HR practices which are environment friendly and preservation of knowledge capital. There needs to be a balance between Profit, Planet and People. It is the HR Department alone that can modify the attitudes and behaviour for the management, managers and employees to convert the organisation into a green organisation. The study also reveals that in the past the financial performance was the barometer for success of organisation but now it is also the environmental footprints left by the organisation which will help them to build brand image.

Dr M. Neeraja, B Dhananjaya, 2018, through their survey found that 48% of IT companies in Bangalore had implemented green practices strictly within their campus as a sense of responsibility towards environment. As per their survey, GHRM helped in reducing cost of the organisation. 78% of the employees had responded that GHRM had increased their morale. On the other side 19% of the companies felt that the employees did not support the organisation initiatives towards GHRM. The researchers concluded that the employers can establish the link between employee involvement in environmental management programmes.

The authors also suggested that Unions and employees can help employers to adopt Green HRM policies.

Madhurima Basu,2019, The main objective for choosing green practices to utilize products and measures that will not cause negative effects on environment and also will not alter the natural environment. An organisation that is environmentally sensitive draws like-minded potential workforce. Connecting the organisation's goals on green initiatives with participative workforce can reduce employee turnover. In terms of evaluating performance, green performance measures have been adopted in Civil Aviation Sector. The role of stakeholders cannot be ignored here since they play an important role in Organisational decisions.

Deepak Bhagwal, et al,2015, The Research Paper aims at finding the impact of GHRM on organisation, working life and professional life of employees. The Research Paper emphasizes that green strategies must be implemented in both professional and personal lives of the employees. Employee participation in Green Human Resources Management helps in holistic growth of the employees. The paper also states that Green HR implementation in the organisation helps in lowering costs, improved employee performance and also helps in retention. The paper suggests a number of workable recommendations like ensuring that employees work more with natural light, reducing the expenditure on bulbs, tube lights, etc. More emphasis should be given on using innovative methods to make GHRM more effective. The paper also suggests few solutions for implementing GHRM- discarding staff ID and implanting, green printing and recycling, e-filing, video conferencing, etc.

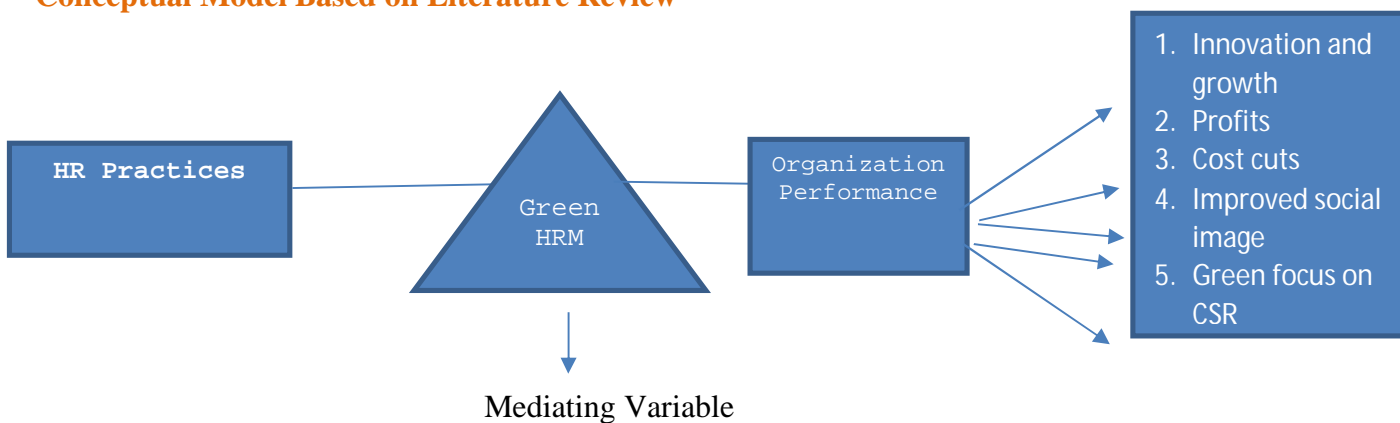
Chandra Paul, Anusha Rawal and Sarf Anjum, 2021, This paper focussed on Sustainable growth and how organisations can reinforce the same at all levels of the management. Green HRM can be used to initiate a good working environment for the employees. The HR Department also has the responsibility to ensure that there is sustainable growth in the organisation. Implementation of a strong sustainable programme can ensure that all organisations participate in this initiative. This paper focused more on reviewing the literature pertaining to GHRM across various sectors like service sector and Oil sector.

