



## Emergence of Green HRM in Modern Era

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### ABSTRACT

*Revolution means change, now it's time to change our organizational system, Human Resource is the main factor for the growth of any organization, The green human resource management is based on the green movement to protect the environment and save our planet Earth from the future disasters. The green HRM will play a vital role in industry to endorse the environment related issues by adopting it in Management philosophy, HR policies and practices, by training people and by implementation & execution of laws related to environmental protection etc. The topic of environmental sustainability is attracting augmented attention. Green human resources consist to use the employee interface to promote sustainable practices and raise employee awareness and commitments on the topic of sustainability. It involves undertaking environmental friendly HR works resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn help the organizations to lessen employee carbon footprints by the likes of electronic filing, car sharing, job sharing, teleconferencing and virtual interviews, recycling, telecommunicating, online training, energy efficient office spaces etc. Apart from these, Efficiency created by Green HRM can also lower operational costs and can enable the industry professionals to grasp their Corporate Social Responsibility in a better manner. The Green HRM will also help employers, manufacturers in image and brand making and by firmly implementing ISO14000 standards, environmental audit and so changing the organizational culture, and thinking. It will also make employees and society members more attentive about the utilization of natural resources economically and efficiently.*

*So in this paper, I have made an attempt to encourage the importance of Green HRM in polluting industries and to study the latest environmental friendly solutions to keep on Green in the Human Resource Function.*

**KEYWORDS :** Green HRM, Natural Resources, Protective Environment, Environmental friendly solutions.

### INTRODUCTION

Green is the colour of nature that represents growth and living, the colour of hope, symbol of fertility, safety and freshness. Traditionally it also associates with positivity, the green light means go ahead, the green card permit permanent residence now in the organization as a environmental movement. The world is nourished by nature that makes environment very beautiful and healthy which ultimately brings happiness and prosperity, but misuse of natural resources by the man has lead to many major problems like global warming, reduction in ozone layer, reduction in forest cover and melting of ice mountain and glaciers, the impact of industrialisation. In essence now it is the time to go with environment movement, the task will not be complete by single person, we should make the environment eco-friendly starting from our organisation. Organization is a group of people that is structured and managed for the particular purpose such as business or government department. The organization is run by the human resource which is a group of people in managed way and hence forms human resource management. HRM includes employee benefit design, employee recruitment, training and development, performance appraisal and rewarding. In this paper we are discussing about the Green HRM, it is the use of HRM policies to promote the sustainable use of resources within organization and, more generally promotes the cause of environment sustainability. This paper focuses on role that HR processes play in translating green policy into practice. Implementation of environmental policies taking initiatives like paperless office, conservation of energy, introducing solar lights, promoting car sharing, using public transport, recycling and waste disposal. The HR department of the organization should also adopt steps like green recruitment, green performance management, green training and development, green compensation and green employee relation.

### LITERATURE REVIEW

**Yusliza Mohd Yusoff (2015)** Since the concept of Green HRM is still unclear and needs to be developed, the study has done Qualitative-based research to gain deeper insights and understandings in this regard to Developed broad conceptualizations of Green HRM. These broad conceptualizations were then categorized in to a narrow conceptualization by grouping the activities which entail shared

concepts and result in the formation of only five parent conceptualizations - the E-HRM, Work-life Balance (WLB), Corporate Social Responsibility (CSR), Green Policies, and Extra Care Program.

**Gill Mandip (2012)** The focus on improving the operational efficiencies combined with up-gradation of technology have led ITC to be the only company in the world, of its size and diversity, to achieve the milestones of being carbon positive, water positive and achieving almost 100% solid waste recycling. The "Three Leaves" rating awarded by Centre for Science and Environment, Green Tech Environment Excellence award, "Golden Peacock" award and "Solid Waste Recycling Positive", "Excellent Water Efficient Unit" awards to name a few are testimonies to these efforts and achievement. The future of Green HRM appears promising for all the stakeholders of HRM. The employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programmes to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products. Unions and employees can help Employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being. The academicians can contribute by carrying further research in this area revealing additional data that can build a knowledge base on Green Management in general.

