

# HR Manager's Role in Implementation of GHRM Policies

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**Abstract:** There have been very limited empirical studies on role of HR manager in implementing Green human resource management (GHRM) policies in the organization. This essentially requires supervising employee's efforts towards GHRM policies through HR manager of any organization. This study focuses on role of HR manager in developing and motivating employees towards achieving green organizational goals through successfully implementing GHRM policies within organization. The paper also demonstrates factors considered important for implementing GHRM policies as well as benefits derived from it. For the purpose, a survey of seventy employees from new private sector banks in Mumbai was conducted. The result of this study shows significant role of HR manager in developing and motivating employees towards organizational green goals through green recruitment, green training and development, green performance appraisal and green reward policies.

**Keywords —** GHRM, green recruitment, green selection, green training and development, green reward, HR manager role

## I. INTRODUCTION

With the growing concern towards tackling issues like melting glaciers, rising sea level, greater carbon emission, disrupted weather pattern and others; organizations are moving towards green strategies to take preventive steps for reducing their carbon footprint. Climate change not only adversely affect environment but also has adverse impact on human health, like: respiratory illness, cardiovascular diseases, and others [7]. Moreover, pressure from government, customers, clients, and other stakeholder's; organization is required to shift their organization's business strategies to green strategies and goals. This requires successfully implementing green organization goals through human resource of the organization [4] [2]. As employees are the one who will either foster or hinder in the successful implementation of GHRM policies within organization. Thus, this can be done through integrating human and resource management with Green Human Resource Management (GHRM). Successfully implementing GHRM policies at organization will help in promoting green behavior by the employee at workplace [8]. Here, role of HR manager becomes crucial in achieving organizational green goals. This can be achieved through developing green employees with the help of green recruitment and selection policies; green training and development, green performance appraisal system, and green rewards system.

## II. LITERATURE REVIEW

GHRM can be defined as the pre requirement for any organization for green management as well as for gaining sustainable advantage. Brio and Junquera (2003) stated that the environmental management within organization is a complex process and only environmentally conscious individuals can contribute in its successful implementation [1].

Here, human resource manager plays important role in successfully implementing GHRM policies within organization through

- Developing green abilities (recruiting and selecting environmentally aware candidates, fostering green training).
- Motivating employees towards green behavior (offering green rewards and establishing green performance appraisal system).
- Fostering opportunity (organizational green culture) where employees demonstrate green behavior.

This requires effectively implementing green HRM policies within the organization with the help of HR manager. Some of the crucial GHRM policies in this regard are [5]:

- Green recruitment – green recruitment related policies involves recruiting and selecting

employees who are searching job in an environmentally responsible company. Green recruitment policies help an organization to enhance its brand as pro-environmental organization and thus have positive influence on the potential employees.

- Green training and development – green training is recognized as the crucial factor for the success of green programs [3]. This helps in developing green skills as well as knowledge towards attainment of green goals. This also helps in increasing organizational green performance.
- Green performance appraisal system – green organizational goals can be achieved through connecting green performance system with the green goals.
- Green reward – this is regarded as one of the most important tool for enhancing the efforts of employees towards organizational green goals [6]. Green reward in form of cash or non-cash form acts as important factor to motivate employee’s behaviour towards green goals.

### III. RESEARCH METHODOLOGY

1. Research objective - the objective of this study is to find the role of HR manager in developing, encouraging (motivating) and fostering opportunity to the employees towards achieving green organizational goals through successfully implementing GHRM policies within organization.

#### 2. Hypothesis

- Null Hypothesis: HR manager does not have significant influence in implementing green recruitment, training, performance appraisal, and reward policies within organization.
- Alternate Hypothesis: HR manager has significant influence in implementing green recruitment, training, performance appraisal, and reward policies within organization.

