

GREEN HUMAN RESOURCE MANAGEMENT: AN OVERVIEW

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Abstract

This article aims to present some broad observations on green human resource management and its advantages to the individual, organisation, society and economy. The study focuses on the areas which consists of the definition of "green", "HRM practices in the organisation", the need and significance of "Green HRM in the organisation, the relevance of greening HRM operations to avoid environmental issues, and the relation of Environmental Performance, Sustainability and Green Human Resource Management, "green human resource management and green behaviours and actions." In order to implement the ideal system of green HRM practices to the organisation, it would be crucial to understand green HRM in various dimensions.

Key words:- Green HRM, Environmental Performance, Sustainability, Green Recruitment, Green Training, Green Pay and Reward, Green behaviours and actions.

An organisation can become more environmentally conscious, resource-efficient, and socially responsible by implementing a combination of policies, practices, and systems known as "green human resources management" (GHRM). (J. Mathews, 2017) the term "green HRM" refers to the science and

practice of environmental management in organizations. The main goal of corporate environmental management is to reduce environmental damage in its production and service processes to a minimum or to zero. (S. Hosain et. al., 2016) Corporate green HR places a strong emphasis on employees' high levels of technical and managerial competencies

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since the company aspires to create ground-breaking environmental initiatives and functions with significant managerial ramifications. (Shoeb A, 2015) Modern important firms with Human Resource Departments actively participate in going green at work have made Green Human Resource Management (GHRM) a vital component of their business strategies.

(J. Dangmei, 2016) Green HRM is the application of HRM principles to encourage the responsible use of resources inside organisational companies and, more broadly, to advance the cause of environmental sustainability. As a response to the difficulties and disasters that climate change has brought and increasingly threatens to our globe, sustainability initiatives are rapidly expanding within thousands of companies today.

The effort to limit climate change is fundamentally aided by the corporate sector so should follow top-down strategy to make active participation of top management in this area is highly essential for businesses to prosper and advance in their sustainable journey. Before any new recruits are made, green human resources management begins. It all begins with the process of creating or approving job descriptions for new recruits in collaboration with other departments.

Statement of the Problem

The topic of “green human resource management” is not a new concept and is being discussed across all sectors of the economy. The application of Green HRM has advanced significantly in a

number of international organisations, but it should be emphasised that the lack of some components makes it harder to achieve the goals in their fullest sense. Lack of knowledge and awareness, inadequate education, a lack of organisational commitment to the community in developing the organization’s strategy, the need for discussions at all levels of management to address internal environmental issues, budget and cost concerns of top management that prevent the implementation of Green HRM in its entirety. As a result, the researcher determines that the issue can be addressed and provide suggestions in this regard. The researcher read a number of articles to get better understanding the various viewpoints on Green HRM.

Scope of the Study

In the present era there is wide scope for management when implementing Green HRM in organisations. Strategic planning, talent management, personnel development, good working condition, recruitment and staffing, payroll, workforce management, moreover it improves environmental as well as organisational performance which turn to the best outcome of the employees in terms of productivity and satisfaction. Thus the researcher found the present topic is highly relevant to study.

Objectives of the Study

1. To understand the significance of Green Human Resource Management in organisation.
2. To analyse various studies conducted by researchers regarding Green HRM.

Methodology

The methodology used in the present study is narrative analysis which is a helpful technique to communicate the essential points for the purpose of the study, significance and main findings. Since these reviews are a thorough compilation of the study findings from numerous other researchers, narrative review articles should give a broad picture of the state of research on a particular area of interest.

