

GREEN HRM: THE FRIENDLY FOOTPRINT

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ABSTRACT

Globalization has had a huge impact on our way of life. Globalization has significantly influenced the economy, ecology, and society during the previous decade. On the other hand, globalization has given rise to several issues, the most prominent of which is the effects on the environment. It is therefore, right time has come when peoples should adopt green practices in order to protect the environment and vital resource of the earth i.e. Human. Greening employees to the fullest extent is a herculean task, which requires pro active approach towards environmental plan. Green Human Resource Management (GHRM) practices have a positive result toward the green environment. The paper focuses upon the GHRM, Green Human Resource applications and explains the responsibilities of human resource process in going green. This study aims to highlight the Green Human Resource Management through various HRM functions in the companies. This paper investigates GHRM practices in organizations based on the many current writings. The necessary data for this study is gathered from different published research papers, articles, websites, books and report published by the different companies.

KEYWORDS: Green HRM, Green HRM Practices, Green Environment, Go Green.

Introduction

While many of environmental effects due to globalization have been negative, its increase has reinforced environmental awareness across the world. Globalization has led a way in a modern economic aspect, has generated broad way to development, and has bring people from different corners together. On the other hand, globalization has given rise to several issues, the most prominent of which is the effects on the environment. Globalization has been a major subject in environmental discussions; with eco- activists accentuating its wide spread end results. In the term of executing the performance of an organization, Human Resource Management plays a vital part in this field for making the crucial policies and decisions. Green HRM is an emerging concept in the field of management which explains the blending of environment friendly practices with HR department of the organization in order to achieve persistent sustainable growth and objectives of the organization. The main intention of Green Human Resource Management is to bracing sustainable development through Human Resource Management. The employees are now showing positive attitude towards the activities of Green HRM (Green Human Resource Management) such as energy conservation at workplace, execution of E-HRM, work from home and adopting certain eco friendly practices to protect the environment. From the past few years, the rate of global concerns has increased in the matter of environmental matters. Green human resource management procedures are basically used to reduce the carbon impression and play a major part in waste management. It is therefore proposed that more and more companies whether small or big should make such policies and follow practices in order to make human resources management green.

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Literature Review

- **(Riddhi Sharma, Neha Gupta, 2015):** The case study focuses on the HR processes implemented in green HRM. The paper studies the Green HRM initiatives undertaken by HCL Technologies as a case study. This research study has offered a research agenda forward in Green HRM. This research study advocates that the Green HRM is very positive initiative and its future seems very optimistic for all the stakeholders. Organizational environmental performance is improved by the active participation and involvement of the employers and the employees.
- **(Douglas W.S. Renwick, Tom Redman and Stuart Maguire, 2012):** The paper has classified the literature based on Ability, Motivation and Opportunity (AMO) theory, that exhibits Green human resource management (GHRM) practices in employee management part. It is concluded that by improving the work environment and satisfying the needs of an environmentally aware employees, the GHRM practices can enhance employee work motivation in the workplace. In brief, GHRM has prospect to employee overall development and enhanced organizational performance.
- **(Mrs. D. Joyce, Dr. C. Vijai, 2020):** The study focuses on Green HR practices to be implemented in an organization. This study highlights many HRM functions in the companies through Green Human Resource Management. The green HRM has scope for research in the executive's field and scaffold hole between proficient green human resource the board and research in environmental management.
- **(Aakanksha Uppal, Barkha Kakkar, Yashmita Awasthi, 2020):** This paper highlights the implementation and effectiveness of GHRM practices in the manufacturing units. Primary data is taken from the respondents working in HR departments of the sampled companies. The results of the study stated that there is a high level of acceptance of green practices in the department, irrespective of gender, income level and experience of the employee in the present organization. It is also found that most of the employees are aware of the threats and opportunities associated with the green practices.
- **(Rashi Baliyan, Misbah Fatima, 2021):** This case study shows how the green movement may affect the performance of the organization in terms of enhancing the marketing areas and increasing the selling of the company's products. It is proved that Green Human Resource Management has a massive impact on an organization's performance.
- **(Deepak Bangwal, Prakash Tiwari, 2015):** The aim of this paper is to provide a knowledge how Green HRM can help or affects the employee and their organization practices and behavior against environment. Employees learn so many things either from work life and private life and due to this learning individual behavior varies toward environment. This is only possible by the effective implementation of green HRM within the organization.

