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7. A STUDY ON GREEN HRM PRACTICES IN AN ORGANIZATION

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ABSTRACT

Now a day, the go green policies are adopting in various environment management techniques. In India, the corporate world is going global; it's become essential to explore green practices in the business as well as in an environment. This study focuses on various green HRM practices followed in the organization. The paper largely focuses on the various green HRM practices and the relationship between corporate social responsibility and the green human resource management. And the study extended giving suggestions to the human resource department about initiatives to make the organization green and utilization from those values.

KEYWORDS: Green HRM, Environmental Sustainability, organization, green HRM practices

INTRODUCTION

Ecological imbalances and biodiversity issues are increasing day by day. Many scientists and researchers are discussing national issues like carbon credits, global warming and climate changes resulting into natural calamities and disasters in national and international conferences. Excess utilization of natural resources as raw materials by factories, industries and other commercial organizations has led to increase in environmental pollution and there is also huge pressure on these resources of our Earth to fulfill requirements of coming generations. In the light of these issues, companies are becoming aware of their responsibility towards the society from where they get resources. The technical term for this is Corporate Social Responsibility. CSR in organizations is practiced by the HR department. One of the various methods to practice CSR in organization that is increasingly coming into focus is Environment Management / Green Management. The integration of green practices with HR policies for contributing in development of a culture of sustainability is called Green HRM. Further explained are some concepts of Green HRM.

OBJECTIVES OF THE STUDY

1. To know the concept of green HRM.
2. To understand that how Green HR policies and practices can improve the environmental

performance of organizations.

3. To identify the green HRM practices for sustainable growth in the organization.

RESEARCH METHODOLOGY

In order to get Endeavour an emerging concept named Green HRM, a systematic literature has been done for the same. The data is collected from various research articles, whitepapers, magazines, project works & internet.

WHY GO GREEN

Nowadays, concern for environment has become the strategic issue that can compress the competition globally and hence going green is a means of attaining competitive advantage. The two main driving forces behind adoption of green concept in companies are saving resources/energy for sustainability and to fulfill the regulations laid by government. Going green involves adopting various changes in daily operations at every level in the organization leads to cost effectiveness and achieve competitive differentiation. The company with green image will be definitely paid through high returns as well as lower costs. Thus adopting green policy in organization is a strategic way of attaining competitive advantage as well as sustainability.

GREEN HUMAN RESOURCE MANAGEMENT (GHRM)

Green HRM involves undertaking environment friendly HR initiatives resulting in greater effectiveness, lower cost and better employee engagement and retention in turn. The green human resource management comprises of many functions in the human resource department of an organization. It helps to reduction of paper usage and the implementation of green human resource policies such as planning, recruiting, selecting, managing employees and the employee relations. It makes the environment green in the workplace. All the activities involved in the green human resource management enhance the value of the employees and the company.

NEED FOR GREEN HRM

Today the need for green human resource management is important for all over the world. The ecological consciousness of each

human drives the living style and environment. The general employees are interested in green human resource management because of its important and need in the current workplace. Our personal and professional lifestyle is affected due to many consequences. The corporate world is the most significant in enhancing the environment issues and the corporate has to give solution to this hazards.

GREEN HRM IS A PART OF CSR ACTIVITY

To implement any corporate environmental program, several units of an organization such as human resource, marketing, finance, operations are put together. But the major part lies to the human resource department as corporate social responsibility (CSR). Though the green HRM is the wider program of corporate social responsibility. In the organization, human resource and their systems are the basic foundation of any business. The green human resource management consists of two major parts of an organization.



Fig 1: Green HRM

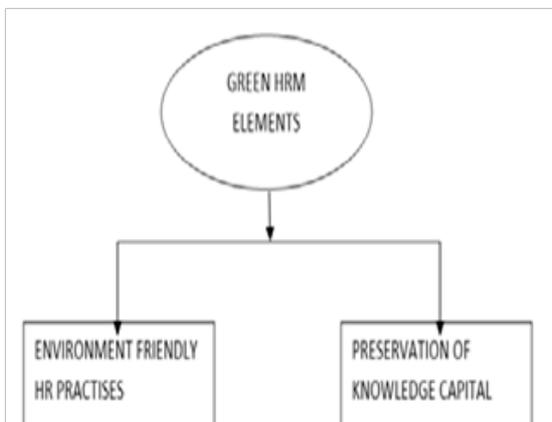


Fig 2: Green Human Resource Management Elements

The environment friendly human resource practices and preservation of knowledge capital is considered as green human resource management elements. Opatha, 2013; Opatha and Anton Arulrajah, 2014. Defines green HRM as transforming the usual employees to green employees to achieve the environmental organizational goal and as to solve the environmental issues. The green human resource management involves all the activities in the organization such as on-going maintenance that makes the employee green. Wehrmeyer 1996, Renwick et al, 2008 and 2013. States that the companies have introduced duties and responsibilities that incorporated environmental and social activities. Each employee will allot some duties relating to ecological protection wherever and whenever achievable.

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.