Green Human Resource Management

The first step of Green HRM starts from the recruitment process i.e, Green recruitment. Green HRM is the term coined by Wehrmeyer in 1996 later on many researchers were extended the meaning of Green HRM and analysed the term deeply. In June 2007, John Sullivan explained the Green recruiting in such a way that it is the right concept to do in practice if organisations wanted to get the advantage in the hiring process. It can be described as a paperless hiring procedure with less negative environmental impact. Online channels and Global Talent Pool can be used to solicit applications. Companies across the world are encouraging green hiring as it is a paperless hiring procedure with an objective to reduce any environmental impact associated with travel and interviews can be performed over the phone or via video call whenever possible. Encouragement of modest actions at work, such as turning off lights and equipment when not in use, locking desktops, holding teleconferences rather than travelling, working towards a paperless office can make a huge

difference and make the workplace more fascinating. Green recruiting communicates potential employees to maintain unwavering dedication to environmental causes.

Job descriptions that highlight activities related to sustainability or even job advertisements demonstrate that companies are concerned with social and ecological issues, which eventually strengthens a company's employer branding strategy. After reviewing CVs, HR may ensure that the subsequent steps of the hiring process will assess the candidates' propensity for adopting environmentally friendly practices. Two simple methods exist for determining someone's level of ecological awareness: asking a typical interview question about climate change or participating in a group exercise that combines a business case with sustainability concerns. If the conventional selection procedure covered in HR courses is being used, a green score can also be assigned to each candidate at the conclusion and added to the total spreadsheet of scores that will finally rank the top prospects. With the use of technology, businesses may become paperless, and HR can easily start this process with new recruits. Employee documents, such as offer letters, credentials, CVs, or letter of recommendation, can be stored using online portals and folders. Not to point out that most CVs are now transmitted electronically rather than printed. It can also be used to access data on salary, car leasing, health insurance, and other benefits for existing workforce.

Additionally, when new employees initially join to the office, induction programmes should be created in a way that makes it easy for them to integrate with the business’ green culture and principles. These campaigns showcase a company’s strengths in addition to introducing the business, its history, culture and departments. Employees are encouraged to develop their professional abilities that will assist the firm better achieve its goals and objectives through the performance management (PM) process. Companies are also proactively gathering up point in case they decide to apply for the B-Certification, the highest corporate sustainability level, by creating job descriptions that include green activities. The ability of a business to achieve its environmental goals and targets must ultimately be quantified. This is the main objective of green project management which helps to improve employees’ abilities, knowledge, and attitudes and also concentrates on the following areas:

- to educate the public about the current environmental issues facing the entire

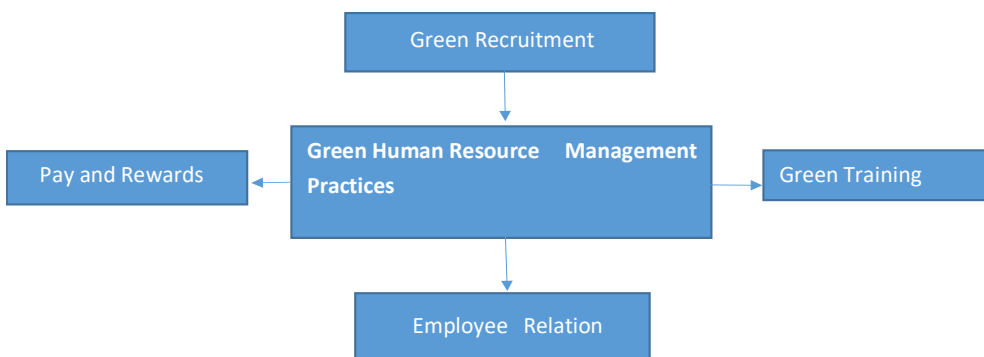
planet through periodic briefings with environmental organisations.

- to inform more workers about practises that decrease waste, conserve energy and resources, such as recycling, turning off lights and other similar methods.
- to spread awareness of procedures within the product lifecycle, so businesses can minimise waste, conserve energy, and use limited.

Green Recruitment, Green Training, Pay and Rewards and Employee Relations are the basic areas that need to be concentrated while implementing Green HRM in organisations. Green Human Resource Management Practices of any organisation can be generally charted like this.