3. Data collection - A survey questionnaire was distributed and collected from seventy employees of the new private sector banks in India, located at Mumbai. A structured questionnaire having questions in five headings, namely personal details, GHRM need, existing GHRM policies, and benefits of GHRM was administered personally. The responses on the questionnaire were rated on a Likert five point scale, namely strongly agree, agree, neutral, disagree and strongly disagree.

### IV. DATA ANALYSIS AND INTERPRETATION

1. Summary of the seventy respondents from the new private sector bank, located at Mumbai is illustrated in the table below:

Name of Bank	N
ICICI Bank	30
Hdfc Bank	20
Kotak Mahindra Bank	20

Table 1: Respondent’s Bank

2. The response for determining the factors that respondents believe important for implementing GHRM was collected on a Likert-point scale. The summary and analysis of data is illustrated herein:

Statement	Agreed	Proportion	Rank
Adhering to government regulation	45	0.643	7
Adhering to bank’s policies	58	0.829	3
Out or moral responsibility	60	0.857	2
Gaining preference from stakeholders	52	0.743	5
Reduction in wastage and effective utilization of energy	65	0.929	1
Increased financial performance	55	0.786	4
Gaining competitive advantage	50	0.741	6

Table 2: Need for GHRM

On analyzing the data above, it is clear that most of the respondent viewed reducing waste and effective utilization of energy as the main factor for implementing GHRM. The order of other factor as per their importance were individual moral consciousness, adhering to bank policies, gaining preference from stakeholder, gaining competitive advantage and adhering to government regulation.

3. The analysis of responses in respect to benefits derived from the implementation of GHRM policies within organization is illustrated as below:

Benefits from GHRM	Mean Rank
Cost reduction	4.04
Gain Green Reputation	2.76
Optimum utilization of energy	2.98
Reducing carbon footprint	2.71
Increased bottom-line	2.71

Table 3: Benefits derived from GHRM

The analysis of the above data states cost reduction is rank as the first benefit derived from implementation of GHRM, followed by effective utilization of energy, gaining green reputation and reducing carbon footprint and increasing bottom line respectively.

#### 4: Hypothesis Testing

- To test the framed hypothesis, chi-square test was used. The result is as stated below:
- Here, df stands for degree of freedom, and confidence level 95%.

Chi – Square Test	Green Recruitment	Green Training	Green Performance Appraisal	Green Reward
Chi-Square	49.429	43.829	68.857	22.143
df	4	15	5	4
P-value	.000	.000	.000	.000
Decision	Reject H0	Reject H0	Reject H0	Reject H0

From the table 4 above, it is clearly observed that the significance value of green recruitment, training and development, performance appraisal and reward is 0.000 which is lower than the statistical significant value of 0.05, which rejects the null hypothesis. Hence, we can conclude that HR manager has significant influence in implementing green recruitment, training, performance appraisal, and reward policies within organization.

### V. DISCUSSION AND CONCLUSION

The test of the hypothesis clearly validate the fact that HR manager is having significant role in implementing green recruitment, training and development, performance appraisal, reward related policies within the organization. Successful implementation of GHRM policies will help in developing green abilities, motivating employee for green behavior, and fostering environmental opportunity in the following ways:

First, when HR manager recruit and select employees with inclination towards environment, the employee tends to be more motivated as well as engaged as they share common green values and beliefs as of organisation and also remains engaged as they are working in an organization where they wanted to (with green brand).

Further, fostering environmental specific training will help in reduction as well as avoidance of wastage and effective utilization of resources.

Furthermore, engaging green performance criteria in the performance appraisal system, feedbacks, making employees accountable and responsible will help in the creation of green culture within organization.

Green reward in form of cash awards, appreciation, and recognition helps to motivate employees towards green behavior and goals.

Thus, HR manager plays crucial role in implementing GHRM policies and helps organization to achieve their green objectives and goals. In addition to this, effective implementation of GHRM will help organization to reduce cost, gain green reputation, reduce carbon footprint, and increase their triple bottom-line.

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