Green HRM and its Implementation in the business

Annu Gahlawat

Commerce Student

**Abstract**: Green HRM is the emerging issue among the organizations. Green HRM is a combination of environmental management into HRM. HRM is helpful in for every business for performing it’s activity successful and on time. HR manager set the functions which can be important for recruitment, training, development, control, induction, conducting performance appraisal and also determine employees compensation. Green HRM with HR forms a wider form of Corporate Social Responsibility. It is mainly responsible for managing human resources work, and these work conditions are good. GHRM 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. In this it is recommended that companies should be more aware of each of the capabilities that make human resources management green. These papers investigate GHRM practice in organizations based on the many current writings. Green HRM can assume a valuable job in business in advancing condition related issues by receiving and following GHRM arrangements and practices. This study is also helpful to understand the challenges and best practice to overcome from this. The study found the importance of GHRM ideas, practices, strategies, and difficulties in the business and other organizations. The study uses documented strategies to observe, collect and dissipate contemporary surveys of green human resources management.

**Keywords:** GHRM, HRM functions, social responsibility, eco friendly practices.

**Introduction:**

Human Resources Management is the strategic approach to the effective and efficient management of people in a company or organization such that they help their business gain a competitive advantage. Human resource manager have functions to perform in the organization are such as recruitment, selection, training, development and managing the organization’ employees. Green Human Resource Management can be defined as a set of policies, practices, and systems that stimulate the green behavior of a company’s employees in order to create an environmentally sensitive responsible organization. Sustainable strategies are growing fast within thousand of companies now a day as answer to the challenges into our world. Green HRM refers to using every employee to support sustainable apply and increase employees responsiveness and commitments on the problems of sustainability. It involves undertaking environment friendly initiatives resulting in greater efficiency, lower costs, and better employees’ engagement. Typical green activities contain video recruitment, or the use of online and video interviewers, to minimize travel requirements. Green rewards can embrace the use of workplace and lifestyle benefits, ranging from carbon credit compensation to free bicycle, to support the environment while they are at work. The industrial revolution has set forth new era of organizational management. Over the past several decades advancement in the industrial sector has shaped the contemporary management practices and society at large. In the present regime of globalization it is imperative for organization to make sure that they are taking utmost care of the natural ecosystem so that no potential harm is caused to the environment. Therefore, it may be concluded that Green HRM in all livelihood is playing a crucial role in reshaping the age old management practices and contributing in the process of protecting the ecosystem for the future generations. GHRM practices positively affected employees’ pro-environment behavior, and pro-environmental psychological capital mediated this link. Employee’s environmental knowledge moderated the effect of green HRM practices on pro-environmental behavior.

**Keywords:** Green HRM, green practices, HRM functions, pro-environmental behavior, reshaping businesses, employees.

**Pro-environmental behavior:**

Pro-environmental behavior also known as green, sustainable, or environmentally-friendly behavior. It is defined as behaviors in which individual take protective action toward the environment. It is defined as all possible actions aimed at avoiding harm to and or safeguarding the environment. These actions include activities that people do in daily life that are comparatively better for the environment, for example, recycling and reducing energy consumption. Pro-environmental activities also help to adopt green HRM in organization. This refers to employee’s activity aimed at reducing the negative consequences of people actions, such as by recycling energy consumption. Therefore, special attention is paid to the number of employees who perform their main organizational tasks in ways that helps to protect natural resources and the environment.

**Green management:**

Green management is an initiative aiming at continuously improving the foundation of environment management. Green management is a paradigm that includes improving environmental awareness, using energy resources and eco-friendly technologies, reuse of wastes, and recycling activities starting from production activities of businesses to packaging and delivering to consumers. Businesses have now aware about environment must be preserved and tented towards green management as a result of destructed and demolished environment, and the effect of hunger, scarcity, global problems despite developed societies.

**Green HRM functions:**

While we talk about Green HRM, it does not just mean that we have made a policy, it means that the how to implemented them in organization while performing different activities.