(B. Deepak et. al., 2015) says that the aim of the organization’s green human resource management is to raise awareness of environmental issues among both new hires and current employees. They also need to motivate staff members to contribute to the organization’s efforts to

Figure 1
Green Human Resource Management Practices



prevent environmental degradation by participating in green movements, implementing green policies, and conserving resources for future generations. Green HRM can encourage employees to be willing, inspired, and committed to contributing their time, energy, and ideas to the greening of their company. Increased productivity, resource sustainability, reduced waste, improved job related attitudes, improved work/life balance, lower costs, and improved employee performance and retention are all benefits of green HRM efforts that enable firms to lower employee carbon footprints through the implementation of green HRM.

(Muller - Carmen et al., 2010) In order to sustain the environment, the HRM processes of recruiting and selection, training and development, performance management, and reward must be integrated with organisational environmental management objectives. Encouraging a company's personnel to develop an environmental protection mind set can ensure that it takes deliberate action today and is on the search for possibilities to improve sustainability over time. Promoting "ecointrapreneurs, who enhance the organization's goods and services and also support the development of a sustainability culture, is essential to create a sustainable business. This frequently involves encouraging staff members to get active participation in social and environmental activities operated by the business, such as public transportation travel cards, promoting sharing of vehicles among employees, or adopting working from home (WFH) practices. Hence the basic requisites are to

support the use of porcelain cups and mugs for tea and coffee, encouraging the 5Rs at work (refuse, reduce, repair, reuse, and recycle), or using electronic records and electronic signatures to reduce paper usage.

Green HRM has high priority to the attainment of goals such as cost reduction, enhanced corporate social responsibility policies and increased employer attractiveness in the organisation. Improves a company's brand reputation in the market, expand improve sales, retention of employees, reduced labour turnover, improves the quality of organisation worldwide, increases the engagement of stakeholders, increases the efficiency of a company's usage of energy, water, reduced the wastage of raw materials, improves risk management. Employing a green workforce ultimately enables businesses to feel more at ease and proud of the minimal impact their offices and other facilities have on the environment. Additionally, it aids businesses in innovating and developing new techniques, products and services.

According to a research by **(Renwick et. al., 2008)** the introduction of developmental programmes, a performance-based appraisal system, and strict employee recruiting and selection strive to increase employees' awareness about environmental sustainability. A large number of employees in the organisation are recognising the significance of HR factors involved in environment management and are embracing the organisational and environmental sustainability aspect of HRM. The introduction of online systems for employment screening, training, and

management style has a crucial role in establishing environment improvement programmes for the business organisation.

(Nijhawan Geetu, 2014) Greater efficiency, lower costs, improved employee retention, and smaller carbon footprints are all results of environmentally friendly HR initiatives, which in turn assist to create competitive advantages and organisational sustainability.

Callenbach et al., (1993) explained that successful green human resource management requires employees to be motivated, empowered, and ecologically conscious. For the implementation of green initiatives for the preservation and conservation of the natural resources for the organisational sustainability, he has conducted additional research that emphasises the need for technical and management competence among employees.

Relation of Environmental Performance, Sustainability and Green HRM

(Anusingh and Shikha, 2015) examined the connection between factors related to environmental issues and employees' perceptions of their organisational environmental performance. The findings show that employees believe top management is committed to environmental management, that employees receive environmental training before joining or as needed while on the job and that businesses adopt green initiatives that have an impact on environmental performance. Additionally, businesses do

not motivate workers by including them in environmental improvement projects. Few companies engage green teams to develop ideas, improve experiences, and encourage organisational learning in an effort to pursue the best solutions for environmental management practices. Even financial or intangible benefits have a weaker correlation with environmental performance.

(Bangwal et al., 2017) to investigate how employee work-life contributes to environmental performance (EPF) through green human resource management (GHRM). A theoretical model for investigation was proposed using structural equation modelling (SEM) methodology. This model tested the direct and indirect effects of green HRM (GHRM) on EPF. The findings revealed a significant work-life mediation effect in the relationship between GHRM and EPF. In order to create a green culture beneficial to an organization, it becomes necessary to pay greater emphasis on green training and rewarding GPR to employees for their eco-friendly work habits.

