

# Green HRM: Practices and Strategic Implementation in the Organizations

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**Abstract**— Green HRM is the emerging topic in current scenario. There is increasing require for strategic Green HRM the combination of environmental management into HRM. Organizations Human Resource function can be important in helping a broad approach for making a culture of sustainability. The strategy engage applying changes to the different functions of HR like recruitment, induction, training and development, conducting performance appraisal, and also determining employee compensation. Green HRM scheme within HR form a wider form of corporate social responsibility. The Green Human Resource Management will participate an important role in organizations to help the environment related problems by assuming it, in management philosophy, HR policies and practices, training people and implementation of laws related to Environment safety. In this paper an attempt has been made to promote the importance Green HR involves two essential elements environment friendly HR practices and preservation of Knowledge capital. Green HRM means using every employee interface in such a manner in order to promote and maintain sustainable business practices as well as creating awareness, which in turn, helps organizations to operate in an environmentally sustainable fashion. Hence, Green HRM encompasses two major elements: environmental-friendly HR practices and the preservation of the knowledge capital. Present study, focus on Green HRM as a strategic initiative by the corporate to promote sustainable business practices.

**Keywords-** *Green HRM, Sustainability, Human Resource Management*

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## 1. INTRODUCTION

Human resource department of an organization is supposed to have a means to play an important role in the design of their organization's sustainability culture. Many authors, particularly in the area of HRM, battled that the helpfulness and successful in any management innovation and strategic tools are depending on the quality and facility of their human resources. Green HRM refers to using every employee to support sustainable apply and increase employee responsiveness and commitments on the problems of sustainability. Green HRM has obtained different meaning for different people, Ashok Ramachandran, Director HR Vodafone Essar Ltd defines green HR as using every employee touch point to espouse sustainable practices and raise employee level of awareness, Anjana Nath Regional Head HR, Fortis healthcare ltd defines Green HR as environment- friendly HR initiatives leading to better efficiencies, lesser cost and heightened employee engagement levels. It involves undertaking environment friendly initiatives resulting in greater efficiency, lower costs, and better employee engagement and retention which in turn help organization to reduce carbon footprints by the means of "Electronic filling, Car sharing, Job sharing, Teleconferencing, Online training, Flexible working hours and Telecommuting".

### 1.1 What Green HRM?

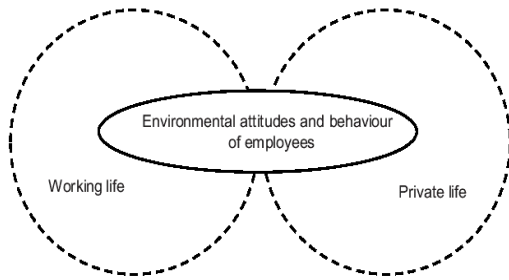
Green HRM is the use of HRM policies to support the sustainable use of resources within organizations and, more usually helps the reasons of environment sustainability. The

term 'Green HRM' is most regularly used to refer to the concern of people management policies and practices towards the broader corporate environmental schedule. Typical green activities contain video recruiting, or the use of online and video interviews, to minimize travel requirements. Green rewards can embrace the use of workplace and lifestyle benefits, ranging from carbon credit compensates to free bicycles, to keep people in the green program, as continuing to identify their involvement. Whereas many employees often feel it is not their responsibility to support the environment while they are at work, the new workforces of millennial are highlighting environmental realization as they prefer their employers. There is also a broader opportunity to connect the workforce given that more and more people search for significance and self-actualization in their jobs. Other simple green events embrace minimizing the amount of printed materials used in performance management, salary evaluations and so on. Although there is absolutely a important amount of 'green washing' happening in reducing waste, there are many opportunities here too. However, HR is never going away to have a really important impact on a business through the improvement of HR processes singlehanded so the superior opportunity is to include to the green program of the business as a whole.

### 1.2 Sustainability:

Sustainability is defined as chance for businesses to present long lasting solutions that will help increase the socio-economic background whereas ongoing to generate jobs and economic wealth well into the future. Green business practices

were defined as those that concentrated on environmental stewardship and social responsibility. The term Sustainability, Sustainability development, corporate sustainability and corporate social Responsibility are often exchangeable.



**Fig. 1: environmental attitudes and behaviour as composition of experiences gained in working life and private life, Sources: Viola Muster and Ulf Schrader (2011).**

The term Sustainability can be defined “as the development that meets the present without compromising the ability of future generations to meet their own needs”. Definition given by WCED p.g no 49. It defined three components for sustainability development person behaviour environmental protection, economic growth and social equity. Sustainable development is really mostly identified by referring to this establishment of a balance between Profit, Planet and People. A Sustainable organization can be defined as an undertaking that all together gives economic, social, and environmental benefits- known as the “Triple bottom line”. Sustainability is seen by many as increasingly necessary to making shareholder value, as investors and employees look to organizations to be good corporate people.