Green recruitment and selection:

Recruitment is the process of activity seeking out, finding, and hiring candidates for a specific position or job. Selection is a part of the recruitment process of filling vacant job positions. It refers to the methods used to choose the best or most suitable candidate for the vacancy. Green recruitment is process of recruitment new talents who are aware of sustainable process, environmental system and familiar with words of conservation and sustainable environment. Green recruitment make it sure that new talent are familiar with the green practices and environment system that will support the effective environmental management in the organization. For the green recruitment process new methods are adopted which includes environmental reporting roles, health, and safety tasks. Green recruitment means a paper free recruitments process with a minimal environmental impact. To complete the paper free recruitments process organizations adopt digital methods like online applications forms, online interviews (by video recording or by video confessing) or telephone interview, all these efforts made to reduce the paper waste, fuel consumption. Organization can attract and choose candidate who will commit to environmental issues. Green recruitment and selection has been viewed as an important component in green HRM practices. Firms should therefore attract and select candidates with green awareness using a series of tests, to ensure that all employees are positive about environmental issues. Employees should be elevated and selected based on green criteria. For example, recruiting firms can emphases environmental aspects in job description and employees specifications. Questions related to environmental knowledge, value, and beliefs can be asked and those employees who perform better in these aspects can be selected.

**Green training and development:**

Green training and development refer to system of activities that motivate employees to learn environment protection skills and pay attention to environment issues, which is key in accomplishing environmental objectives. Green training and development is defined as the process of equipping employees with working approaches that ensure adequate resources utilization, reduce waste, energy conservation, and environmental degradation cause reduction. During this training it is teaches to employees to use resources properly. For this training purpose virtual reality technology is used now a day. It is necessary to audit the exiting training system and resources, corporate environment committee, job analyses, environmental awareness as part of training. By green training it is reviewed the productivity, activity, wastage and possibility of accidents by training. Green training should be provided along with the education programs to all members of the organization, not only linked with environmental department. Green training can enhance employee’s awareness of pro-environmental activities in the workplace. Green training helps employees to understand more about the importance of environmental protection, which makes them more sensitive to environmental data on waste and identifying pollution sources. Green orientation programs for the newly hired employees should be integral part of employees about the green procedure and policies including the vision and mission statement of the company, the sustainable orientation benefits company-wide initiative like reducing green house gases, creating green productions etc. it is suggested that green teams should be established in each departments, producing general awareness and specific training. In addition, to assess the training required in environmental management, a training need analysis can be done in terms of assessing what environmental knowledge and skills staff needs.

**Green Performance management appraisal:**

Performance management is the process by which employees are promoted to enhance their professional skills that helps to achieve the organizational goals and objectives in a better way. It links the environmental concerns of the organizations to the general organizational process by which employees are enhancing their professional skills aiming to achieve the organizational values, goals, and objectives in an optimum manner. Performance management is a ongoing process of communication between supervisor and an employee that occur throughout the year, in support of accomplishing the strategies objective of the organization. Green performance management plays very important role in the effectiveness of green management work over passage of time because they guided employee performance to the environmental performance need by the organizations. Green performance management and appraisal comprise a system of evaluating activities of employees’ performance in the process of environmental management. Green performance management creates green performance indicators to establish a series of green criteria for all members in performance appraisal, covering topic such as environmental incidents, environmental responsibilities, reduction of carbon emissions, and communicating of environmental concern and policies. There is also some challenges face during green performance appraisal; how to measure environmental performance gaining useful data on environmental performance. For this need of installing corporate wide environmental performance standards like; waste management environmental audit, develop green information etc. environmental responsibilities. It is necessary to identify green outcomes and encourage employees or manager to be accountable for environmental management performance.

**Green employee relations**:

It is defined as the HR practices concerned with establishing harmonious employer-employee interaction towards attaining environmental sustainability. The relationship facilitates motivation and morale of the employees as well as increases the productivity. Basically employee relations involve employee participation in management which empowers activities. It also helps in resolving the problems which arise at the workplace that may affect the work.

Employees participation in management in green initiative the chances of better green management as it align employees’ goal, capabilities, motivations, and perceptions with green management practices and systems. Individual empowerment positively influence productivity and performance, and facilitates self control, individual thinking, and problems solving skills. Eco-friendly ideas should be invited from all employees who encourage their interest in environmental issues and make best use of applying their skills. The HR staff needs to pressurize the management to create a participative work environment where employees free to put up their ideas on green issue. This means that the achievement of green output come largely depend 9on employees’ willingness to collaborate as often the best ideas come from the employees who work in that particular area.

