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### Green HRM – A Recapitulation



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ARTICLE INFO	ABSTRACT
<p><b>Received:</b> 08-02-2022 <b>Received in revised form:</b> 10-03-2022 <b>Accepted:</b> 15-03-2022 <b>Available online:</b> 30-03-2022</p> <hr/> <p><b>Keywords:</b> Green HRM; ICT; Eco-friendly; Global Warming; Rain Water Harvesting; Solar Energy.</p>	<p>The prime aim of Green HRM is to bring down the undesirable outcome of energy utilisation and environmental pollution. It helps to achieve the sustainable objectives of the organisation. The requirements for the prospective candidates can be advertised online. The selection process and interview process are to be scheduled online. Due to the Covid-19 pandemic, the use of ICT has received an overwhelming response. The use of ICT encourages environmentally sustainable practices. A few topics on environmental protection could be included in the interview, induction, training, and development of the employees. Green HRM practices by the employees in the organization could be a criterion for performance appraisal. Choosing the right people for the right job, virtual training and development programmes, self-managed teams, electronic filing of data, fair compensation and rewards, job security, and flat organization structure are certain GHRM in Indian organisations. The employees should be encouraged to plant trees, maximum utilization of minimum resources, use solar energy, minimum use of lights during the daytime, and many more. Green HRM instils a sense of pride in the employees for being part of the eco-friendly organization. Green initiatives should be a part of corporate social responsibility. Implementing Green HRM as part of corporate social responsibility will enhance the profitability and goodwill of the organization.</p>

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#### 1.0 BACKGROUND TO GREEN HRM

Green HRM is a relevant topic in the current scenario. The Green movement all over the world gave rise to Green HRM. This concept is gaining popularity worldwide. Natural resources on the globe are undergoing extensive pressure. Mother Earth is reacting to the pressure it holds too. Earthquakes, floods, drought, and landslides are inevitable after-effects of the pressure on the earth. The exploitation of natural resources has resulted in the disruption of flora and fauna, which led to the reduction of wild animals and disturbed food chains and ecosystems. These forces led to the integration of environmental practices into Human Resource Management. The above factors led to

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the emergence of Green HRM. The need to justify the practice of Green HRM arises from the effects of global warming, rise in temperature in the atmosphere due to greenhouse gas emissions, ozone layer depletion, and many more.

This paper has attempted to explain the meaning of Green HRM, its benefits and specific practices which could help the organisations to go green.

### **1.1 Meaning of Green HRM**

Green HRM integrates the environment into Human Resource Management. It is the set of environment-friendly policies, practices, and systems that revitalise the employees' green behaviour at all levels of the organization. The practice of Green HRM results in employee engagement and efficiency. It is an indispensable aspect of sustainable development and the free and smooth functioning of the organization.

### **1.2 Significance of Green HRM**

To be green requires a self-paced effort. People may have different perceptions about going green. It includes conserving natural resources, afforestation, preserving flora and fauna, dwelling in greener places, use of ICT. A minor change in each individual will ignite a spark and spread to others. The world is beholding a concordant accord on the need for a pragmatic environmental management steer. As the significance of Green HRM is on the rise, the need to carry out business activities suitable for the environment also goes up. The practice of Green HRM enhances the organisation's reputation, improves morale and quality of work-life of the employees, helps to retain talented employees, reduces the employee turnover and, most crucial, progress in the eco-friendly practices among the employees. Green HRM creates green knowledge capital in the organization, which implements the green culture in the organization.

### **1.3 Objectives of the Study**

#### *Primary Objective*

- To provide a grassroots awareness of Green HRM.

#### *Secondary Objectives*

- To highlight the significance of Green HRM with special reference to educational institutions.
- To present the literature on Green HRM by various authors.
- To find out the methods of integrating green elements into HR functions
- To suggest some strategies for Green HRM
- To highlight the Green HRM practices in Indian Organisations

## **2.0 METHODOLOGY**

This study entirely relied on secondary data. Various journals and websites are preferred for this purpose. A systematic review of collected literature is also given.

### **2.1 Review of Related Literature**

A review of relevant research on Green HRM may provide you with a sense of what has been done in the past and where to go for further information. There is a large body of research in Green HRM, most of it focused on a single company.