1. Green Printing
2. Green Manufacturing and Disposal of Staff ID card
3. Job sharing (sharing a full-time job between two employees)
4. Teleconferencing and virtual interviews
5. Recycling
6. Telecommuting
7. Online Training
8. Reduce employee carbon footprints by the likes of electronic filling, Green HR involves reducing carbon footprint via less printing of paper, video conferencing and interviews etc.
9. Energy efficient office spaces
10. Green Payroll
11. Car Pooling
12. Public Transport
13. Company Transport
14. Flexi-Work
15. e-filing

COMPONENTS OF GREEN HRM

- Green recruitment
- Green Selection
- Green orientation
- Green Training
- Green performance

- Green compensation and reward
- Green counselling
- Green welfare

GREEN RECRUITMENT

Now organisations are giving their advertisement through their web-site. This method is very fast ,cheap and easy to assess. Bauer & Aiman- Smith (1996) identified the impact of proenvironmental factor recruitment that employees are encouraged to work in a firm which promote green practices. Frank (2003) identified the relationship between perception of employee and ethics of company and found that employees are interested to work in eco-friendly Company.

GREEN SELECTION

Interviews are conducted by group discussion, personal interview, and different activities and in online test. Candidates could be given preferences who are more environment friendly for a organisation.

GREEN ORIENTATION

Induction and orientation programmes are framed in such a way that facilitates the new comers about green practices. Green issues like health and safety, use of material and cleanness of area in work place etc.

GREEN TRAINING

Training should be given on increase of green management. Trainer should give their training on presentation or by video conferencing. Trainer should use more soft materials rather than printed handouts to reduce the use of paper. Sarkaris (2010) suggested that employees presented better training on environmental training programme. Daily (2007) suggested Green training will help the employees to identify the challenges of green HR principles.

GREEN PERFORMANCE APPRAISAL

In performance appraisal use of green practice should be one of the key performances Area (KPA). Green performance appraisal motivates employees for use of green practices in organisation. Jabbar (2012) studied that human dimensions impacts the organisational performance as well as environmental management system or organisation.

GREEN COMPENSATION AND REWARD

Compensation and reward system should be directly linked to use of green skills. Special bonuses given to employees for their effort of less carbon foot print. Forman and Jorgensen (2001) suggested rewards help to improve employee commitment to environment management programmes.

GREEN COUNSELLING

Top level managers and counsellors can

take initiative to motivate employees for implementation green practices and business sustainability.

GREEN WELFARE PRACTICES

Now a day's many organisations changed the concept of health, safety and welfare of employees to health, safety and environmental management. These companies have continuously giving their effort to reduce stress occupational disease and hazards at work place.

ADVANTAGES OR BENEFITS OF GREEN HRM

Green HRM has its prime importance in the achievement of broader objectives such as cost saving, corporate social responsibility, talent acquisition and management and gaining advantage over the competition. It further has the following benefits:

- It increases employee morale.
- It helps in employee retention and reduces labor turnover.
- It provides lucrative opportunities for quality human talent.
- It helps in building company image to attract good human resource.
- Improves brand image of the company in the market.
- It can also be used as a marketing strategy.
- It improves the quality of the overall organization both internal and external.
- It improves relationship of the company with its stakeholders- customers, suppliers, vendors, shareholders, government agencies, employees and the media.
- It reduces the overall cost of the company as costs are largely influenced by the size of the company and steps taken to make it environment friendly.
- It provides competitive advantage to the company in industry as well as the market.
- With increasing global issues, many organizations are becoming vigilant of their activities and their impact over the environment.

→ Green management practices are also beneficial to the companies as it helps to save money and reduces ill-effects on the environment, hence avoiding much government interventions.

→ It stimulates innovation facilitating growth, improvement in quality and enhancement of procedures and methods.

→ It helps in efficient use of resources and manages risks more effectually.

→ It develops green learning environment in the organization.

CHALLENGES OR LIMITATIONS TO GREEN HRM

Apart from the above mentioned advantages or benefits, green HRM faces certain challenges. The challenges or limitations of Green HRM are as follows.

→ It is difficult to alter the behavior of employees in a short span of time.

→ Not every employee is equally motivated to participate in the promotion of Green HRM practices in the organization.

→ Developing the culture of Green HRM in entire organization is a cumbersome and lingering process.

→ It requires high investment at initial stage and comparatively slow rate of return.

→ Sourcing and recruitment of green employees with quality talents is a challenging task.

→ It is difficult to measure the effectiveness of green HR practices in employees' behavior.

→ HR professionals are faced with being expected to provide the essential green structures, green processes, green tools, and green thinking to make the best selection and develop the future green leaders of the organization.

CONCLUSION

Green HRM practices enable productive use of organization's space and infrastructure. It improves management and employees and employee-employee relationships by sharing of resources and responsibility to manage and develop green practices to inculcate courtesy of sustainability. It helps in minimizing

environmental pollution by encouraging practices like car-pooling, video conferencing, e-recruitments, use of CFC-free air fresheners, recycling, online training programs, etc. Green HRM is not only a part of HRM but it provides a new dimension

to entire organization. Green HR efforts have most importantly focused on increasing KSA, cut down and knock out environmental havoc and restoring HR product tools and procedures. Environment friendly HR processes give better efficiency, minimize costs and manage to develop and nurture a culture of engaged employee helping organization to operate in a sustainable manner. To conclude, Green HRM is the need of the hour, requirement of this century to outlast in the contemporary biz world by having an edge over the competitors, developing distinct green image in the market, conforming corporate social responsibility and accomplishing the motives of being an entrepreneur by generation of employment opportunities for talented eco-friendly manpower.

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