



A THEORETICAL STUDY ON GREEN HRM PRACTICES

Amutha.V

Asst.Professor, Department of Management, Jeppiaar Institute Of Technology, Chennai-631604

ABSTRACT

Green HRM practices to encourage the optimal use of available natural resources within business organizations and, more generally, promotes the cause of environmental sustainability. Green HR involves two essential elements: 1. Environmentally-friendly HR practices 2. The preservation of knowledge capital. In recent times most of the organization follows green HRM practices in India for better productivity with sustainable environment development. It's become necessary to explore the green HRM practices in the business as well as in an environment. The objective of this paper to focus on different green HRM processes and practices adopted by the organization. Finally, the paper suggests few implications of Green HRM practices for an organization.

KEYWORDS : Green HRM, Green HRM practices, Organization, sustainability

INTRODUCTION

Environmental Sustainability: Sustainability is often defined as the "ability to meet the needs of the present without compromising the ability of future generations to meet their needs. Green HRM is the use of HRM policies, philosophies, and practices to promote sustainable use of resources and prevent harm arising from environmental concerns within business organization. The purpose of going green is to use products and methods that would not negatively impact the environment through pollution or depleting natural resources. The business environment is transforming itself from a traditional financial perspective to a competency based, strategic perspective. Green Practises have already been popular in environmental and social aspects of present corporate world. Corporate green HR focuses on high level of technical and managerial competencies for employees as the firms wants to develop innovative environmental initiatives and functions that have tremendous managerial implications. In general, green HR particularly deals with the HR activities with are environment friendly and promote the sustainability of resources that an organization.

HR function will become the driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals reflecting an eco- focus. HR Strategy must align reflect and inspire the ambitions of the HR team and other employees and aligning with,

- Organization Strategy
- Values and culture
- Address customer needs
- Meeting the emerging social trends
- Respond to Governmental rules
- Deliver Sustainable returns to investors

NEED FOR GREEN HRM

Today the need for green human resource management is important for all over the world. The ecological imbalance is rising day by day because of human activities. If the use of natural resources is reduced by using alternative sources, it will have positive outcomes such as keeping the environmental footprint small, reducing waste and re-using materials as much as possible (Dallas, 2008). In addition, it will result in using scarce natural resources efficiently and effectively, while keeping the environment free from detrimental products. One such solution to this problem is adapting various Green HRM practises. The corporate world is the most significant in enhancing the environment issues and the corporate has to give solution to this hazards.

The advantages of undertaking green HR initiatives resulting in greater efficiency and lower cost and better employee engagement and retention.

GREEN PRACTICES

Renwick, Redman, and Maguire's (2008) introduce a comprehensive compartmentalization of Green HRM practices that can be clearly understood, starting at the point of an employee's organizational entry and proceed until the point of the employee's exit. To be ecological, economical and practical at the same time is possible through by adopting Green Practices. Here are some environmentally-friendly solutions to stay Green.

- Green Printing
- Green Manufacturing and Disposal of Staff ID card
- Teleconferencing and virtual interviews
- Recycling
- Telecommuting
- Online Training
- Energy efficient office spaces
- Green Payroll
- Company Transport
- e-filing
- Reduce employee carbon footprints by the likes of electronic filing, Green HR involves reducing carbon footprint via less printing of paper, video conferencing and interviews etc.

Human resource department plays very crucial role in translating green policy into practice (Renwick, 2008) and the creation of sustainable culture within the company (Harmon et al., 2010), therefore such green practices help in fulfilment of green objectives throughout the HRM process from recruitment to exist. In this part of the paper, we briefly describe the green HRM process i.e. Green recruitment, performance management and appraisal, training and development, employee relation, pay and reward and employee exit.

