

GREEN HRM: PRACTICES AND CHALLENGES IN EMERGING ENVIRONMENT

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ABSTRACT:

In today's world of depleting natural resources & consumerism, conservation, preservation, and sustainability are key factors for economies worldwide. Companies have begun to recognize the importance of going green as part of their innovation strategy. Organizations need to strike a balance between inevitable economic development and environmental protection in order to preserve the environment for future generations. The goal of several organizations is sustainable development, which can be achieved through the effective implementation of green human resource management practices. This study aims to highlight the significance of the trending green human resource management practices & further explore the challenges faced by the organizations during its implementation. Green Human Resource Management has an important role of environment-related problems by imbining it, in management philosophy, HR policies & practices, training people, and implementation of laws related to Environment safety. In this paper, an attempt has been made to understand & promote the importance of Green HRM. Green HRM practices which include several practices. For instance, encourage employee to reduce the use of environment damaging chemicals, recycle products, nature friendly work-place, minimum use of paper etc. Challenges such as increased capital investment, redesigning infrastructures, lack of motivation, and transition to green HRM is time-consuming are also highlighted.

Keywords: *Green HRM, Sustainability, Environment, Human Resource Management & Development*

INTRODUCTION

Green Human Resource Management is a global environmental concern and the development of environmental standards that are creating the need for businesses to adopt formal environmental strategies and programmes where the employees must be inspired, empowered and environmentally aware of greening in order to carry out green management initiatives. (Kar, D. A., & Praharaj, L, 2020). Green activities inside HRM shape some portion of more extensive projects of corporate social obligation. Green HR includes two fundamental components: Environmental friendly HR practices and the protection of Knowledge capital (Jyoti, K, 2019). Rani & Mishra (2014) Green HRM is the use of HRM Policies to promote sustainable use of resources within organizations and promote

environment friendly ideas. Wehrmeyer (1996) is often stated as laying the foundation with his idea that "if a company is to adopt an environmentally aware approach to its activities, the employees are the key to its success or failure".

LITERATURE REVIEW

Tang et al. (2018) defined it as "Greening the human resources to protect the environment which involves use of Human Resource Practices such as Green Recruitment and selection, Green Training, Green Performance Management, Green involvement". Effective Strategies are to be made in order to become Green.

Nejati et al., (2017) found in its study that Green Human Resource Mana-

gement ensures that the organization has committed and competent employees who will help the organization in reducing its carbon footprints by effectively utilizing the existing resources.

Jabbour & de Sousa Jabbour, (2016), defines that the basic elements GHRM are preserving and developing knowledge capital and the application of HR practices that are environmental-friendly. Through an eco-focus drive, the HR function is the epitome of environmental sustainability in a firm via the alignment of its policies and practices with the trajectory sustainability goals.

Pinzone et al (2016), Green Human Resource Management enables empl-

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oyee engagement in environmental management, reflected in a collaborative commitment to change activities in order to help businesses in their attempts to implement environmental management (protection).

Alhadid & Abu-Rumman, (2014), with the effective implementation of green policies, employees may be motivated and involve themselves in green practices which will ultimately lead towards the better organizational performance. Organizations are going towards green practices in order to enhance their image, increase employee morale, to gain competitive edge and to considerably reduce their cost.

Opatha & Anton Arulrajah, (2014) Green human resource management is concerned with changing ordinary employees into green employees in order to fulfill the organization's environmental goals and, ultimately, to contribute significantly to environmental sustainability. It refers to the policies, procedures, and processes that make an organization's workers green for the benefit of individuals, society, the natural environment, and the business.

Mathapati (2013) GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firms human capital.

Objectives of the Study

1. To determine the dimensions of Green HRM.
2. To highlight the significance of Green HRM in the current scenario.
3. To examine the Green HRM practices in vogue.
4. To study the challenges encountered

to maintain Green HRM.

Research Methodology:

The present study is Empirical Research. Secondary data was accumulated from different databases such as papers published, websites, magazines, newspaper articles and other available sources.

Analysis

Objective 1. To determine the dimensions of Green HRM.