Why Going Green is Important

Gradually, industries of all sizes are starting to realize to take action now to ensure a better future for the next generations. Various organizations are now becoming more aware and alert due to the continued depletion of natural resources as they have large energy requirements. Going green or initiatives taken for going green not only have effects on costs and resources, but brand recognition of particular organization is also created among customers. Companies which are environmentally empathetic tend to create a vision of care and different perceptions with the broader effects. Apart from reducing the energy consumption, organizations are now also investing in various R&D practices and support social causes that are friendly steps towards eco- friendly products. This has broader effects on the environment at large. Business intelligence is used by many companies to save on costs as well as to become environmentally aware. An optimistic and complementary eco friendly approach has been shown by many organizations. Even then, there is need for a clear roadmap that will tie in business intelligence with green initiatives.

Green HRM

Various Environmental hazards and ecological imbalance in nature has caused depletion of so many natural resources and ultimately Human and nature have to face serious challenges and risk. Therefore, it is the need of the hour to formulate solutions to such problems and make the environment green and clean. In other words, we can say that we should go green to help nature flourish and prosper. Opatha and Arulrajah (2014) refers that Green HRM is the use of policies, practices, and systems in the organization that make green employees for the benefit of the individual, team, society, natural environment, and the organization. Different researchers describe Green HRM in different ways, but somehow their intentions are same for sustainability of Human resources and their environment. Green performance depends upon employee involvement and execution of Green practices in everyday life that leads to Green innovations: new environmental initiatives, new techniques for efficient use of resources, solutions for waste reduction, pollution reduction, etc. (Callenbach et al., 1993; Ramus and Steger, 2000). 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 (A. A. Arulrajah, 2015) 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, 2015). Green HRM encompasses all activities aimed at helping an organization to carry out its motive for environment management to reduce its carbon footprint in areas concerns on boarding and acquisition of human resources i.e. recruitment, their induction, performance appraisal & management, training and development and pay and reward management. This is only possible by the effective implementation of green HRM within the organization. These practices would result in improving employee attitudes and behaviors within the organization.

Green Human Resource Management Process



Going green means reducing the overall environmental impact of any business. That comprehensive approach includes compliance issues that protect both human and the environment. When those initiatives and energy efficiency measures that conserve the earth's resources are combined, it makes any business more efficient, and reduces costs. The human resources department heavily contributes to a company's culture. The HR department is responsible for the development and implementation of the green policies in the company and to maintain the sustainable culture within the company. Therefore such green HRM practices fulfill the green objectives of an organization throughout the HR functions i.e. from recruitment to exit of an employee.

The various green HRM process i.e. G-recruitment, G-performance management and appraisal, G- training and development, employee participation in Green Initiatives, Green pay and reward are briefly discussed below.

G- Recruitment

Attracting high-quality staff is a key HR challenge in the 'war for talent'. Green recruitment is process of Recruiting new talent who is well aware of sustainable and environmental process and well versed of energy conservation and sustainable environment. Green recruitment makes it sure that new talent are familiar with the green practices and environmental system that will support the effective environmental management within the organization (Wehrmeyer, 2017). Now a day, many organizations have adopted green recruitment process; Google is a very good example who adopted green recruitment. Green Recruitment has not any particular definition, but somehow it means recruitment without the use of paper that minimizes the environmental impact. In order to conduct the paper less or with minimal use of paper in recruitment process, different digital method like online submission of application form, online interviews via zoom meeting or skype call or telephonic interviews are conducted to reduce the use of paper and fuel consumption. Following this type of practices minimizes the rate of environmental degradation and indicates clearly the vision of care to improve environmental management systems to the new recruits. The use of online or digital recruitment activity provides much more information compared with conventional media such as newspaper advertising or brochures.

G- Performance Management and Appraisals

The performance management and appraisal system when integrated with environmental management has considerably improves the quality and standards of environmental performances. Employees must be appraised for their performance related to green objectives of the organization. For this purpose, employer must retain key competent & talented employees who are continuously taking care of environmental issues of the organization & employer must ensure that they must be financially rewarded too for their contributions. Green reward scheme should be introduced for motivating all levels of staff towards sustainability.

G- Training and Development: (Zoogah, 2011)

Training and development are development of employee skills and knowledge that relate to specific useful competencies. Providing Green training and development not only helps in employee's working style but also it reduces waste in terms of energy and resources. Proper utilization of resources, conservation of energy reduces the causes of environmental degradation. Various research studies have been conducted in identifying the role of green training and development for sustainable growth and achieving the objectives of an organization.

G-Compensation and Rewards

Employees are motivated by rewarding taking consideration of their eco friendly performance. The management should support and encourage the employees to take initiatives in an organization. It will help a company to work united towards the interest of a company rather than personal interest. When employees work on a special green project, they should be rewarded by monetary (cash) and/or by non-monetary reward in order to encourage them.

Employee Participation in Green HR Practices

Employee participation in green initiatives strengthens the possibility of effective green management. Employees who feel that their opinions are valued and actually acted upon are more motivated to work for the success of the company. It also helps prevent and resolve problems arising at the workplace that may affect the work.

