

THEORETICAL REVIEW OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES

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ABSTRACT

In the last few years, global concerns have increased regarding issues related to environment. These concerns generated more pressure and entailed enterprises to develop and use green initiatives by adopting sustainable practices and products. Today, with greater reason, people are willing to operate in an environmentally responsible manner and they understand that they are part of society and should therefore adopt green practices in organizations. Green Human Resources Management (GHRM) is recently alluring the attention of academic researchers and practitioners. Green Resource Management has become a novel concept for the majority of HR professionals and academic community. Nevertheless the importance of green human resource management in various facets, the literature shows that a broad process outlook for Green HRM has yet to be revealed. The term Green Human Resource Management is by all accounts an foreign term to most of the people, including experts and academics in HRM domain. In order to bridge this gap, the paper will enhance better understanding of green human resource management term, green HRM practices and related concepts.

Keywords: *Green Human Resource Management, Environmental Performance, Green Practices, Resource Efficiency and Sustainability.*

Introduction

Various companies and corporate communities have recently been more aware of the need of becoming green and applying various sustainable management approaches. The magical word "sustainability" is frequently used in every aspect of our personal and professional lives. Our professional and personal lifestyles have such a negative impact on the environment that we cannot ignore it.

Without a doubt, the business world is taking the lead on environmental issues and playing an important role in developing solutions to environmental threats. Green Human Resource Management is one such remedy for environmental concerns because it aids in the establishment of a green workplace. Companies have begun to recognize the need of being green as part of their innovation strategy. Green management, according to Lee (2009), is the process through which businesses manage the environment by adopting environmental management strategies. Companies must strike a balance between unavoidable industrial growth and environmental protection in order to preserve the environment for future generations (Daily and Huang, 2001). Because the human resource (HR) department plays such an important role in a company's functioning, there is a rising need to incorporate green ideals into HRM procedures. HRM, as we all know, is a critical management function since it deals with the most precious asset, the human being. HR (Human Resources) and their systems are the foundation of any business or organization. HR is in charge of adopting eco-friendly processes and regulations that aid in the creation of a green environment.

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By connecting people-related practices and policies with sustainability goals that reflect an eco-focus, the HR department can become a driver of environmental sustainability inside the organisation. Organizations' top priority when implementing innovative practices is to make the best use of resources while consuming the least amount of time possible, resulting in cost-effectiveness. Ignoring the green factor increases operating costs and has a negative impact on the company's brand. In a word, managing green in businesses ensures cost effectiveness and serves as an innovative technique for businesses who want to promote their green brand.

A number of central public sector enterprises (CPSEs) and private limited companies in India are currently implementing GHRM practices in order to contribute to long-term development. CPSEs such as Bharat Heavy Electricals Ltd., Bharat Dynamics Ltd., Oil and Natural Gas Corporation Limited, Indian Oil, Hindustan Aeronautics Ltd., Cochin Shipping Yard Ltd., Rashtriya Ispat Nigam Ltd., National Minerals Development Corporation have already implemented green practices such as green recruitment, green training, teleconferencing, work from home, online information updation and so on. In addition, private limited firms in India, such as ITC Limited, Suzlon Energy Limited, Infosys, TCS, Wipro, MRF, HCL, Tata Consultancy Services, IndusInd Bank, and others, are currently implementing a number of green practices. Green HRM aids in the development of environmentally conscious employees who will benefit the natural environment and society as a whole. As a result, the carbon footprint is reduced, and employee engagement and retention are improved. Employees with various features, interests, and viewpoints work under one roof in each organization. As a result, they employ numerous techniques in their daily lives and, as a result, their unique approaches have a direct impact on the environment. Employees' active participation in environmental management aids them in developing better and more inventive environmental strategies that reduce waste and provide solutions for improved environmental performance. Employee participation in Green HRM practices improves EM systems, resulting in less waste and pollution at workstations. As a result, it is apparent that employee willingness has a direct impact on the achievement of green goals.