Greening the human resources to protect the environment which involves use of Human Resource Practices such as Green Recruitment and selection, Green Training, Green Performance Management, Green Involvement". Effective Strategies are to be made in order to become Green.

a) Green Recruitment and Selection

Green Recruitment and Selection includes attraction and retention of high-quality staff who should be environmentally aware. As only pro-environmental employees can incorporate green human resource management practices effectively, management need to ensure hiring of employees who care about the environment.

b) Green Orientation

The employee induction program should be devised 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.

c) Green Training and Development

Green talent attraction and retention is meaningful only if green training is provided to green talents for activities of environmental protection. Green

training includes imparting skills among human resource to cope up with the challenges faced during the implementation of Green human resource management practice into the organization.

d) Green Performance Management and Appraisal

This practice comes under motivational aspect of AMO Framework. Positive as well as negative measures are being used to motivate employees to enable them to use environmental practices. Performance indicators are being set at departmental level to effectively measuring environmental goals.

e) Green Pay and Reward

This function is an effective way to encourage employees to follow environmental management practices in the organization. Financial as well as non-financial rewards can be provided to employees to ensure their effective involvement in environmental management activities. Sometimes, this practice will motivate employees to so much higher level that make them to use green practices voluntary at organizational as well as their individual level.

f) Green Involvement

Successful results require high level of participation of employees in environmental management activities. In other words, the employees should willingly participate in environmental management rather than restricting its implementation. Only then, it can result in better results and good image of the organization.

g) Environmental Training

In GHRM, training means to equip the employees with foundational skills such as, to teach them to collect waste data, to raise the level of eco-literacy, and environmental proficiency in the organ-

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ization (Roy and Therin 2008). Continuous improvement can be achieved through continuous training (Cook and Seith, 1992; CurKovic, 1998).

h) Green Rewards and compensation

In the field of green job performance, it is analyzed if the employee is satisfied with green rewards and thereby, help establish environmental performance. (Lawler at all, 2008). It is briefly stated that green rewards lead to the highest level of job satisfaction which significantly enhances the environmental performance. (Lawler & Porter, 2008). Green rewards and compensation have a significant impact on employee satisfaction for eco-initiatives (Renwick at all, 2013).

i) 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. The leadership should drive that fact that “All members of an interdependent world are all residing on the same planet.”

j) 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.

Objective 2. To highlight the significance of Green HRM in the current scenario.

There are 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 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.

b) Natural resources that can't be generated like sea, river, rain, trees, forest, and etc. should be safeguarded, preserved 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 be a small help globally since the whole world is confronting the Global warming tribulations.

c) Gain competitive advantage by 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.

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.

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.

Objective 3. To examine the Green HRM practices in vogue.

Shaikh (2010) confirmed that Green Human Resource plays an important role in organizations. To support the environment connected problems, accepted them and from a management's viewpoint, HR policies and practices in training people and implementation of rules are linked to Environment Protection. It will also create employees and society associates aware of the operation of natural resources more economically and support eco-friendly products. Mandip, (2012) too, declared that Green HR refers to using every employee interface to promote sustainable practices and supplement employee responsiveness and commitments on the problems of sustainability. GHRM initiates activity environment friendly HR programs resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations to job-sharing-car-sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, reduce employee carbon footprints by the likes of electronic filing, energy-efficient office spaces and

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etc. Moreover, Jain (2009) explained that green HRM is one which engages two important fundamentals: environmentally friendly HR practices and the conservation of knowledge capital. Green HR involves reducing carbon footprint via less printing of paper, video conferencing and interviews, and etc.

According to Jain, 2009, Green HR schemes help organizations find different ways to cut cost without losing their top talent; unemployment & part time work. From the definitions confirmed, it can be concluded that Green HR needs the involvement of all the organization members in order to make organizations becomes green. The practices to be green HR can be ongoing from normal practice among the employees in their working area. Furthermore, according to Mandip (2012) the practice of green HR should be explained in the HR processes, such as recruitment, training, compensation etc. So, the next HR processes specifically recruitment; performance management and appraisal; training and development; employment relations; and compensation will be explained on how organizations should be connected to create Green HR through HR processes.

Green HR Practices adopted by the Companies

A. Google

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

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 Green ware 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.

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.

Objective 4. To study the challenges encountered to maintain Green HRM.

Objective 4. To study the challenges encountered to maintain Green HRM. Some of these challenges are mentioned below. Recruiting and training an employee on green practices is a

challenging task. It is difficult to set the parameters to appraise the employees on the performance of green practices. Some employees may show reluctant behavior towards the green HRM practices adopted by the Organization. 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. Conducting energy audits in the organization is a challenge as a system needs to be developed. Informing suppliers that organizations are interested in buying only sustainable products can create problems in terms of availability. Exploring alternate sources of energy can be time consuming & costly affair. Raising awareness amongst workforce is also another task as training sessions need to be conducted, which would further increase cost to the companies /organizations. Installation of technologies to ensure green practices is rather expensive. Maintaining and developing the green culture within the organizations are time consuming and lengthy process.

Overall it can be stated that to initiate, incorporate, maintain and sustain GRHM is going to be costly, time consuming and challenging. Nevertheless, we need to understand that it is of prime importance to start working towards it in order to save the planet for future generations and this cannot be considered lightly.

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 includes: telecommuting, online training, teleconferencing electronic filing, and virtual interviews, job

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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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