



An Innovative Approach of Green Human Resource Management: Practices in the Organization

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ABSTRACT

Today, the management scholars adopt various techniques of green polices for the environmental protection. In the corporate world also going global is very important because it helps in exploring green polices of management in business as well as in environment. It is important for managers, employees, stakeholders and other customers. However there are very few research studies that believe the task of human resources management structure in organization to achieve ecological sustainability. There is thus a rising requirement for environmental management in human resource management (HRM- Green HRM). Within human resources management, Green initiatives programmers are a part of corporate social responsibility (CRM). (Mello L et al, 2016) Green HRM is a manifesto which helps to create green workforce that can understand and appreciate green culture in an organization. Green HRM involves two necessary elements like- environmentally friendly (ECO Friendly) HR practices and the preservation of knowledge capital (Mandip, G. 2012). In the company green scores increased by 4% in 2016 as compared to previous year 2015. This paper deal with Green HRM and Green HRM practices and also include corporate social responsibility of company.

KEYWORDS : Green HRM, Green Management and HRM Green Practices

INTRODUCTION

Now a days, it is observed that the business communities adopt environment management system which in turn is a tool to provide competitive advantages and helps in controlling the firm's environmental impacts. Green HRM practices retain good employees in organization by reducing replacement cost (Shikha Y, 2017). Now companies realize and build up social consciences for Green HRM practices and corporate social responsibility. The HRM functions develop environmental sustainability within the organization through the Green HRM practices and policies with sustainability goals reflecting 'Eco- focuses'. Green HRM includes all related HRM practices like- selection and recruitment, training and development, compensation and rewards, performance appraisal and employment relations etc (Dechant, K., & Altman, B 1994). Green HRM practices are capable to attract and hold good employee in the organization and also helps in promoting and reducing the replacement cost. Strategic Green HRM practices and polices support sustainable use of wealth in the organization and develops employee confidence and satisfaction.

LITERATURE REVIEW

Deepika & Karpangam (2016); in their study "A Study on Green HRM Practices in an Organization", found that Green human resources effort have resulted in increased efficiencies, employee preservation and enhanced productivity and also other physical benefit.

Mandip (2012); research in their study "Green HRM: People Management Commitment to Environmental Sustainability" found that, despite its importance to employee, employer, shareholder and customer there are few studies that consider the role of HRM in organization to achieve environmental sustainability. Green HR engages two vital ingredients: environmentally friendly HR practices and preservation of information capital.

Cherian & Jacob (2012); in their study "A Study of Green HR Practices and its Effective Implementation in the Organization: A Review" investigated that significance of Green HRM practices is to encourage employee confidence and to reimburse both business and employee. Green HRM principle includes improvement and retention of employee, improving public image, attracting better employee, improving productivity & sustainability, competitiveness and overall performance and also reducing environmental impact of the company

Arzbhutto & Auranzeb (2016); "Effect of Green Human Resources Management on Firm Performance: An Empirical Study on Pakistani Firms", investigate the impact of Green HRM like green recruitment, green training, and development and green learning on firm

performance in Pakistan . SPSS multiple Regression analysis is applied to test the consequence of Green HRM variables and results indicate that all variables extensively affect the performance of firm. Organization focused on the waste management, recycling and using green products and ready to 'GO Green' and adopting practices of Green HRM. The needs of Green HRM practices are necessary for constant monitoring and recognizing the impact on HRM issues. So HR department and top management extend Green HRM policies and other function.

Liu (2010); "The Environmental Responsibility of Multinational Corporation" according to the author, application of new technology could progress the environmental decline by developing for example- the biotech product and by searching for alternative energy to reduce the use of finite natural resources. However, the organization should put more effort into the research in new technology to minimize the impact of environmental destruction by creating products that are less harmful and less polluted for the environment.

OBJECTIVE OF RESEARCH

- To study the concept of Green HRM and Green Management in the organization.
- To study the practices and strategies implementation of Green HRM in the organization.

METHODOLOGY

The study is based upon the secondary data. Extant literature related to the Green HRM and Green HRM practices are available from websites and other available sources that are collected from different books, journals, research papers, and other media. This study represented the Green HRM practices and strategies implementation in the organization.

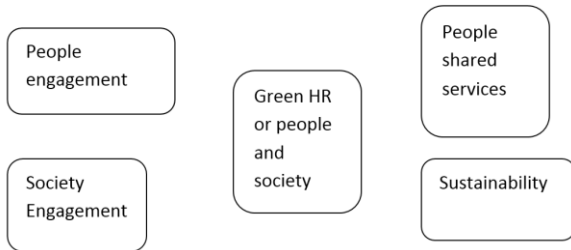
RESULTS AND DISCUSSION

This section presents the different literature review and articles finding the Green HRM practices in organization and also the strategic implementation of Green HRM in the organization in the following categories:

Green HRM

Green HRM is a new scheme in human resource management and HRM literatures. The word of Green HRM 'is mainly used in corporate environmental program and also regular use in public management policies and practices. Green HRM involves environment friendly HR initiatives which in turn lower cost and help in better employment engagement and retention. Green HRM also helps organization to reduce employee carbon footprints by the following ways like electronic filing, car sharing, job sharing,

teleconferencing and virtual interviews online training, recycling etc. Green HRM use human resources management policies to support the sustainable use of available resources within business and mostly these resources are environment sustainable. Green HRM helps in implementation of green human resources policies like as-planning, selection, recruitment, training & development, compensation etc. In this green World, the green HR or people management function has sustainability and its people management and talent management engage with the people and customers, communities and contractors all turn into equal employees along with shareholders (Mandip, 2012) following figure:



Sources: (Mandip, 2012)

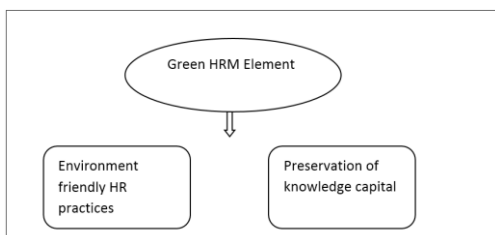
Green Management

A green organization is distinct as a place of work that is well planned, environment relevant, and socially accountable. In the green management they have highlighted the balance between organizational developments for prosperity and protecting the natural environment so that the future generation may succeed (Daily, B.F et. al, 2001). To implement any corporate environmental plan, numerous plan of company like as- finance, operations, supply chain management, human resources marketing are merged together. However, chief element of the human resources department is corporate social responsibility (CSR), so Green HRM is the extensive agenda of corporate social responsibility.



Green HRM mainly involves two elements like- Environment friendly HR practices and Preservation of knowledge capital (Opatha & Anton Arulrajah, 20014). In the Green HRM employee focused on achieving the organizational goal and solve the environmental related problems. However, the organization has set up the duties and responsibility that integrated the environmental activities

The Green HRM divides its element into two parts which are as follows:



Sources: (Opatha & Anton Arulrajah, 20014)

Green HRM practice

Green Job Design and Analysis

In the Green HRM, Job Description can be used to correlate with the

environmental protection task, duties and responsibilities. Now a days, mostly companies included the environmental and community task, duties and responsibilities in every job to keep the environment protected. Job specification also include environmental, personal, social and technical requirements in every job in the organization as far as feasible, like as duties related with the environmental protection and also allocate the role and safety tasks according to the health of the employees. Today most of the companies have designed their organization job structure according to environmental management. It is truly precious initiative and practice to protect the environment for the viewpoint of HRM.

Green Recruitment

Green recruitment means recruitment process in the organization is paperless with minimum environmental impact. It is a system where major focus is given on the importance of environment and making it a chief component within the organization. (Holtom BC, et al, 2008). Today companies focused on various websites for hiring employee which reduce the CV/Resume printing and courier cost and leads to less usage of paper (Shika, 2017). Companies select the CV/Resume whenever needed of appropriate applicant and download them and print them (Bassam K & Rahman, 2016). Therefore sustainable development matter must be included into the recruitment process as green recruitment process help in attracting and retaining competent employee in the organization.

Green Selection

In the selection framework, some companies takes into account candidate's environmental concern, and while making selection for the job in the companies, environmental related questions are asked at the time of selection process. These are the excellent Green selection practices for any organization and for the selection of environmental friendly people, and it is best selection criteria.

Green Orientation

Mostly companies use projectors and laptops in the organization and also provide these facilities to the employee at the time of training. It is also important for employee to understand their responsibility towards the environment. Organization with the help of employee support can achieve environmental sustainability. Orientation program related to Green HRM would be very cooperative in that phase.

Green Training and Development

The green training and development is a practice that focuses on development of employee's knowledge, skills and attitude. The green training and development educate employees about environmental training and development and also educate employees about energy awareness in the organization and reduce wastage, and solve environmental problem in the organization (Zoogahs, 2011). Training is a key instrument for the employees for controlling wastage (in terms of both prevention and reduction) in the organization. So it important for organization to instruct good training to employees and guide them and also update them about the Green practices, policies and procedure.

Green Performance Appraisal

When the appraisal of the employee comes into account in the organization it is important to think about Green Targets, purpose, Green initiatives and responsibility taken by employees and conclusion of green results. However, performance appraisal method should also include Green target one of the key presentation area of employee.

Green Compensation and Reward System

Compensation and reward is the major Green HRM practices through which employees are rewarded for their performance. Variable pay system added in compensation system by link it by eco performance. Compensation packages are something related to acquiring designed green skill and they are having long term impact

among the companies.

Green Employee Relation

In the organization, the employee relation is the important aspect of HRM which is concerned with establishing good employer and employee relationship. Through this Green HRM practices, the motivation and confidence of the employees will increase and it improve productivity of employees. The Green HRM encourages employees to produce potential solution to the ecological problems through behaviors of supervisors towards employees in employees' engagement (Ramus, 2001).

CONCLUSION

Based on this review, found that the significance of Green HRM practices is essential for encouragement of employee confidence and Green HRM benefit both the company and the employee. In the organization number of Green HRM initiatives are available and it is necessary to implement them and communicate them to the employee. Green HRM practices include various HRM function like as- recruitment, selection, training and development, performance appraisal, compensation and reward and employee relation etc. Apart from this, the study also specify that, employee participation and concerned would play a important role in promoting Green HRM, civilizing organizational ecological performance by focusing on waste management, recycling, continuing, safety standards, implementing learning and training modules and promoting environment friendly culture.

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