Green Human Resource Management and Green Human Resource Management Practices

- **Green HRM**

GHRM is a word developed from green management philosophy, strategies, and practices used by businesses to manage the environment (Patel, 2018). Arulrajah (2015) defined Green HRM as the part of human resource management that focuses on efforts to transform organisational employees into green employees with the goal of achieving organisational sustainability goals (for example, increasing business opportunities, employee motivation, brand and/or business public image, and compliance with environmentally friendly policies and laws, as well as reducing labour turnover and utility costs, and creating competitive advantage). GHRM encourages the responsible use of all sorts of resources, which helps to advance the cause of environmental sustainability in general and raises employee understanding of and dedication to environmental management concerns in particular (Masri, 2017; Gupta, 2018). GHRM adheres to the traditional interpretation of the "triple bottom line," i.e., GHRM incorporates practises that address the three fundamental elements of sustainability, i.e., environmental, social, and economic balance (Arulrajah, 2015; Alhaddi, 2015; Ehnert, 2016), in order to provide long-term benefits to the company (Tooranloo, 2017; Bhutto, 2016).

According to (Charbel José Chiappetta Jabbour, Santos, & Nagano, 2010), human resource management plays a critical part in establishing effective environmental management. A successful corporate environmental management journey can be achieved in any firm by aligning HRM practices with EM objectives (Jose & Jabbour, 2011). Environmental sustainability will become a major concern among government and private-sector executives as pollution levels rise. According to (Margaretha & Saragih, 2013), working toward sustainable business practices through the adoption of a greener corporate culture leads in lower costs and more efficiency, creating a good climate for higher employee engagement in firms. (Mishra, Sarkar, & Kiranmai, 2014) argued that GHRM is made up of a set of specialised HRM practises in business organisations that reflect the firm's sustainability approach. Best practices in GHRM have been identified that can help India's central public sector firms achieve long-term success. According to (Fayyazi, Shahbazmoradi, Afshar, & Shahbazmoradi, 2015), there is an increasing potential to integrate EM into HRM practices, which is known as Green HRM initiatives. The study's findings revealed the roadblocks that obstruct the implementation of Green HRM. (Ahmad, 2015; Uddin & Islam, 2015) created a GHRM model that took numerous human resource components of environmental management into account. According to (Das & Singh, 2016), GHRM is playing an important role and serving as a crucial business strategy for major corporations in their efforts to green their workplaces.

(Road & Nagar, 2017) looked into the impact of employee work-life on environmental performance in a LEED certified company using GHRM techniques. Previous GHRM research, it was further suggested, was based on a theoretical or qualitative level (Tang, Chen, Jiang, & Jia, 2017). According to a study, responsible managers should be active in the teaching of green organisational culture (Roscoe, Subramanian, Jabbour, & Chong, 2019). The enablers of green organisational culture were also found to serve a favourable influence in linking GHRM activities to environmental performance. Only in India's automobile sector is green training and development taking place, and the rest were disregarded (Chaudhary, 2019).

- **Green HRM Practices**

There are a slew of green HRM practices to choose from. This study examines five green HRM approaches which are Green recruiting and selection, green job analysis and design, green training and development, green performance management, and green incentive management. The five (5) green human resources management practices are herein discussed in item 2.2.1 to 2.2.5.

- **Green Recruitment and Selection**

Recruitment is seen as a point of entry into the organisation. It allows an organisation to recruit a pool of candidates from whom the best individuals can be chosen to join. Green recruitment, according to Kiruthigaa and Viswanathan (2014), is a paperless recruitment procedure with little environmental impact. E-mail, online application forms, and the Global Talent Pool are all used to solicit applications. Diana (2016) claims that e-recruiting reduces the amount of energy used in the manufacturing, transportation, and recycling of paper items. Mailing, storage, handling, filing, and reporting duties all benefit from process automation. Reduced paperwork for resumes, advertising, and onboarding results in direct cost savings.

After soliciting job candidates in a green manner, employers must guarantee that the right green candidates are also selected in a green manner. The selection tests in Green selection can also be as paperless as possible, such as behavioural observation, interview, and presentation, which require less paper. Furthermore, individuals that are more environmentally conscious and friendly, or who have a strong desire to preserve the office and surroundings as green or natural as possible, may be given favour (Hosain, 2016).

