



A STUDY ON GREEN HRM POLICES AND PRACTICES

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ABSTRACT

This era has been showing interest in the environmental concerns all around the globe irrespective of related fields be it business, public or politics. In this context, the corporate world is a major stakeholder in the discussion about environmental issues and considered to be an important part of the solution to the environmental hazard. Green Human Resource Management is the most significant element of sustainability.

Changing in corporate perspective from traditional HRM to the environmental initiatives by incorporating the Green HR Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, promotes the causes of environment sustainability. With the concern towards the environment, the modern HR managers have been assigned with additional responsibility of incorporating the Green HR philosophy in corporate mission statement along with HR policies. These Green policies are now making their way through within the HR space complementing the existing green practices and initiatives, and in result it increased efficiencies, cost reduction, employee retention, and improved productivity, besides other tangible benefits. This article is based on secondary data and largely concentrated upon the various Green Human resources Practices implemented by the organizations and study concluded that a Green HRM helps in achieving greater productivity with minimal expenditure. It helps eliminate ecological waste and makes the best use of refurbished HR goods, equipment and techniques. It aims to increase workers' engagement in a work environment that allows the company to function in an environmentally friendly manner.

Key Words: Green Human Resource Management, Environment Management, Green Policies, Green Practices.



INTRODUCTION

Ecological awareness is the most important dimension of our lives and workplace. Earlier, our lifestyle both at professional and personal level started affecting the environment so adversely that we cannot risk to letting the effects go unchecked. Hence, is it better, we change our living habits or face the consequences. At companies level management has taken different steps to protect the environment. No doubt, Today, Green Human Resource Management (GHRM) has become a key business strategy for the significant organizations where Human Resource Departments play an active part in going green.

Green Human Resource Management is the most significant element of sustainability. Expanding the statement, we contend that, Human Resource Management (HRM) is a most important function of management that deals with the most valuable and precious assets of an organization which is human resources. The whole context of HRM is currently being considered in the light of sustainability all over. HRM with Green initiate, form part of wider programs of corporate social responsibility. Green HR consists of two major elements namely environment-friendly HR practices and the preservation of knowledge capital. Within an organization, human resource and their systems are the basic foundation of any business, be it financial business or sustainable business. They are the ones responsible for planning and executing those eco-friendly policies to create a green atmosphere. Without facilitating the human resource and implementing sustainable policies, going green is quite difficult. Green HRM takes an initiate of environmental protection with an aim of creating a green work environment which encourages employees to perform their jobs in the most environmentally responsible manner. According to the present green HRM procedures and guidelines, top management involves inspiring employee responsibility toward the environment and team spirit in hiring, satisfying, inspiring self-improvement, and mentoring individuals in accordance with the institutions goals.

MEANING

The term Green HRM is the most significant word and also increasing manifold with the passage of time. The main purpose of Green HRM is environmental sustainability. It has also its secured position as a hot topic in recent research works since the awareness on environmental management and sustainable development has been increasingly raising day by day all round the globe. Green HRM not only creating awareness but also stands for the social as well as economical well-being of both the organization and the employees within an organisation.



This Green HRM offers the opportunity to accompany and support long-term change of employees' mind set and behaviours, which are a precondition for environmental change in the entire organization. Ecological sustainability matters from an economic viewpoint, as it saves organizational costs, increases employee motivation and opens up new markets.

According to different Authors, "GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firms human capital. It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business. HRM policies are used to stimulate and support the sustainable use of resources and preserve the natural environment. In green HR, HR focuses on the development, implementation and maintenance of all activities which aimed at making staff members supportive and committed to sustainable goals. Initiatives encompass HR processes of staffing, performance management and appraisal, training and development, and employment relations aligned with the organisation's sustainability goals.

DEFINITION

Ramachandran defines "Green HRM as the integration of environmental management into human resources management". The term green HRM is mostly used to refer to the contribution of HRM policies and practices towards the broader corporate environmental agenda. It refers to using every employee to support sustainable practices and increase employee awareness and commitments on the issue of sustainability.

Anjana Nath defines "Green HR as environment-friendly HR initiatives leading to better efficiencies, less cost, and heightened employee engagement levels."