**1.3 HR and Sustainability:**

Organizations are increasingly apprehensive with sustainability and corporate social responsibility. The HR function is exceptionally placed to assist in both developing and implementing sustainability strategy. The HR function can provide as a co-worker in formative what is needed or what is achievable in creating corporate values and sustainability strategy. The Human resource department of organizations has the ability to play an important role in the design of their organization’s sustainability culture (Harmon, Fairfield and Wirtenberg 2010). HR will have to study to manage the whole scope of problems ranging from employee wellness, healthy, and safety workplace multiplicity. The HR staff is expected to be the only department that is efficiently skilled to modify the attitudes and behaviours of the management, managers, and employees by modifying their many Human Resource systems. In many organizations the HR department is the “Custodian of the culture”. Configuring HR Practices to the principles of sustainability need not essentially mean changing the HR function. It means that HR People will have

observation all HR decisions through the prism of shareholders perspective. Organizations are catching themselves on to the green practices in their intensity to sand up their image, ratchet up employee morale and significantly score their costs. Green human resources refer to using all employee touch point/interface to support sustainable practices and improve employee responsiveness and commitments on the problems of sustainability.

It engages enterprising environment-friendly HR schemes consequential in greater efficiencies, better employee engagement and lower costs and retention which in revolve, help organizations to job-sharing, carsharing, teleconferencing and virtual interviews, telecommuting, online training, recycling, reduce employee carbon footprints by the likes of electronic filing, energy-efficient office spaces etc. In this green world the green HR or people management function has sustainability at its center as part of its people management and talent management spotlight and organizations connect with the society by supporting their programs with it. Communities, customers and contractors all grow to be equal stakeholders along with employees and shareholders.

**1.4 Green Management:**

A Green organization is defined as a workplace that is environmentally receptive, resource well-organized and socially responsible. In the environmental writing, the impression of green management for sustainable development has different definitions; all of which normally, look for to clarify the require for balance between organizational growth for wealth design and protection the natural environment so that the future making may succeed (Daily and Huang, 2001). In the past, economic performance of the organization was estimated to undertaking corporate success by organizations and its shareholders, but now it is no longer suitable; profitable and financial outcomes need to be attended by minimization of environmental footprints and improved awareness to social and environmental phases.



**Fig. 2 Significance of Green HRM**

Therefore, the new strategic problem, corporate ecology or green management appeared in 1990s and became a accepted

slogan globally in 2000s (Lee, 2009). Green management is defined as the method whereby organizations manage the environment by developing environmental management strategies (Lee, 2009). This conception becomes a strategic principal concern for businesses, mainly multinational activities operating their business internationally (Banerjee, 2001). In summary, green management refers to the management of organization contact with, and impact upon, the environment (Lee and Ball, 2003), and it has disappeared further than regulatory fulfillment and needs to include theoretical tools such as pollution prevention, product stewardship and corporate social responsibility.

### 1.5 Green Human Resource and Practices:

#### 1.6

Shaikh (2010) confirmed that Green Human Resource plays an important role in organization to support the environment connected problems by accepted it, and in management viewpoint, HR policies and practices, training people and implementation of rules linked to Environment Protection. It will also create employees and society associates aware of the operation of natural resources more economically and support eco-friendly products. Mandip (2012) as well declared that Green HR refers to using every employee interface to promote sustainable practices and supplement employee responsiveness and commitments on the problems of sustainability and it engages activity environment friendly HR programs resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations to job-sharing car-sharing, , teleconferencing and virtual interviews, recycling, telecommuting, online training, reduce employee carbon footprints by the likes of electronic filing, energy-efficient office spaces and etc. Moreover, Jain (2009) explained that green HRM is one which engages two important fundamentals: environmentally friendly HR practices and the conservation of knowledge capital. Green HR involves reducing carbon footprint via less printing of paper, video conferencing and interviews, and etc. Organizations are rapid to dismiss when times are hard before understanding the future suggestions of losing that knowledge capital.

According to Jain, 2009, Green HR schemes help organizations find different ways to cut cost without losing their top talent; unemployment, part time work. From the definitions confirmed more than, it can be concluded that Green HR needs the involvement of all the organization member in order to make organization becomes green. The practices to be green HR can be ongoing from normal practice among the employees in their working area. Furthermore, according to Mandip (2012) the practice of green HR should be explain in to the HR processes, such as recruitment, training, compensation etc. So, the next HR processes specifically recruitment; performance management and

appraisal; training and development; employment relations; and compensation will be explained shouted on how organizations should do connected to create Green HR through HR processes.

