

Green HRM- an initiative for organisational sustainability: A conceptual approach

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Abstract - Green HRM practices aimed at providing green initiatives to improve organisational sustainability in every organisation. The study on “Green HRM - an initiative for organisational sustainability: A conceptual approach is aimed at understanding the concept of Green HRM and the measures taken by various organisations in this regard. The secondary sources of information were used for achieving the results of the study. It is evident from the study that there is a strong movement is going on among organisations in our country and abroad in terms of green initiatives in many ways. Organisations are adopting innovative ideas to take care of environmental issues.

Key words: Green HRM, compensation, environment, performance, training, orientation

I. INTRODUCTION

The go green policies are welcomed and implemented in every sectors of industries to reduce environmental concerns, recently. In HRM, the green policies are established to preserve their resource for future developments of the company along with society too. Companies now become mindful that they shapes up a predominant social integrity and green sense of trustworthiness where corporate social accountability is not just a brand building tool to have, but it has become a pivotal business constituent. The Human Resource strategy must replicate and inspire the motivations of Human Resource team and other employees, aligning with the company strategies, standards and culture, distribute sustainable earnings to stockholders, address customer requirements, recognise and retort to emerging social trends, respond to governmental and firm outlooks and operate the public policy programme.

In the present day context, involving Green in the practices HRM is highly relevant. In the extremely complex and dynamic business environment organizations should incorporate Green HRM for the successful sustainability in the market. Organisations are striving to reach its ultimate mission wherein the adoption of green practices are becoming significant in terms of having highly talented workforce. When we understand as industry specific initiations on Green HRM, Research findings showed that most banks are using various corporate socially responsible practices. E-reporting, e-circular, carbon financing and donation in social activities etc. They are lacking in green HR practices in the banking sector. Finding of this study showed that the green HR practices will have a positive impact on environment sustainability [9].

II. OBJECTIVES OF THE STUDY

The objectives of the study is given as below:

1. To comprehend the concept of Green HRM
2. To understand the Green HRM practices existing in organizations for organisational sustainability

III. METHODOLOGY

The secondary sources of information were used for achieving the results of the study. A systematic review of literature done with the available research articles and other authentic sources such as websites and annual reports of various companies were utilized for the study.

IV. GREEN HRM

The concern for the environment is growing momentum mainly because of the depletion of resources climatic change. In order to emphasis on the importance of preserving natural resources, organisations initiated to involve in Green HRM practices. The Human Resource Department of the organization is responsible for the green Human Resource Management functions [11]. As the success and failure of any organisation is depended on the HRM practices, Green HRM is creating green personnel that recognises, escalates, and undertake green initiative and achieve its green objectives. It comprises the whole HRM functions of recruiting, selecting, and training, compensating, developing, and enhancing the skills and the stock of organisation's human capital. “Green HRM refers to the policies, practices, and systems that brand employees of the organization green for the advantage of the individual, society, natural environment, and the business [18]. As a result of increased concern about global warming and the negative impact on the natural environment, activities in Green initiatives within HRM are expanding [10].

Components of green HRM

Green HR is the practise of HRM policies such a way to endorse sustainable use of resources in business

establishments to make environmentally friendly and stimulate environmental economical sustainability practices to keep healthier environment by increasing workforce and obligations on the issues of sustainability. Green HRM involves undertaking eco-friendly HR initiatives resulting in greater usefulness, lower cost and improved employee commitment and retention in turn employees who convey a sustainability lens to business choices permit for a broader perspective that catalyzes advanced solutions to both common and newly developing weather change related business glitches[12].

The components of Green HRM is depicted in the Figure 1.

The green HRM process begins with employing prospective green employees into the organization followed by green training and development, green performance management and appraisal, environment-friendly employee-employer relationships that focus on employee involvement, green performance based salary and rewards and ends with conducting exit interviews those who leaving the organization voluntarily or involuntarily and using the survey results to improve the employee management systems [4].