Typical green activities are performed to travel requirements through video recruiting or the use of online and video interviews. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention, which in turn, help organizations to reduce employee carbon footprints by the likes of electronic filing, car-sharing, job-sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces, etc. Green HR initiatives help companies find alternative ways to cut costs without losing their top talent. Focus on Green HRM as a strategic initiative promotes sustainable business practices. Therefore, developing a new organizational culture through GHRM practices becomes a manager's concern.



OBJECTIVES

The main aim of this study is to:

- Provide with the knowledge of Green HRM ,
- Highlight different Policies of Green HRM and significant works by other workers on Green HRM and
- To suggest some green initiatives for HR.

METHODOLOGY

The study is primarily based upon the secondary data. For this extant literature related to the topic from different databases, websites and other available sources were collected. A systematic review of collected literature was done in detail.

POLICIES OF GREEN HRM

1. Recruitment and Selection Method: Green recruiting is a system where the focus is given on importance of the environment and making it a major element within the organization. Green recruitment provides the employer with an opportunity to increase the opportunity of attracting the candidates and retain them after induction.

To reduce huge paper wastage, companies can go online to hire candidates with online applications and resumes instead of traditional way of recruitment and selection. During interview stage of selection, some questions on environmental issues, initiative measures or a group dynamic that combines a corporate strategy with sustainability concern should be asked to the candidates. At the end of the interview, each candidate can be scored on the basis of their green concerned answers and added to the total spread sheet of scores that will eventually rank the top applicants.

2. On boarding Process: Induction programs should be well structured in such a way to promote the incorporation of these new workers with the culture of green consciousness of the organization. Besides, these programs should also illustrate the company's environmental issues and the green actions that are being developed within the company.

3. Learning and Development: It is a method that is responsible for empowering employees' growth and developing their knowledge, skill and attitude. Learning and development can encourage the employees to find ways to help their organizations become more successful. For environment sustainment, management training, companies can use digital media and web-based training modules. Energy conservation, waste management, and recycling factors relevant to the environment can become green training core points.



4. Performance Management and Appraisal: Performance management (PM) is the process by which employees are prompted to enhance their professional skills that help to achieve the organizational goals and objectives in a better way. It is a motivational approach to enhance employees' technical skills that help in achieving company goals. Thus, performance appraisal can include sustainability objectives measured with specific metrics to set up a greener company. Employees have been assigned with Green targets, tasks and responsibilities so that create green awareness and encouraging them to participate in the company's green activities. The job description should be aligned with green tasks and goals to be achieved. The HR staff should modify the performance appraisal rating system. Managers should discuss the performance of the employees and give the needed feedback not only during the scheduled time of appraisal, but also all-round the year. Thus this practice will help the employees to enhance their knowledge, skills and ability.

5. Compensation and Reward Management: In the context of Green HRM, rewards and compensation are most important tools for supporting environmental activities in organizations. Green compensation and reward management acknowledges workers' commitment to developing a more sustainable organization. There are three types of rewards which are as follows-

- **Monetary rewards** can be in the form of salary increments, cash rewards, and bonuses.
- Non-Monetary rewards like leaves for special occasions, gifts, etc.
- Recognition-based rewards highlight the employee's contribution towards the Company, appraisal from the top management, etc.

Rewards and compensation are the major HRM processes through which employees are rewarded for their performance. These HR practices are the most powerful method which links together an individual's interest to that of the organization's. We also assert that incentives and rewards can influence employees' attention to the maximum at work and motivate them to exert maximum effort on their part to achieve organizational goals. Green rewards can include the use of workplace and lifestyle benefits, ranging from carbon credit offsets to free bicycles, to engage people in the green agenda while continuing to recognize their contribution.



6. Green employee relations: Employee relations are that aspect of HRM which is concerned with establishing amicable employer–employee relationship. Positive employee relations are an intangible and enduring asset and a source of competitive advantage for any organization. The good relationship between employer and employee will increase the motivation and morale of the employees as well as, increases the productivity. Basically, employee relations involve employee participation and empowerment activities. It also helps prevent and resolve problems arisen at workplace that may affect the work.

Employee participation in Green initiatives increases the chances of better green management as it aligns employees’ goals, capabilities, motivations, and perceptions with green management practices and systems.

7. Green training and development: Training and development focuses on development of employees’ skills, knowledge, and attitudes. Green training and development educate employees about the value of EM, train them in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization, and provide opportunity to engage employees in environmental problem-solving, Green T&D activities make employees aware of different aspects and value of environment management. It helps them to embrace different methods of conservation including waste management within an organization. Further, it sharpens the skill of an employee to deal with different environmental issues.