**Aravamudha (2012).** Green HRM involves addressing the company carbon footprint by cutting down on usage of papers, reducing unwanted travel. Green HRM is about the holistic application of the concept of sustainability to organization and its workforce. It has been found out in various researches that HR department in many companies are increasingly greening their processes to gain competitive advantage over others.

**Liu, (2010)** Business organizations play a key role in the problems of environmental management since they are part of our society and cannot be isolated from the environment, and in fact, they contribute most of the carbon footprints in the past

**Suhaimi Sudin (2011)**, Research by shows that green management initiatives has become an important factor in forward thing businesses around the world. Researchers argued that employees must be inspired empowered and environmentally aware of greening in order to carryout green management initiatives. The paper focuses on development of a new model of strategic Green HRM which includes relationship between assessments based HR interventions, environmental management system, Green intellectual capital and corporate environmental citizenship.

As per the survey done by **Buck Consultants (2009)**, the Greening of HR Survey examines the Types of environmentally friendly "green" initiatives that companies are utilizing involving their Workforce and human resource practices. The results confirm that companies are incorporating and working towards integrating a number of green practices. While the study's questions and Results are broad, they hint at several areas for HR practitioners to consider in the green space. Over half of the companies surveyed have incorporated environmental management into business operations and have a formal green program in place or plan to implement one in the next twelve months.

According to **Candice Harris and Dr. Helen Tregidga (2008)**, many organizations have quickly to Jump onboard the Sustainability bandwagon, little appears to have been done to consider the role of, and effect on, the HR function and managers. How are HR managers defining and enacting Corporate Sustainability? All participants felt that HR function has a role in fostering environmental practices within an organization due to their role as stewards of value, and as skilled communicators in the organization. Findings indicated the HR managers espouse private moral positions around concern for the environment, however environmental action in their personal lives appears limited.

According to **Justin Victor (2008)**, one half of HR professionals indicated that their organization have a formal or informal environmental responsibility policy. Top Three green practices reported by HR professionals were encouraging employees to work more environment friendly, offering recycling programs and donating / discounting used furniture supplies.

**John R. Rathgeber (2007)** has said in his research that many business leaders are embracing Corporate Sustainability and Green Business practices as a way to improve their operations and enhance their competitiveness.

**Stephen King (2004)** stated that the future of HRM will be built on innovation and creativity, in nutshell innovation and creativity approaches were needed towards quality of life, environmental improvements through the healthy, sustainable, vibrant community theme. In summary it was said that money and support of employees can put HRM on the road to environmental Sustainability.

In summary, green management refers to the management of corporate interaction with, and impact upon, the environment (**Lee and Ball, 2003**), and it has gone beyond regulatory compliance and needs to include conceptual tools such as pollution prevention, product stewardship and corporate social responsibility (**Hart, 2005; Pullman et al., 2009; Siegel, 2009**).

**According to Chad Holliday (2001)**, CEO DuPont says shrinking your environmental footprint is more than just the right thing to do, it also generates tremendous business value. This is the challenge of Sustainable growth and to meet it, the primary motivation for any company should be improved business performance of course, environmental societal benefits will follow.

Application of new technology could improve the environmental decline by developing, for example, the biotech products and by searching for alternative energy to reduce the use of finite natural resources. Therefore, organizations should put more effort into the research on new technology to minimize the impacts of environmental destruction by creating products that are harmless and less pollution to environment (**Liu, 2010; Ozen and Kusku, 2008**).

A lot of researchers, mainly in the area of HRM, bickered that the helpfulness and successful in any organization innovation and strategic

implements are caring on the accessibility and ability of their human resources employed in the strategic manners (**Boselie et al., 2001; Paauwe and Boselie, 2003**).

**Callenbach et al. (1993)** argued that in order to take out green management, employee must be motivated, empowered and environmentally responsive of greening to be successful. To effectively implement green management initiatives and development environmental innovations, corporations require a high level of technical and management skills (**Callenbach et. al., 1993; Renwick et al., 2008**).