Paula Benevene and Ilaria Buonomo,2020 this is a literature based meta- analysis review of research papers that were systematically analysed. The highlight of this paper is that the researchers have systematically reviewed research articles/papers through PRISMA approach. 48 Research Papers were chosen. It was found that out of the research papers chosen 25

papers did not tackle single GHRM practice. Among the ones which focused on single GHRM practice there are repetitive factors that are analysed like T & D, Performance Analysis. There are fewer research papers analysing Job Description and Job Analysis. And very few papers focused on consequences of GHRM on organisation performance. This paper provides an insight into considering certain factors as moderators and certain factors as mediators. The study has also developed a model on the same.

Douglas W.S. Renwick, Tom Redman and Stuart Maguire, this paper is based on literature review of various papers on GHRM. The focus of the paper was Ability-Motivation-Opportunity theory. It brings to light the role of GHRM practices in the organisation which will motivate employees to take steps on Environment Management. The paper brings to light managing people in organisation involves providing them with opportunities to be involved in EM. This paper also reveals that organisations are not fully involved so it can put strain on the effectiveness in implementing GHRM

Conceptual Model Based on Literature Review



Research Methodology

The present paper is based on secondary data and a systematic review of relevant academic literature on Green HRM management practice

Findings

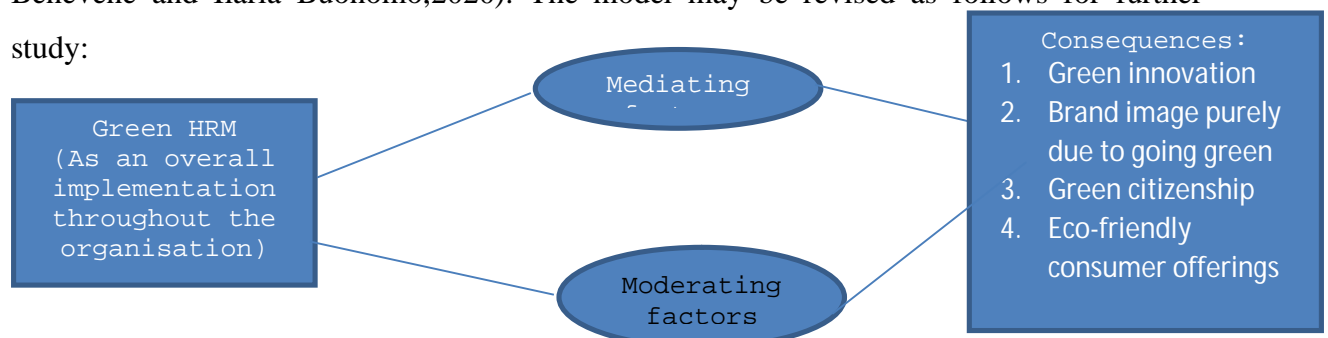
Adoption of Green HRM has been steadfast, especially during 2000-2010 as a result of green movement.

- Civil Aviation, IT, Services Sectors have implemented GHRM in their functional areas like HR, Marketing and SCM.

- Organizations like ITC, Wipro, Tata Steel have made it a policy matter to have Green Consciousness as a part of their core values.
- This paper contributes to the existing knowledge in a way that GHRM should be viewed as a multi-construct concept, that is, not only should GHRM be a part of recruitment process, it should begin with JD and also be a part of separation too their core value
- The variables that have quoted in the literature are:
 - a. Green Recruitment
 - b. Green T & D
 - c. Green Compensation
 - d. Green job roles
 - e. Green Appraisal
 - f. Customer Pressure for implementing green consciousness

Scope for further research:

Research may be conducted to check the efficacy of the model stated above. Also, research may be conducted to understand how GHRM helps in employee retention. There is also scope for researchers to classify GHRM factors into two categories- one set of factors may be treated as moderators and another set of factors may be treated as mediators (Paula Benevene and Ilaria Buonomo,2020). The model may be revised as follows for further study:



Moderating Factors

- a. Green Supply chain Management
- b. Employee values and motivation
- c. Support from the Organisation

Mediating Factors

- a. Green Supply Chain Management
- b. Leadership Commitment
- c. Organisation Citizenship Behaviour

In the model suggested earlier in Review of Literature section, GHRM is treated as an independent variable. Here in the above model that is suggested, GHRM is treated as a dependent variable. Assuming that GHRM being already implemented in an organisation, the mediating and moderating variables act as independent variables. The impact of these mediators and moderators may be analysed on the consequence parameters.

Conclusion

The Aim of this paper was to conduct a conceptual study on GHRM and find a probable cause and effect factors. The Impact of GHRM on Organisational effectiveness and vice versa. The cause-and-effect factors have been enumerated in the above paper. Also, it has been found that GHRM as a practice is not a process dedicated to one department or section of the organisation, though the term GHRM may be interpreted so. The thrust laid by this paper is that GHRM is to be introduced into every layer of the organisation. Going green should be a part of mission, vision statements of the organisation, not just a responsibility of HR Department alone. GHRM is here to stay and the important objective of GHRM is to protect the material environment and it repudiates the effects of industrialization.

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