Other benefits from employees’ involvement in management are employee and organizational health and safety, as well as development of eco friendly staff. This step helps in creating greater awareness on green issue beside, new idea for eco-friendly my crop up from different sources. This gives grant to encourage employees and their families to get involved in local environmental projects. Employees participation in green initiatives the possibility of effective green management. Employees participative in green HRM results in effective and efficient use of resources, depletion of wastage and minimizing the presence of pollutants which has harmful or poisonous effect from workplace without the participation of employees the policies and practices are not implemented successfully, so employees participation is very necessary to every organization for implementation of green policies and practices, for this new innovation green idea.

**Compensation: Pay and Rewards system:**

Organization set rewards system for its employee’s performances and to motivate them to keep high standards of productivity or service. Rewards can be monetary, and non monetary and psychological. Organization set reward system to recognize their employees’ performance and to motivate them to keep high standards of productivity or service. In literature rewards are generally two types: intrinsic (it includes rewards are non physical, intangible rewards and are internal to the individual. For example: and words of praise from senior, working with higher level of freedom and autonomy, personal achievements and growth and receiving more challenges task.) Extrinsic (it includes rewards are tangible, physical, and external to the individual. These rewards may be in monetary form or as other benefits like health insurance, company car etc.) Today the rewards strategy is not simply about paying employees more or offering them fleeting forms of benefits. The concept of reward should be extended to the point that an organization needs to redesign the work so as to give employees the opportunities to perform well and find a meaning in what they do. With the increase of green businesses, rewards systems also have to align with the new approach. A variable pay element can be added to the compensation system by linking the pay to eco- performance. Work organization can benefit from rewarding waste reduction practices that teams develop. Every organization needs to develop reward system to produce desirable behaviors in environmental management and doing so require effective employment of both incentive and disincentives. A disincentive includes negative reinforcement, like suspension, criticisms and warning and may be needed to get employees to make environmental improvement.

**Grievance and discipline:**

In order to ensure compliance with environmental management, organization must develop and communicate a clear set of rules and regulation that require employees to be concerned about environmental protection. Therefore, setting sanctions and disciplinary measures (demotion lay off, salary, and allowances reduction.) for employees who do not follow the rules and who do not meet their performance requirements will ensure that all employees remain committed to achieving the company’s environmental objectives.

Maintain the green discipline in the organization builds and facilitates green employees’ competence, which contributes towards pro-environmental behaviors. Accordingly, managers should maintain green discipline by punishing employees or fining them for not observing the environmental policy in companies. Thus, organization can implement that require workers to follow the organizations’ environmental conservation.

**Green jobs:**

Green jobs are decent jobs that contribute to preserve or restore the environment, be they in traditional sectors such as manufacturing and construction, or in new emerging green sectors such as renewable energy and energy efficiency. Green jobs helps in improving energy and raw materials efficiency, limit green house gas emissions, minimize waste and pollution, protect and restore ecosystems, support adaptation to the effect of climate change. At the enterprise level, green jobs can produce goods or provide a service that benefits the environment. Green outputs are not always based on green production processes and technologies. Therefore green jobs can also be distinguished by their contribution to more environmentally friendly processes. For example green job can reduce water consumption or improve recycling systems. Yet green jobs defined through production processes do not necessarily produce environmental goods and services.

**New role of HR manager as environmental manager:**

The environmental managers have to perform duel responsibilities problem solver as well as the supporter. HRs can effectively implement Greeting practices through developing various stages.

To implement Environmental Management system in the organization HR manager should follow the practices like:

1. To make campus plastic free.
2. To reduce plastic waste use own mugs for coffee and tea.
3. Go paperless
4. Green audit
5. Energy audit
6. Carpooling or car sharing
7. Work from home
8. Use daylights
9. Switch off ACs 30 min before living
10. No smoke zone
11. No vehicle day
12. Save water
13. Recycle, waste disposal
14. Use solar energy
15. Use E-HRM
16. Video conferencing
17. Reuse, reduce waste

**Green building:**

This term is popular now a day and adopted by organizations. The organizations round the globe are considerably opting for green building as their workplace and offices as an alternative to traditional offices this phenomenon is quite trend setting as green building fulfill certain criteria for reducing the exploitation of natural resources that are utilized in their construction. Green building includes some enhanced features related to green practices such as energy efficiency, renewable energy, and storm water management. Recent years have witnessed for adopting of green building by origination at a fast pace. The business world has become increasing aware of the significant role played by green building while dealing with environmental issues. Green building also serve as a platform for financial saving for organizations as their constructions and engineering involve low cost.