## 2. LITERATURE REVIEW

In the past, resonance economic performance of the organization was likely to assurance corporate achievement by organizations and its shareholders, but now it is no longer suitable; economic and financial outcomes need to be accompanying by minimization of environmental footprints and improved concentration to social and environmental features. So, the new strategic problem, corporate environmentalism or green management appeared in 1990s and happened to a popular slogan globally in 2000s (Lee, 2009). Green management is defined as the process whereby companies manage the environment by developing environmental management strategies (Lee, 2009) in which companies need to balance between industrial growth and conservation the natural environment so that future generation may thrive (Daily and Huang, 2001). This concept becomes a strategic main problem for businesses, mainly multinational enterprises operating their business globally (Banerjee, 2001). 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). 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 (Liu, 2010). 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).

### 2.1 Green HRM - HR Factors affecting Green Management Initiatives:

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). HRM schemes defined as “a set of different but interconnected activities, functions, and process that are aimed at attracting, developing, and maintaining a firm’s human resources” (Lado and Wilson, 1994). HRM is the most successful tools which

contribute to the formation of human capital, and in revolve, contributes to organizational performance and competitive advantage (Boselie et al., 2001; Paauwe and Boselie, 2003). Currently, many corporations are implementing a proactive, strategic tool known as an EMS to gain competitive advantage (Daily and Huang, 2001). This system provides a structure that allocates management of the organizations the ability to better control the organization's environmental impacts (Barnes, 1996; Florida and Davison, 2001). 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).

### **2.2 Green Intellectual Capital (IC):**

In the past study found that intellectual capital has positive influence on competitive advantage of firms (Chen, 2008). IC is the total stocks of all intangible assets, knowledge, and capabilities of an organization that could generate values or aggressive advantages, and achieves its excellent goals. However, no research has explored whether IC in environmental management has a positive effect on competitive advantage of firms (Chen, 2008). Therefore, this paper suggests filling this research gap, and supporting a novel raise of green intellectual capital - the positive relationship between IC in green innovation or environmental management and aggressive advantages of organizations. This classified green IC into green human capital, green structural capital and green relational capital. This paper suggests furthering exploring, whether the three types of green IC have positive things on corporate environment citizenship as on important factors of competitive advantages of organizations.

### **2.3 Corporate Environment Citizenship (CEC):**

Corporate environmental behaviour has been investigated as challenge to explain the heterogeneity of organizational response to the environment-related institutional pressures (Sharma, 2000). Studies relating to this definite problem have normally standard that organizations are matter to strong institutional pressure in the form of normative societal opportunity, coercive regulations, organization public policies, media and non-governmental organizations scrutiny (Ozen and Kusku, 2008). Environmental strategies of organizations within developing countries vary from opportunistic fulfillment to voluntaries (Ozen and Kusku, 2008). Therefore, the concept of CEC has been defined as "all of the precautions and policies corporations need to implement in order to reduce the dangers that they give to the environment" (Kusku, 2007, p. 75). This research will explore the increase of CEC based

on the concept proposed by Ozen and Kusku (2008) which consists of regulative, normative and cognitive as consequences of implementation of EMS and development of green IC evaluation based HR involvements.

### **3. RESEARCH OBJECTIVES**

The key research objectives are as follows:

- To study the concept of Green HRM in more comprehensive manner.
- To study the practices and strategic implementation of Green HRM in the organizations.
- To study the outcomes after adopting the Green HRM in the organizations.

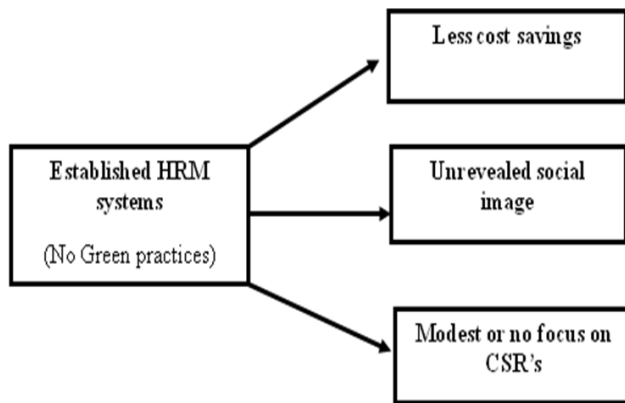
### **4. RESEARCH METHODOLOGY**

This study is totally based on secondary data collected from different sources. The data are generated by responsible authorities of the departments and published research by various researchers provided on their site/reports. Apart from these, data has been taken different Books, Journals, Research Papers and other print media. By using the following key words: Green HRM, Sustainability, Human Resource Management Following these 15 articles related to the keyword search was identified. The researcher autonomously extracted data using standardized data extraction forms. The present study was undertaken to understand the practices and strategic implementation of Green HRM in the organizations.