Figure 1 Components of Green HRM

A. Green Recruitment & Selection:

Companies are having two options while making the environmental concerned employees; first is focusing on green recruitment and second is providing required awareness towards safeguarding environment by orientation, education and training and development of the present employees [2]. Green recruitment is a system where the focus is given on significance of the environment and making it a key element within the organization. Adding this, the employees are also enthusiastic, and to some extent, passionate about working for an environment friendly “green” company. Hiring candidates with green bend of mind make it easy for firms to place professionals who are aware with sustainable procedures and are already familiar with fundamentals like recycling, conservation, and creating a more logical world. Organisations are taking care to streamline the selection methods in tune with the green initiations of the organisation that whether they are similar or not. Use of up-to-date and sophisticated technology,

organization desires less paper in all stages of recruitment and selection process. It can also be seen Green recruitment as paper free recruitment process with minimal environment bearing [8]. Companies offer job related communication on their websites and resumes are succumbed online, which benefits to considerably decrease waste generated from printing and mailing resumes. Tasks related to Green practices, purposes and rules of the company and information about publicized posts on company’s website helps in the configuration of new employees.

B. Green Orientation/Induction:

The newly recruited employees should be exposed to a situation where they are exposed to green environment such way that they are coming up with green perception about the society after the orientation. The contents of these programs should explain about the green initiatives taken up by the organisation and how effectively they have given results. Training should be given by creative use of projectors, laptops etc. Two methods can be followed by the organisations in the case of green induction. They can be general green induction and job specific green induction. Some companies practice general green induction. These newly placed employees should be given basic information about their job (standards, systems and procedures), provide corporate environmental management policy, system and practices [2].

C. Green training & Development:

Training & Development is the tool by which organisations enhance the skills, knowledge and attitude of employees. Green training and development is aimed at creating awareness about the value of Environment Management and train the employees in practical solutions for conserve energy, reduce waste, and provide opportunity to engage employees in environmental problem-solving. It will create confidence among the employees for involving in green activities. Besides, Training permits the employees to obtain more knowledge and information which ultimately motivates them and inspires them to contribute for the improvement of the environment [3]. More over the training design should be such as way that the inputs planned in the programme should enhance the talents in terms of tools for protecting environment in all the functional areas. It should feature, environment- related aspects such as health, safety, energy efficiency, waste management and reprocessing etc. in green training. Moreover the methodologies adopted to conduct such programmes also should be environmental friendly. There should be maximum utilisation of maximum use of on online courses for true-life and case studies in training programmes rather than on printed handouts.

D. Green performance appraisal

very job can potentially become greener. Understanding the environmental impact of a job,

Green Performance appraisal of a job may be understood as the extent which the employee has engaged in activities and behaviours that resulted in the enhancement in the efforts of Green initiatives of the organisation for a specific period of time. The HR staff should modify the performance appraisal rating system to include dimensions for rating people on the following behavioral and technical competencies: teamwork, collaboration, diversity, innovation, and environmental stewardship. The expected standard from the employees in terms of green performance and activities related to it for each job position should be informed in time, same as in the case of the normal performance management. Thus the organisation can create a connection between employee green performance and the overall green performance of the organisation. The appraisal system of the organisation should be in such a way that the accomplished employees in Green targets, objectives and accountabilities should be recognized. Moreover, the supervisors can seek from employees about green performance standards relating to their jobs and these opinions can be considered at the time of taking decisions on green performance [5].

F. Green Compensation

In order to inculcate the green values in organisations, modern organisations are developing compensation system to encourage green initiatives embarked on their employees. It is understood that the employees will be absorbing a green culture in organisation and that in turn will hasten the efforts of Green movement, if green rewards are and compensation system are bring into line with the process of HRM. The green behaviours will be flourishing evidently and managers can motivate the employees more easily by integrating elements of green management in the compensation program. Employees will be more committed to their green behaviors while introducing green compensation benefits to them. The most important aspect of employee’s motivation to work towards the green goals is Green rewards and compensation [3]. Therefore, the organisation has to bring our effective monetary incentives. ‘A green idea can win award’ extra incentives, vouchers, etc for an employee contributing innovative green idea similar to the concept of Quality Circle. Recognising employees on green contributions would increase the loyalty and commitment among the employees to the organisation and its green initiatives.