**Challenges of Green HRM:**

* It is difficult to change the performance and activities of employees in a short duration of time.
* Recruitment of green employees with excellence of talent is a challenging job because it is not important that every good employee have this talent.
* It is also not easy to develop culture and tradition of green HRM in organization; it is a long lasting process.
* All the employees are not contributing equally in the promotion of green HRM practices in organization.
* Using green material for production and manufacturing being gone too expensive for the organization and it increase cost of the product.
* Switching to solar power will need panel to be installed at business facilities. The cost reduction in energy saving gained by going green is not always enough to offset the initial conversion cost.
* In initial stage it requires high cost and return slow rate of return.
* The another problem is that the saving 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.
* In the business world, 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.

**Benefits of GHRM:**

* Helping companies to bring down costs without losing their talent.
* Organizations have huge growth opportunities by being green and creating a new friendly environment, which helps in enormous operational saving by reducing their carbon footprint.
* It helps in achieving higher employee job satisfaction and commitment which leads to higher productivity and sustainability.
* Create a culture of having concern for the wellbeing and health of fellow workers.
* Improvement in the retention rate of the employee.
* Promote employee morale.
* Reduction in the environmental impact of the company.
* Improve competitiveness and increased overall performance.
* Reduction of utility costs significantly. Even small businesses can significantly reduce their utility costs by using technologies that are energy-efficient and less wasteful.
* Reduction in the environmental damage. Encourage employees, through training and compensation, t o find ways to reduce the use of environmentally damaging materials.

Today, the most educated and affluent consumers look for companies that adopt environmental standard. Organizations pursing policies are also immensely benefitted. This may help in arriving at greener products and green saving from waste elimination. The promotion of such value may also indirectly improve consumer satisfaction.

**Conclusion:**

It is evident from the discussion so far made that GHRM promises potential benefits for both organizations and those employed by them. Green HRM practices identified in this section may have a role to play in improving not only the environmental performance but also the financial performance of the organization. Green HRM helps in achieving greater efficiency and lower costs within a process, reducing and eliminating ecological wastage and refurbishing HR products, tools and procedures.

Organization should design green HRM practices to support green policies attainment through the green behavior of employees. Such GHRM practices serve multiple purposes. They integrate HRM goals with management goals. Hire employees with necessary skills, values and expertise to implement green management goals successfully. They increase employees’ awareness and cognition of pro-environmental performance at the individual and organizational levels. They enhance the extent to which promotion and rewards practices are based on green performance. According to this study it is suggested that GHRM alone is insufficient to influence employees’ green service behavior, but the blending GHRM and green knowledge sharing among employees to time to time look for green information and exchange this to enhance their environmental consciousness.

The aim of this paper is to provide a knowledge hoe green HRM can help and affect the employee and organization practices and behavior against environment. Employees learn so many things either from work life or personal life toward environment. Green Human Resources Management has the responsibility to create awareness among the new talent and the exiting employee working for the organization, encourage their employees for helping the organization to reduce the causes of environmental degradation through green movement, green programs and practices, retain the resources for future generation. The green HRM efforts results in increased efficiency, sustainability use of resources, less wastage, improved job performance, improved work/personal life, lower cost, improved employee performance and retention which helps organization to reduce employees carbon footprint by the mean of Green HRM.

The aim if this paper was to provide the general idea, the theoretical fundaments and possible measures of a green work life balance. It has to consider relevant success factors which can differ with regard to, for example; size, industry, positioning and location of a company. The future of green HRM appears promising for all the stakeholder of HRM. It will also aware society and employees of the utilization of resources more economically and encourage eco-friendly products.