(Kaur Harjeet, 2011) According to research on the relationship between HR variables and employees' perceptions of the environmental performance of their organisations, businesses should do energy audits, go digital, recycle, and encourage staff to strive toward sustainability and the environment.

(Dangelico, 2015) suggested a few bottom-up approaches based on green HRM to adopt sustainability. They are required to establish a comfortable workplace with significant levels of environmental knowledge and awareness.

Offer adequate training to staffs so that they become more competent and aware well about the environment. Employ award programmes to recognise the staff members' environmental accomplishments and endeavours. Employees who are facing environmental issues should receive proper support from top management.

(Boiral, 2002) The significance of tacit knowledge in environmental sustainability is emphasised by a bottom-up strategy. In addition to explicit information, employees' environmental actions frequently draw on tacit knowledge as well. **(Abaneh O, 2021)** The study makes a novel contribution to the transition process toward sustainability by empirically examining the mediating effect of employee involvement in environmental efforts between green HRM practises and personal green behaviour. The traditional idea of person organization-fit was also used in this research to examine the role of specific personal traits in modifying the relationships between HRM practices and employee support for environmental initiatives. The study also suggests that the employee engagement mediates the relationship between green HRM practices and personal green behaviour to a certain extent. This study also highlights the significance of organisation to personal interactions in promoting employee support for environmental efforts.

(Chen Silu et. al., 2021) The study suggests that employees' perceptions of green human resource management (GHRM) influence their workplace green actions through two psychological

processes: the cognitive and the affective route, drawing on the cognitive-affective system theory. It is revealed that employees' perceptions of green HRM have a beneficial impact on their voluntary workplace green behaviours and green innovation. Additionally, it has been noticed that harmonious environmental passion fully mediates the relationship between employees' perceived green HRM and green creativity. The significance of green HRM in influencing employees' proactive workplace green behaviours is evident and clear which show how green HRM influences employees' cognitive, affective, and motivational (CAM) aspects that lead to green behaviours.

(Dr.Das S C et. al., 2016) Through national and international research, the work focuses on the connection between green HRM and organisational sustainability. HRM may assist in developing and implementing sustainable business strategy across the organisation by utilising the green HR skills in organisational process, change management, and culture stewardship. The implementation of the green HRM policy into various HRM functions is essential and it indicates that employee involvement and participation would be critical to fostering organisational sustainability by emphasising waste management, recycling, upholding health and safety standards and encouraging an eco-friendly organisational culture so that can add value to organization. HR is involved in motivating staff to carry out Green HR initiatives so can fosters staff morale and commitment toward the sustainability of the company, which has also aided in employee recruitment and retention,

allowing an organisation to lower costs and boost profitability through green HRM. With the involvement of staff, management, and stakeholders, Green HRM's future seems brighter in the foreseeable future.

Conclusion

Environmental and social concerns are breaking out anywhere in world and various discussions are carried out in the society. In the busy 24/7 working environment, it is the high time to implement the Green HRM practices to promote sustainability. Organizations have been identified to be adopting a number of Green HRM practices to promote sustainability. However, a more serious approach must be taken to put them into practice, inform the workforce about them, promote adherence to such green initiatives among all stakeholders, and properly reward those who do. Additionally, it is crucial to incorporate the green HRM policy into various HRM functions, such as hiring and firing, training and development, managing performance and compensation, and encouraging employee involvement in green HR projects.