Sharma and Khatri (2021) asserted that Green Human Resource Management practices provide a positive outcome in the behaviour of the employees. They enforced the importance of Green Human Resource Management functions like recruitment, selection, placement, training, compensation and performance appraisal.

Mukherjee *et al.*, (2020) assessed Green HRM practices in Higher Educational Institute. They emphasised the need to encourage green initiatives in higher education to assist students and staff in implementing Green HRM policies. This, in turn, protects the environment.

Bhagyalakshmi and Priyanka (2019) attempted to determine the perception of Faculty Members in Chennai City on Green HRM. The study found that male faculty members are more aware of Green HRM practices in educational institutions, unlike their female counterparts. This throws light on the fact that induction programmes on Green HRM should be conducted for faculty members.

Chaudhari and Pardhi (2019) explained the importance of Green Human Resource Management. They articulated the development of a Green Human Resource culture in any organization. Social, personal and organizational perspectives with a broad focus could support and help the sustainability of the ecosystem.

Masood (2018) attempted to provide an outline of Green HRM: A need for the 21<sup>st</sup> century. He suggested that as human resources play an essential role in the organisations from entry to exit, they have to be provided training on Green HRM practices.

Green HRM practices in a few Indian Organisations:

Sl. No.	Organisation	GHRM Practices
1	TCS	Reduction in electricity consumption through the generation of solar energy. Reduction in carbon footprint by reducing paper and printer cartridge consumption.
2	IndusInd Bank	Solar powered ATM
3	ITC	Creation of PaperKraft (Premium Business Paper) with "Ozone Treated Elemental Chlorine Free Technology"
4	WIPRO	India's first information technology company to provide environmentally friendly desktop and notebook PCs complied with the RoHS (Restriction of Hazardous Substances) directive. New Solar LED lantern, WIPRO's consumer care and lighting.
5	MRF	Eco-friendly tubeless tyres it's fuel-efficient.
6	ONGC	Rainwater Harvesting. Sustainable Water Management. Sewage Treatment Plants. Reuse of produced water. Adoption of the 4 R Principle (Reduce-Reuse-Recycle-Recharge)
7	SUZLON	"Powering a Greener Tomorrow" Wind Energy Installations. Recycling of Solid Waste. Millions of Trees Plantation.

## 2.2 Benefits of Green HRM

- Enhances the reputation of the organization
- Increases awareness of eco-friendly practices and environmental sustainability
- Improves organizational culture
- Enhances the quality of work-life of the employees
- Creates a competitive edge for the organization in the industry
- Reduction in operating cost
- Efficient use of physical and human resources
- Reduces pollution
- Optimum utilization of available resources
- The powerful tool of corporate social responsibility
- Better employee engagement
- Employee Retention
- Sense of belongingness to the organisation
- Reduction in absenteeism and turnover

## 2.3 Limitations of Green HRM

- Resistance to change
- Increasing the awareness of Green HRM is cumbersome
- Strenuous to alter the attitude and behaviour of the employees within a short span
- Difficulty in measuring the effectiveness of Green HRM practices in the organization
- Lack of interest and knowledge of Green HRM among employees and top management.
- High initial investment

## 3.0 INTEGRATION OF GREEN ELEMENT INTO HR PRACTICES

Green HRM is the process of amalgamating human resource policies and practices toward the organisation's sustainability. Its main aim is to minimize the carbon footprints of each employee in the organization and improve the organizational climate. An organisation is not an independent entity. It's a representation of society and needs to align with the community's concerns.

### 3.1 Green Recruitment

Recruitment is identifying, attracting, interviewing, selecting and hiring the employees. The organisations can post their requirements online and encourage the online submission of a job application. The job advertisement should contain the organisation's environmental values, policies, and strategies.

### 3.2 Green Selection

Selecting the most qualified candidate for the most appropriate position at the most appropriate moment is known as selection management. After screening applications, the selected candidates could be informed via e-mail. Virtual or online interviews are to be conducted where the

interviewer and interviewee view each other with the help of a webcam. Apart from the job-related questions, a few questions on environment and sustainability should be included to analyse the candidate's awareness. The offer letters to the selected candidates can be e-mailed.

### **3.3 Green Induction**

Induction or Orientation or Indoctrination is the process of familiarizing the employees with the functions and activities of the organization. Presentations can be online with the help of power points. New entrants should be made aware of the corporate environmental culture.