GREEN ACTIONS BY DIFFERENT ORGANISATIONS

Organisations are striving to adapt green initiatives to inculcate the culture of green organisational environment. Corporate entities in the world are earmarking capital for

coming up with green ideas as a viable business platform. Table 1 exhibits few green initiatives by various organisations:

Table 1

Green Initiatives by different organisations

Sl No.	Initiatives	Company which implemented
1.	Green Building:	CII-Sohrabji Godrej green business centre in Hyderabad, Suzlon One Earth Pune, Empress Altius Kolkata etc
2.	Paper Less Office:	LG, HCL, HP Xerox India, Canon, Bank of America
3.	Conservation of energy:	McDonald’s, Google, LG, Samsung
4.	Recycling program	Dell, Wipro
5.	Use of renewable energy sources	Wall Mart, Maruti Suzuki, Asian Paints, Hindustan Uni liver
6.	Innovative products to reduce harmful effect to the environment	HCL, Target, TCS, ONGC, MRF
7.	Alternate services to reduce harmful effect to the environment	Indus Ind Bank
8.	Reduction in water usage	Reliance, Dabur

The table explains about the organisational green initiatives which are helping them to sustain as a better business entities. The initiatives are taken up from the building itself to various organisational process such as paperless office, recycling programme, use of renewable energy sources, reduction of water usage, alternate services to reduce harmful effects etc.

V. FINDINGS

Green HRM has emerged as a distinctive functional area where in all the efforts of organisations green activities as initiated. With a specific focus on positive green practices, green management transformation and progress can be achieved by linking of employee attachment and contribution in environmental management programmes to upgraded organizational environmental performance [1]. Green Recruitment is concentrating on the low degree of usage in terms of environment affecting activities. Organizations are designing training sessions for all employee totally to teach right knowledge and skills about greening. Besides green compensation is taking the charge of motivator for every employee to come up with green ideas and initiatives. Business enterprises have set up company-wide environmental performance standards to quantify environmental performance standards and developing green information systems and audits, like Tata Group [11]. Various organisations are coming up with innovative idea to engage with green activities, therefore saving the environment. Green building, paperless office, recycle program etc. are the major initiatives on green activities adopted by major companies.

SUGGESTIONS FOR THE ORGANISATIONS TO IMPLEMENT GREEN INITIATIVES/ACTIVITIES

1. The organisations may include their Green initiatives in the Vision and Mission statement. It can clearly express the organisational goal towards the sustainable environment. This gives the clear indication about where the organisation stands in terms of bringing about green culture in it.
2. Allocate a fund for green initiatives. The green HRM initiatives are as a part of the performance appraisal hence becoming the ingredient of compensation and rewards.
3. A team of employees are to be selected as the torch bearers of the programme. This team will give employees chances to contribute to the development and implementation of Green initiatives. They also will encourage the other employees in green initiatives and actions
4. The efforts on green initiatives should be informed through formal or informal ways. This will motivate the employee to actively participate in 'thinking green' and 'acting green'.
5. Educate the customers and suppliers about the importance and benefits of going green.
6. The job descriptions are modified in such a way to incorporate Green aspects of the organisation and informed during the recruitment process, so that prospective employees who has a drive for green actions will join in the organisation.

VI. CONCLUSION

Green management initiative become an important component in increasing opinions of different business houses around the world. The green HRM is prospering in all the types of industries where in it is becoming substantial for all the stakeholders of HRM, be it the employers, employees, practitioners, or academicians. Many organisations are working as environmentally committed and taking initiatives for making it success. Moreover, the findings largely support our underlying contention that employees are concerned about both equally i.e. the role of employees the green initiatives and the organisation's role in implementing the green [10]. The effects of GHRM practices are multifaceted and require constant monitoring to recognize their potential impact on HRM issues. Employees feels committed to the work as the green initiatives are taking care of their all the expectations by working. The scope for research in Green HRM is very large as it encompasses many more activities to be innovated and implemented. In order to accelerate the efforts, Green initiatives should be national agenda to have sustainable environment for every organisations and the society.

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