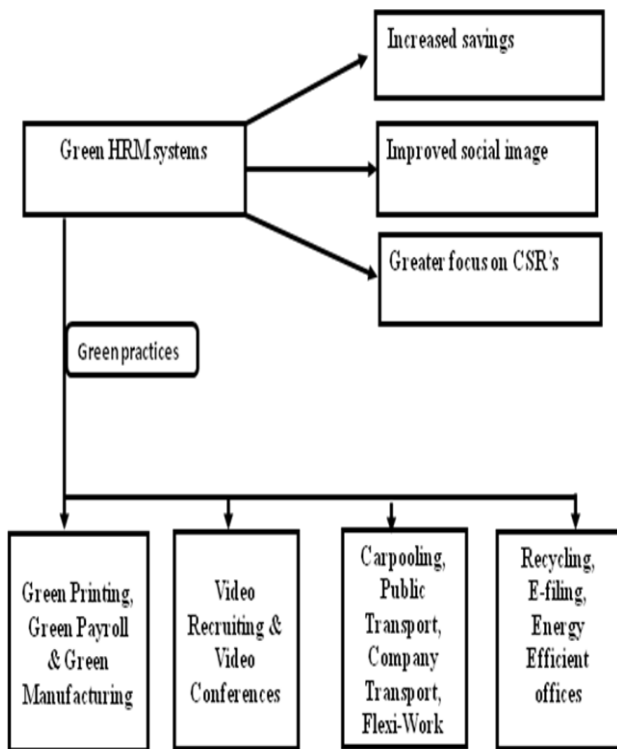
### **5. RESULTS & DISCUSSIONS**

Green HRM becomes a key of aggressive improvement in the organization. This happened because this problem has previously become organization's important issue. Being greener wants combination of environmental management into human resource management practices. The HR strategy must reproduce and motivate the goals of the HR team and other employees, supporting with the organization's approach, values and culture, bring sustainable returns to investors, address customer needs, identify and take action to emerging societal trends, respond to governmental and dictatorial expectations, and influence the public policy agenda. According to Mandip (2012) the practice of green HR should be explain in to the HR processes, namely recruitment; performance management training and development; employment relations; and compensation and appraisal. Finally, by developing green environment, it would provide some benefits for organization.

**Model Representing Organizations With and Without Green HRM structures:**



**Fig. 3** represents the general consequences of usually established HRM practices in organizations, Sources: Vij. P et al (2013)



**Fig 4.**represents some green practices and their possible outcomes in organizations implementing Green HRM, Sources: Vij. P et al (2013).

This paper has analyzed the literature on Green HRM and a few Green Practices and presented a model in Green HRM. The employers and practitioners can found the usefulness of connecting employee attachment and participation in environmental management programmes to improved organizational environmental performance, like with a specific focus on hopeful green practices and help green management change and develop. Unions and employees can help

employers to approve Green HRM policies and practices that help protect and improve worker health and well-being. The model presented in this paper clearly differentiate the generally established HRM system practices in an organization from a system that implements Green HRM, thus importance the benefits of Green HRM and some practices connected with it.

**6. CONCLUSION**

Green HR efforts to time have mainly focused on increasing competency within processes, reducing and eliminating environmental desecrate, and restoring HR products, tools, and procedures consequential in greater efficiency and lower costs. The results included: electronic filing, teleconferencing and virtual interviews, ride sharing, job sharing, recycling, telecommuting, online training, and developing more energy efficient office spaces. With society becoming more environmentally conscious, businesses are starting to include green proposals into their everyday work environment. Environmentally friendly HR proposals resulting in greater efficiencies, lower costs and create an atmosphere of better employee engagement, which in turn helps organizations to operate in an environmentally sustainable fashion. The rising concept of green human resource management carries a great significance for both organizations and employees with the help of this research paper, researcher has attempted to focus on the responsiveness and implementation of green HR practices in organizations.

Organizations today in organization are well versed about the green HR concept that has been put advance to help them to keep the environment green but still few organizations are not able to put it in to practices in different functional areas of Human resource Management. This study has also helped the researcher to identify the areas like training and development, performance appraisal system and some regular activities where non implementation of this concept of Green HRM takes place.

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