BENEFITS/ADVANTAGES OF GREEN HRM

The Green HRM plays a very important role in the organizations to promote the environment-related issues. aims to shape employee behavior to help organizations achieve their environmentally-friendly goals which leads towards greater efficiency, lower costs and better employee engagement and retention, which helps the firms to reduce employee carbon footprints It also helps the employers, manufacturers in building brand image and reputation.

There are number of benefits of GHRM, which are mentioned below:

- 1. Cost reduction:** Green HRM Helps the companies to bring down costs without losing their talent.
- 2. Growth opportunities:** Organizations have huge growth opportunities by being green and creating a new friendly environment, which leads in enormous operational savings by reducing their carbon footprint.
- 3. Individual Green Values:** when employee value of individual employee values.



4. Retention rate: Green HRM leads to improve in the retention rate of the employees.

5. Improved public image: Whenever a firm adds a green initiative in its workplace, it can use the event to generate positive public relations. Organizations can promote environmental contributions to the media through press releases to earn the attention of potential customers and possible new sales.

6. Promote employee morale: Taking initiative of green HRM, promotes employee morale towards sustainable environment protection.

7. Improves competitiveness: Green HRM Improves competitiveness and increased overall performance.

8. Rebates and Tax Benefits: Going green is easier with the assistance of governments, local municipalities, Water supply authority, and electric companies that offer tax incentives and rebates.

9. Increases business opportunities: Some government agencies, commercial businesses, and nonprofit institutions mandate that only businesses that meet specific green standards can bid on their contracts. Some also mandate that their purchasing departments only buy green products or use products and services sold by companies that meet certain green standards.

10. Reduction of environmental damage: Encouraging employees, through training and compensation, will find the ways to reduce the use of environmentally damaging materials.

11. Green Behaviour: Employees always shows eco-friendly behavior in carrying out their working activities in the office and factory environment.



DISADVANTAGES OF GHRM

Even though green HRM has several benefits, there are several possible disadvantages of going green. The following are some of the disadvantages of implementing green HRM in an organization:

1. Inadequate savings: The main purpose of going green in many cases, such as building an energy-efficient building or purchasing a hybrid vehicle is to reduce environmental impact while saving money in the long term. Green buildings and vehicles tend to use less energy, so initial costs can often be recouped over time through energy savings. The problem is that the savings generated by going green are often less than expected; they do not make up for the initial cost quickly enough to make them economically viable.

2. Increased capital outflow: For some organizations who are planning for green conversions require an initial cash outlay that decreases the firm's bottom-line performance while the investment is paying for itself. This can decrease the earnings or annual profits of a firm.

3. Unhealthy competition: In the business world, even though, going green can be an attractive goal to gain goodwill and consumer support, but unless green improvements are economically viable, it can put a business at a competitive disadvantage.

4. Marginal impact: The main aim of going green is focused on reducing harm to the environment, but the impact that any specific individual can have on the environment by going green is often negligible. It means that if everyone were to go green, it would have a significant and noticeable impact, but not everyone can be convinced to go green, and many believe that doing so has no real impact outside of the economics. This makes going green a personal choice for many.

5. Lack of interest: Many employees feel that it is not their responsibility to protect the environment while they are at work. But the newly educated workforce is emphasizing on environmental management consciousness.



CONCLUSION

Changing in corporate perspective from traditional HRM to the environmental initiatives by incorporating the Green HR efforts have resulted in increased efficiencies, cost reduction, employee retention and improved productivity, besides other tangible benefits. It is the fact that human resource is the most important asset of an organization that plays an important role in managing the employees.

With the concern towards the environment, the modern HR managers have been assigned with additional responsibility of incorporating the Green HR philosophy in corporate mission statement along with HR policies. These Green policies are now making their way through within the HR space complementing the existing green practices and initiatives, and in result it increased efficiencies, cost reduction, employee retention, and improved productivity, besides other tangible benefits. It has been concluded that as a process, Green HRM helps in achieving greater productivity with minimal expenditure. It helps eliminate ecological waste and makes the best use of refurbished HR goods, equipment and techniques. It aims to increase workers' engagement in a work environment that allows the company to function in an environmentally friendly manner.

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