## OBJECTIVES

- To identify the various green practices that can be incorporated for building a Green Workplace.
- To identify how corporations today develop human resource policies for promoting environment management initiatives.

## RESEARCH METHODOLOGY

In this study the data was collected from the various research journals, websites and articles to understand the significant work on Green HRM research. Regarding the organization, attention should be paid to important dimension relating to initiative for green movement. A various multivariate technique can appropriately be utilized in the research of green HRM practice. The result is that, much of research particularly in GHRM includes Green recruitment, Green Training and Development, Green performance management & appraisal, Employment Relation. We shall hope that the research should provide guidelines to all interested in research studies, thus a great deal of research tends to be a futile.

## FINDINGS AND SUGGESTIONS

**Green Printing:** Organization should use Green printing for recycling reusing and reducing are done to lower the number of resource used for printing and advertising. This method the use of low-VCO (Volatile Organic Chemical) inks, recycled paper, energy-efficient computers and equipment, remanufactured laser toner cartridges and ink cartridges for printers, attempts to educate the public on green printing.

**Green Manufacturing:** Green manufacturing manufacture green products particularly those used in renewable energy system. Manufacturing industry manufactures product reducing pollution and waste by minimizing natural resource use, recycling and educating what was considered waste, and reducing emissions.

**Green Building:** HR Green building is also known as green construction which refers structure and process in the favour of environment by using resource efficient. According to the US Green building council "BREEAM" concept Building Research Establishment Environment Assessment Method. For building large scale development. Keep in mind effect health productivity of use like efficient using water and other sources. Protecting human health, improving employee productivity, reducing waste, pollution and environment degradation.

A 2009 report by the US General services Administration found 12 sustainably designed buildings cost less to operate and have excellent energy performance. In addition, occupants were more satisfied with the overall building than those in typical commercial buildings. These are eco friendly buildings.

**Green Recruitment:** Organization should use advanced technology for recruitment such as company websites are used by candidate to search job, resumes are invited online which helps to reduce waste created from printing and mailing resumes. This include environmental reporting roles and health and safety task which staff are exposed to harmful substance and matching personal attributes to needed environmental competencies that buying in specialist competencies via new heirs are investing in training. Induction for new recruits is seen to be needed to insure they understand and approach their environmental culture in a serious way.

**Green Performance Management:** Green Performance Management is challenge for the organization to tackle environment performance of manager, but it can be controlled by employees a mechanism by which they can raise any recurring problems, and gain

information and feedback on past and future environmental performance. HRM develop program for waste management, environmental audits, and the reduction of waste, green information systems and green audit programme. Green targets goals and responsibilities should be established for managers accomplishing green result should include in appraisal.

**Green Training and Development:** Introducing training on environmental management, integrating instruction and generation of eco values. Training content should developed skills and competence. Building-up of environment management, use of green teams to train staff to produce green analysis of work space. Training should give in respect of safety, energy efficiency, waste management and recycling. Establish development of green personal skills. Training managers should rely more on online course material and case studies rather than on printed handouts, thus further reducing use of paper. Organization should frame environmental committee with HR representative, environmental professional and other executives.

**Green Employee Relation:** The organization encourages employees to generate revenues and reduce pollution through their 3(P) programmes i.e. Pollution Prevention Pay. Support employees to produce possible solutions to environmental problems that associate with health and safety. Solve the environmental issues at work and have been shift towards collective green agreements in structured and comprehensive way. Through this employee involvement and participation in green suggestions schemes and problem solving circles, employee help-line and also choice of union representative with proper feedback.

## CONCLUSION

This paper has reviewed the literature on environmental management in organization, revolution in making the environment eco-friendly with accepting the green movement, eliminating environmental discrete. From this study we conclude to following aspects as green printing reduce lot of paper work and harmful printing chemical, green manufacturing control reducing industrial pollution, green building will costless and with excellent energy performance. Now the HR Environmental executive of the organization has to include implementation of environmental policies, campaigns turns of PC's TV's lights use renewable energy, introducing solar lights, promoting car sharing, public transport, pay and reward system, performance related pay.

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