- **Green Job Analysis and Design**

Job analysis entails gathering information about the knowledge, skills, and abilities that a person should have in order to perform a specific job effectively (Aswathapa, 2012). Decisions on how jobs will be composed in terms of duties, responsibilities, resources required, human resource requirements, and working relationships within an organisation are established in advance during job design (Mwita & Buberwa, 2016).

Job descriptions are one of the outcomes of job analysis and design. Job descriptions are a formal framework for defining a position, and they might include particular tasks, responsibilities, specifications, broad goals, competencies, and expertise that the firm seeks (Barbouletos, 2011). Employers can use a job analysis and design process to ensure that employees are not only formally or officially mandated to perform their jobs in an environmentally friendly manner, but also that they have knowledge of environmental issues as one of their requirements to perform a job efficiently and effectively. Arulrajah, Opatha, and Nawaratne (2015) observed that in some firms, each job description includes at least one responsibility connected to environmental protection, as well as particular environmental obligations whenever and wherever necessary. In this aspect, it is easier for businesses to implement green practices while still holding people accountable.

- **Green Training and Development**

Green training and development teaches employees about the importance of environmental management, trains them in energy-saving and waste-reduction techniques, raises environmental consciousness throughout the organisation, and allows employees to participate in environmental problem-solving (Zoogah, 2011). Green training and development entails not only imparting knowledge and skills on environmental sustainability issues to employees and management, but also a method that is environmentally friendly. To limit the consumption of paper, according to Hosain (2016), training supervisors should rely more on online course materials and case studies rather than printed handouts, books, and brochures. This provides e-learning platforms with the possibility to participate in training and development programmes. The usage of a digital platform could help to minimize paper use and, as a result, save trees for future generations.

▪ **Green Performance Management**

Individual and team performance are developed through performance management, which is a systematic procedure for increasing organisational performance (Armstrong, 2006). Performance management usually entails assessing an employee's and a team's performance against a set of agreed-upon criteria and objectives. Every organisation is required to execute corporate environmental management, and as a result, there are environmental goals or standards that must be met by the organisation (Opatha & Arulrajah, 2014). Linking performance evaluation to green goals and duties provided in the job description is part of green performance management (Mehta & Chugan, 2015).

Setting green goals for individual individuals and teams, as well as ensuring that these goals are effectively met, is a chance for organisations to implement green performance management. Employees and teams might be evaluated on a regular basis to see how they are performing toward their goals. By ensuring that employees have green job descriptions, green job analysis and design can assist make green performance management easier. Green duties and responsibilities can then be utilised to evaluate each employee's performance on his or her own job.

▪ **Green Reward Management**

According to conventional knowledge, a well-designed compensation system can assist drive employees to attain acceptable levels of performance, including environmental performance. The incentive system is a good indicator of how serious an organisation is about environmental sustainability management (Bratton & Bratton, 2015). Specific environmental activities should be incorporated into the compensation structure by providing employees with a benefit package that compensates them for their green efforts (Milliman & Clair, 1996 cited in Uddin & Islam, 2015). Green reward management makes a substantial contribution to motivating managers and non-managerial staff to participate in company environmental management projects. Employees in certain organisations are financially rewarded for their good environmental performance (e.g., incentives, bonuses, cash). Employees are rewarded non-financially (awards/special recognitions/ honours/ prizes) for their good environmental performance in certain other companies (Arulrajah, Opatha & Nawaratne, 2015).

Conclusion and Recommendations

Green HRM is a method of using human resources at work to meet organisational goals while also making conscious efforts to ensure that the process is environmentally sustainable. Green HRM is still a new and developing topic that requires more research and attention from HR practitioners. There is a significant literature gap in the field, which necessitates more literature works. A growing number of businesses are implementing GHRM strategies to improve staff efficiency and organisational productivity. These techniques can also help you save money. As a result, businesses are emphasizing corporate social responsibility by implementing these strategies.

Following are some suggestions based on the findings of the study: To begin, more training programmes for managerial and non-managerial members of diverse organisations must be organized and offered in order to promote awareness and comprehension of Green HRM. Second, to ensure that more green graduates are created in these organisations, education institutions must incorporate Green HRM in their curricula. Furthermore, additional study in the field of Green HRM is needed to produce more evidence-based findings that would explain the essence of Green HRM in modern organisations.

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