The study also suggests that by emphasising waste management, recycling, maintaining health and safety standards, implementing learning from training modules, and promoting an environmentally friendly organisational culture, employee involvement and participation would play a crucial role in promoting organisational sustainability. By doing this, businesses could indirectly enhance their brand image and create a working atmosphere that is safer, cleaner,

and more environmentally friendly for both their stakeholders and their employees. It's no secret that social responsibility and environmental sustainability are popular discussions right now. Organisations are increasingly seeking people who have an environmentally conscious outlook, which is a new trend in hiring. Furthermore, young people are becoming more and more concerned with the environment and ways to safeguard it. In addition to being clever, intelligent, and motivated, young job searchers are also concerned about the social and environmental challenges. The idea is not very well known, but organisations are starting to adopt it, for example through "Green Recruiting". It's a novel concept that encourages businesses to prioritise environmental conservation and care as a key recruitment strategy.

A paperless hiring process with little influence on the environment is referred to as green recruiting. Organizations are not utilising all of the GHRM practices, which may restrict the ability to effectively improve environmental performance and sustainability. With the involvement of staff, management, and stakeholders, Green HRM's future looks more promising in the upcoming years. As far as Indian business organisations are concerned, there hasn't been much research done on this subject. Academics can help by conducting more research on this subject.

Findings

- The findings of the review indicate that knowledge of Green HRM practices affects employees'

motivation to engage in environmental activities that lag behind knowledge of how organisations foster green competencies and give workers opportunities to achieve objectives.

- Green HRM may inspire and motivate employees to give their time, effort, and innovative suggestions to their company's environmental improvement.
- The outcomes of environmentally friendly HR activities include increased productivity, decreased costs, better staff retention, which help to build competitive advantages and organisational sustainability.
- Green HRM initiatives have a number of positive effects on businesses, including increased productivity, resource sustainability, reduced wastage of resources, better job-related attitudes, greater work/life balance, cheaper expenses, and enhanced employee performance and retention.
- Bottom-up approaches based on green HRM approaches are recommendable to ensure sustainability. Hence it is required to establish a comfortable workplace with significant levels of environmental knowledge and awareness.
- Employ award programmes to recognise the staff members' environmental accomplishments and endeavours.
- There is a favourable direct influence of Green HRM on green service

behaviour and Green service behaviours and Green HRM can affect staff members' green service behaviours through the exchange of green information.

- The employee engagement mediates the relationship between green HRM practices and personal green behaviour. Thus an organisation should encourage personal interactions in promoting employee support for environmental efforts.
- Perception of employees' green HRM have a beneficial impact on their voluntary workplace green behaviours and green innovation which affects employees' cognitive, affective, and motivational (CAM) aspects that lead to green behaviours.
- The implementation of green HRM policy indicates that employee involvement and participation would be critical to fostering organisational sustainability by emphasising waste management, recycling, upholding health and safety standards.

Suggestions

- It is crucial to encourage employees to support the company's efforts to stop environmental deterioration by getting involved in green movements, putting green policies into place, and saving resources for future generations.
- Businesses should implement better green efforts to become more sustainable and ecological.

- Green human resource management can only be effective if employees are motivated, empowered, and ecologically conscious. So top-level management of the organisations must be given proper emphasis on the need for both managerial and technical abilities among employees.
- Strategic management must offer environmental training to employees so they may implement the best green practices that have an impact on environmental performance.
- It becomes vital to provide more attention to Green Pay and Reward to employees for their eco-friendly work practices for developing a green culture that benefits an organisation.
- Businesses should encourage staff to strive towards sustainability and green performance by working through energy audits, going digital, recycling and making our environment green.
- Organisation can promote green service behaviour of employees through the exchange of green information.
- Organisation should encourage personal interactions in promoting employee support programmes for environmental efforts.
- Encourage voluntary workplace green behaviours and green innovation of employees which affects employees' cognitive, affective, and motivational (CAM) aspects that lead to green behaviours.
- Organisation should motivate employees to carry out Green HR initiatives which foster staff morale and commitment toward the sustainability of the company.
- To ensure a brighter and more sustainable green environment in future, organisations should promote employee, management, and stakeholder participation in Green HR policy.

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