**References:**

1. Mahlagha Darvishmotevali and Levent Altinay: Green HRM, environmental awareness and green behaviors: The moderating role of servant leadership. Tourism and management 88 (2022) 104401
2. Dr. Douglas Renwick and Dr. Stuart Maguire: Green HRM; A review, process model, and research agenda. The university of Sheffield: Management school Discussion paper no. 2008.01 April 2008
3. R.K. Mishra, Shulangna Sarkar and J.Kiranmai: Green HRM: Innovative approach in Indian public enterprises. “world review of science, technology and Sustainable development, Vol.11, No.1,2014
4. Bilal Bin Saeed, Bilal Afsar, Shakir Hafeez, Imran Khan, Muhammad Tahir, and Muhammad Asim Afridi: Promoting employees’ pro-environmental behavior through green human resource management practices. “WILEY corporate social responsibility and environmental management ERP Environment” 2019; 26:424-438 wileyonlinelibrary.com/journal/csr.
5. Deepak Bangwa and Prakesh Tiwari: IOSR Journal of business and management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 17, issue 12. [www.iosrjournal.org](http://www.iosrjournal.org)
6. Shoeb Ahmad: Green Human Resource Management: Policies and Practices Cogent Business and Management ISSN 2331-1975(online) journal
7. Mohammad Rabiul Basher Rubel, Daisy Mui Hung Kee and Nadia Newaz Rimi: The influence of green HRM practices on green service behavior: the mediating effect of green knowledge sharing employee relationship: The international publishing limited <http://www.emerald.com/insight/0142-5455.htm>
8. Macro Guerci, Annachiara Longoni and Davide Luzzini: Translating stakeholder pressure into environmental performance- the mediating role of green HRM practices. “International journal of human resource management” ISSN: 0958-5192(print) 1466-4399(online) [www.tandfonline.com/loi/rijh20](http://www.tandfonline.com/loi/rijh20)
9. Deepak bangwal, Prakesh Tiwari and Pankaj Chamola: Green HRM, work life and environment performance. “International journal of environment, Workplace and Employment” vol. 4, no. 3, 2017
10. Gill Mandip: Green HRM: People Management Commitment to Environmental Sustainability. “research journal of recent sciences” ISSN 2277-2502 Vol.1 (ISC=2011), 244-252 (2012)
11. Sushma Rani and Dr. K. Mishra: Green HRM: Practices and Strategies Implementation in the organizations. “International journal on recent and innovation trends in computing and communication” Vol. 2 Issue; 11
12. Simarpreet kaur and Dr. Kavita Aggarwal: Green HRM: Issues and Challenges confront by the organizations. “International Journal for Research Trends and Innovation” 2019 Volume 4, Issue 3 ISSN 2456-3315
13. Dr. Rana Zehra Masood: Green HRM: A need for 21st century “Journal of Emerging Technologies and Innovative Research” 2019; volume 5, Issue 6; ISSN 2349-5162
14. Dr. Annu Singh Lather, Dr. Shalini Garg and Ms. Sona Vikas: Green HRM practices: A case study of a few selected Indian companies.
15. Mamta Arora: Green HRM in India: An Initiative for environmental protection. “Pal Arch’s Journal of Archaeology of Egypt/ Egyptology” 17(10). ISSN 1567-214x
16. Akyay Uygur, Berat Yasin Musluk, Nail Ilbey: Examining the Influence of Green Management on Operation Functions: Case of a business. “Research Journal of Business and Management” year 2015; volume 2; Issue 3; ISSN 2148-6689
17. <https://www.iedunote.com/green-hrm#:~:text=The%20responsibilities%20of%20the%20HR,among%20young%20and%20working%20people>
18. <https://hrmi.org/green-hrm/>
19. <https://www.researchgate.net/>
20. <https://blog.ficci.com/archives/7385>
21. <https://indianexpress.com/article/explained/what-are-green-jobs-pm-modi-world-environment-day-speech-7957457>
22. <https://www.intechopen.com/online-first/82339>
23. <https://www.gindalco.com/about-us/award-and-recognitions>
24. [www.indiafreenotes.com](http://www.indiafreenotes.com)
25. <https://www.iedunote.com>
26. <https://youmatter.world.com>
27. <https://scholar.google.com>