Figure 1: Different Green HRM Practices

GREEN RECRUITMENT

Green recruitment is process of recruiting new talent who are aware of sustainable process, environmental system and familiar with words of conservation and sustainable environment. Green recruitment make it sure that new talent are familiar with the green practices and environmental system that will support the effective environmental management within the organization (Wehrmeyer, 1996) because In the race of attracting most creative and innovative employees, companies increase their recruiting potential, hiring quality staff is the very crucial challenge in the war of talent (Renwick et al., 2013) and even companies are also know the fact that being an employer is an effective way to attract new talent (Phillips, 2007: Stringer, 2009). There are number of companies who adopted green recruitment process, Google is a very good example of a company who adopted green recruitment few other companies are Timberland, and yes. Green Recruitment has not any particular

definition, but somehow it means recruitment without the use of paper that minimizes the environmental impact. To complete the paper free recruitment process digital method like online application form, online interviews or telephonic interviews are conducted to decrease the waste of paper, fuel consumption related to interview travel. This practices diminishing the rate of environmental degradation. Recruitment practices can help to improve environmental management systems by ensuring that environmental culture and values are very well clear to the new recruits. Surveys show that job applicants are very conscious about the organization's environmental management practices and their decision for employment depends on it (Wehrmeyer, 1996 and Stringer, 2009).

GREEN PERFORMANCE MANAGEMENT

Performance management is an ongoing process of communication between supervisor and an employee that occur throughout the year, in support of accomplishing the strategic objectives of the organization. Green performance management includes the issues related to policies of the organization and environmental responsibilities. Integration of environmental management into performance management system improve the quality and value of environmental performances (e.g. Jackson et al., 2012; Renwick et al., 2013). It act as safeguard to protect environmental management against any damage (Epstein and Roy, 1997). Green performance management plays very important role in the effectiveness of green management work over passage of time because they guide employee performance to the environmental performances need by the organization (Jabbour and Santos, 2008). Mandip (2012) identified in their study that effective way of successful implementation of Green performance management is the linkage between performance management and green job description.

GREEN TRAINING AND DEVELOPMENT

To sustain in the race market it is very necessary to each and every organization to change themselves with the change in the scenario and it is more important for every organization to resist that change and that resistance to change will be done by training and development. Training and development is a practice that directing a great deal of attention on development of employee skills and knowledge that relate to specific useful competencies, environmental training also prevent decline of environmental management skill, knowledge and attitudes (Zoogah 2011). Green training and development train employee working methods that reduces waste, proper utilization of resources, conservation of energy and reduces the causes of environmental degradation, it provide opportunity to engage employees in environmental problem solving (Zoogah 2011). Perron et al., (2006) has done study by taking multiple case study approach and it identified the role of Green training and development train in promoting business value. Similarly Daily et al., (2007) was conducted survey among 437 employees and the result of the survey shows that the formation of effective green management system was directly dependent on environmental training.

GREEN COMPENSATION AND REWARD

Compensation and reward are the major elements of HRM process, this element is the most important for maintaining employee interest to that of the organization. The reward polices are focused on attracting, retaining and motivating the employee which lead to the achievement of organizational goal (Teixeira et al., 2013) and improve the organizational commitment (Daily and Hang, 2001). Taylor et al., (1992) has done study in which he takes 16 companies from 5 different countries and examined that the companies offer green rewards to their employees for their performance were more inclined to follow the green practices. Similarly study by Forman and Jorgensen (2001) identified that the employee commitment were increased toward the environment management program when they were offered compensation to take environmental responsibilities. Dow chemical is a very good example of reward and

compensation; employees were motivated and given rewards when they came up with innovative waste reduction idea. Green Compensation and reward can be given in many forms such as 1. Tailor packages to reward green skills acquisition². Use of monetary-based EM rewards (bonuses, cash, premiums)³. Use of non-monetary based EM rewards (sabbaticals, leave, gifts)

CONCLUSIONS

The human resource plays a vital role in managing the employees. The modern human resource managers focus more on incorporating green human resource philosophy along with human resource policies. Green HRM implementations have resulted in increased efficiencies, cost reduction, employee retention and improved productivity and also other tangible benefits. The green HRM has scope for research in management field and bridge gap between professional green human resource management and research in environmental management. These are the social implication can obtained by an organization which follows green HRM practices (i) Improved Employee retention (ii) Better brand Image (iii) Increased efficiency and productivity (iv) Effective utilization of available natural resources.

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