### **3.4 Green Training and Development**

The training programme, which aims to make the employees respond to the environmental practices towards the greening of the organization, is referred to as green training and development. Seminars, conferences and workshops on environmental concerns are to be inculcated in the training and development process.

### **3.5 Green Compensation and Rewards**

Compensation and rewards are meant to motivate the employees. Unique environmental ideas and practices from the employees should be adequately rewarded. Compensation and rewards are monetary and non-monetary. It could be a hike in the salary, incentives, paid leave, tour with the family at the company's expense, special recognition etc.

### **3.6 Green Performance Management**

The green goals and targets of the organization should be mentioned in the job description and be linked with the performance assessment system. The performance is to be judged and awarded as per the present goals.

### **3.7 Green employer-employee relations**

A cordial employer-employee relationship is a prerequisite for the success of any organization. Employees should be actively involved in the decision-making process of environmental concerns. The participation of the employees leads to healthier green management.

### **3.8 Green Exit**

As the green entry is imperative, so is a green exit. During the exit interview, the exiting employee has to be provided with an opportunity to analyse and evaluate his contribution towards the greening of the organization.

## **4.0 SUGGESTIONS TO PRACTICE GREEN HRM**

The practice of Green HRM should begin right from the family. The uses and benefits of practising Green HRM should be instilled in the minds at a young age.

- 1) A child should be practised at home before attending school. Encourage the kids to switch off fans and lights when not in use. A sapling could be planted on birthdays. Even in apartments, at least an herbal plant could be kept on the balcony.

- 2) At Schools and Colleges, Green practices could be encouraged by the Management and Staff. Each class should be given space for planting saplings, and students can take turns to water and care for the plants. Let the students name the plant. Recognise the efforts carried out by the faculty members and students. Students could be encouraged to create a garden at school. Even teachers as a team can put effort.
- 3) Lectures and seminars on the importance of going green and celebrating - World Environment Day, World Earth Day, World Wildlife Day, International Day of Action for Rivers, Global Recycle Day, International Day of Forests, World Meteorological Day, International Plastic Free Day etc., to be celebrated by involving students. This helps in creating awareness of the importance of celebrating the days. Institutions and organisations can have a special day for green celebration.
- 4) Eco clubs in schools and colleges have to be active. Rallies, visiting botanical gardens, paddy fields etc., can also be encouraged. SwachSwasth Club can create awareness of cleanliness.
- 5) Along with moral science classes, entrance coaching, remedial coaching, coaching on preserving the environment, and environment-friendly practices to be encouraged. The faculty members have to motivate and encourage the students to prepare and present PowerPoint on the environment and related activities. It helps to relax the minds of both faculty members and students. Even though certain Universities in India offer Environmental Studies (EVS) as one of the subjects in the first year, more practical oriented activities should also be encouraged. More undergraduate and postgraduate courses in Environment should be introduced.
- 6) Vermicomposting
- 7) Rainwater Harvesting
- 8) Use of solar energy
- 9) Vegetable garden: The above four activities could be adopted in schools, colleges, and organisations. Even though the initial cost is high for certain activities, it is a long-term investment. The students can learn the processes of vermicomposting, rainwater harvesting, solar energy, and vegetable garden development. The vegetables grown in schools, colleges and organizations campuses could be used to provide lunch to them. Let everyone be involved in the lunch preparation.
- 10) Students and employees should be encouraged to use bicycles and electric bikes.
- 11) Reduce the use of paper and go virtual.
- 12) Use of public transportation instead of individual vehicles.
- 13) Encourage the use of ICT.
- 14) Sharing transportation
- 15) Recycling of waste.

## 5.0 CONCLUSION

Green HRM sprouted from the green movement, integrated with eco-friendly practices. It has a flair to awaken the dormant HR practices in organisations of any nature. The main aim of Green HRM is to increase awareness on sustainability among employees further. Even though a few challenges are inbuilt in any initiative, the implementation of Green HRM is no exception. Lectures,

conferences and newsletters could create awareness among the stakeholders. The HR functions such as recruitment, selection, placement, induction, training and development, compensation and rewards, employee relations, motivation etc., could be integrated with a green element. The practice of Green HRM builds up the organisation's reputation, improves organizational culture, enhances the quality of work-life of the employees, and helps in optimum utilization of available resources. It's a powerful tool in converting organisations and their operations green.

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