The motivation to go green has not only increasingly become part of many companies' corporate social responsibilities but also as an aspect of remaining relevant in the future business environment. Besides, there are more and more environmental concerns that can only be addressed through green initiatives in terms of production, servicing, and manufacturing. Companies are therefore more aware and inclined towards innovative methods in respect of eco friendly environments by implementing green practices in their functions. The following are the top companies that are taking the lead in incorporating eco-friendly practices by going green. To be a part of green revolution the companies adopt certain strategies and according to the ranking of the companies are as follows:

- **McDonald's**

McDonald's as one of the world's largest food stores are taking the lead in going green by reducing their overall energy consumption considering the effects of fast food on people's health.

- **Dell**

Dell is a leading manufacturer of computer equipment. In order to reduce the environmental hazards due to e-waste, Dell has initiated an effective and efficient recycling program for the safe disposal of its products.

- **Google**

Google has also made some tremendous efforts in going green by slashing its energy usage and supporting green energy projects. Google has the most energy-efficient data centers in the world and advocates for energy conservation and the use of renewable energy sources as well as clean energy products as the need of the hour.

- **Bank of America**

The Bank of America went green when it realized the need for promoting a sustainable environment. Within a period of five years, the bank was able to cut its paper requirements by 32%. The bank has recycled about 30,000 tons of paper every year under its internal recycling program.

- **Tesla Motors**

Tesla Motors is a business involved in the manufacturing of cars that are eco-friendly. Tesla builds not only all-electric vehicles but also infinitely scalable clean energy generation and storage products. Tesla believes the faster the world stops relying on fossil fuels and moves towards a zero-emission future, the better.

- **Wal-Mart**

Wal-Mart has made significant advances in positioning itself to further green courses in their supply chain operations. As one of the world's biggest retailers, the company is following strict policy to cut off suppliers whose manufacturing, processing, and distribution methods contributed to vast carbon emissions.

- **Honda**

Honda has taken various initiatives to be 100% on par with its eco-friendly pledge as an auto company. The company has made many innovations in producing fuel-efficient vehicles and is constantly seeking ways to develop a hydrogen fuel cell-powered vehicle.

- **United (Continental Airlines before the Merger)**

The Continental Airline (now United after the merger with United Airlines) is another company that has done commendable efforts for going green. It spent more than 16 billion US dollars to replace all their airplanes with those that are more fuel-efficient. This aimed at reducing emissions by 5%.

- **Tesco**

Tesco, a British grocery supply chain company, has offers shoppers who return shopping bags savings. Apart from that, wind power is used for the powering its stores.

- **Brooks**

Brooks has introduced a completely biodegradable running shoe. The shoe is as convenient and durable as the regular shoes in the market. The shoe only begins to biodegrade when it is in an active enclosed landfill.

- **In India**

In India, so many companies have impressively joined the bandwagon of going green and have integrated many techniques and process for the same. Godrej Consumer Products, Tech Mahindra, Infosys, TCS, Tata Motors, Mahindra & Mahindra have joined the worthy course to achieve carbon neutrality. Some such as TCS have already met their targets of halving their specific carbon footprint by 2020. Tata Power's commitment to achieve carbon neutrality by 2050 led it to announce its decision in 2019 to completely phase out its thermal power business by moving into renewable sources of energy by 2050. A handful of companies such as Ultratech Cement, Tata Chemicals, TCS, have established an internal carbon price that financially incentivizes business groups within the company to decrease their carbon footprint while using a market-based mechanism to penalize those business groups who do not. While achieving 'zero landfill' must certainly be the first step towards environmental responsibility, it is as yet inspirational for Indian companies.

Conclusion

From the study presented above, Green HRM is highly important in the present situation. It could be concluded that many organizations has been adopting the green revolution across the world and the Indian industries too have joined the bandwagon. Organizations have put together a comprehensive policy in order to involve its suppliers/vendors, industry related and civil bodies to understand priorities in relation to the environment. Based on various research studies, it is advocated that the future of Green HRM as an innovative process is very optimistic for all around the world. It is suggested that the employers and employees together by increasing involvement and participation in environmental management programmes can improve organizational environmental performance. The GHRM practices can enhance the employee overall development in the workplace, through satisfying the needs of an increasingly environmentally aware workforce. In a nutshell, GHRM has potential to contribute positively to both employee well-being and improved organizational performance. The main objective of this paper is to provide knowledge of effectiveness of Green HRM on employee's behavior towards environment conservation. Through effective implementation of green HRM practices within the organization would result in improving employee attitudes and behaviors within the organization. Green HRM can also play a leading role to enhance corporate image and brand in mod (Ahmad, 2015) ern time.

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