



Study on green human resource management practices: A conceptual framework

Chaya R

Assistant Professor, Department of Commerce, Karnataka State Open University, Mysuru, Karnataka, India

DOI: <https://doi.org/10.33545/26648792.2021.v3.i2a.47>

Abstract

In the present scenario, Green HRM is an emerging topic. Green HRM was developed from the Green movement around the world. The concept of Green HRM has become popular worldwide. Its meaning differs from person to person. It attempts to boost energy savings or reduce the pollution created by industries and general living habits. The primary aim of greening is to minimize the possible adverse effects of energy consumption and pollution on the environment. Implementing green technology as a corporate plan will promote business success in the ever-evolving world. The inevitable fact is that organizations will play a critical role in the fight against global warming. HRM will full-fill the company's dedication to green practices with the help of management and its employees. Green HRM's function may become the operator of sustainability goals, which will aid in achieving company goals. Hence, the present study focuses on practice of green human resource management.

Keywords: green human resource practices, green management initiatives, green HRM, green management, sustainability

Introduction

This term has its secured position as a hot topic in recent research works since the awareness on environmental management and sustainable development has been increasingly rising day by day all-round the globe. The term Green HRM has become the buzz word within the business field at present and its significance is increasing manifold with the passage of time. Today the topic Green HRM not only includes awareness toward environmental affairs, but also stands for the social as well as economic well-being of both the organization and the employees within a broader prospect. The different authors have given different definitions of Green HRM as Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment sustainability". 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.

Green HRM extends its role in the promotion and achievement of sustainable objectives within a company. The word green HRM applies mainly to the contribution of policies and activities in the field of HRM. It is commonly known as green human resource management or GHRM. It involves all workers in adopting sustainable practices and improving awareness about eco-friendly lifestyles. They include the promotion of energy conservation.

Importance Green HRM

Last two decades of this century have witnessed a unanimous consensus for the need of a realistic environmental management

drive all over the world. This effort was undertaken since the damaging effects of different pollutants among which the industrial wastes being the major culprit that has been deteriorating and depleting our natural resources very fast has been evident. The human environment was declared in the first United Nation's (International) Conference on Human Environment held in June 1972 in Stockholm declared that to defend and improve the human environment for present and future generation have become an imperative goal for mankind. The Green HRM literature is largely a western one and, given the importance of Asian economic development for environmental management, this is an important gap for future studies to reduce. Scholars of management around the world are now analysing various managerial practices that can facilitate the achievements of the goals of GHRM and also have a significant impact on the environmental competitiveness of the organizations. Within thousands of businesses today, sustainability plans are growing steadily due to the threats and uncertainties that climate change has caused our world. The support of senior management is crucial in the implementation of its sustainability management by an organization.

Benefits of Green HRM

Companies need to carry out an environmental audit that can focus on recycling and help society and its people. It will help the workers and members of organizations to understand the use of natural resources and promote eco-friendly goods. Some benefits of Green HRM are as follows-

1. It can support organizations to minimize expenses without losing talent.
2. It decreases a company's total costs as it becomes more effective concerning the use of electricity, water, and manufactured goods.

3. It helps to achieve greater employee job satisfaction and dedication, which leads to increased productivity.
4. Develop a culture of concern for the holistic wellbeing of fellow employees.
5. Small companies can also reduce their electricity costs by using technologies that are energy-efficient and less costly.
6. It can be used to create good public relations if an organization adds a green initiative to its workplace.

Critical Green HRM Practices

1. Employment Security

Life is unpredictable, and a job is a reliable thing that most people are concerned about nowadays. In reality, having an employer that helps the worker to be there for themselves and their families is the number one reason why employees come to work. Employment security allows employees to go home to care for themselves and their families after work.

Companies can benefit from employment security because it helps them retain their employees. For example, when workers get laid off, usually it is the company that pays the price. Organizations are the ones who have engaged in the recruitment, training, and growth of these workers.

2. Teamwork

Teamwork is essential in achieving goals. When it comes to success, high-performance teams are critical for any organization. Teams bring benefits because they are formed up of individuals who think differently but work towards a common objective. Then these ideas are analysed, resulting in the selection of the best ones.

The best teams which are mentally healthy can think differently. It ensures that team members will develop ideas that are different while getting comfortable bringing them up. Like another team or a department, a team usually is a small unit of the organization. Such larger organizations need to work together as well. Teamwork helps to create a productive and successful organization.

3. Selective Hiring

Selective hiring helps a company to bring more value-adding workers to the company. You can't just hire anybody if you want individuals who are fit for the position. Organizations do their best to recruit outstanding individuals because they bring more success to the company. Therefore, hiring the right people is a secret to maintaining a strategic advantage.

We can use several different recruiting methods to find the best candidates in today's global world. To see how well they are performing, more and more businesses actively keep track of their recruiting data sources. The IQ tests, personality reviews, structured interviews, task tests, and performance reviews are widely used selection methods.

4. Training and Learning

Organizations are investing significantly in training for their workers. After hiring the best candidates, you need to make sure that they stay in the organization. Learning has now become a way of being creative, growing faster, and maintaining a strategic advantage. Employers are focusing on skill-specific types of training. Nowadays, on-demand courses have increased enormously all over the world. All thanks to the internet as

everybody is connected and can learn anything, from anywhere and anytime.

For modern generations, such as the Millennials and Generation Z, learning has also become extremely important. In a Gallup study, younger workers' rate of learning and personal development is as much more critical as older generations. The next generation of employees is continuously looking for growth opportunities and succeeding in their careers.

5. Open Communication

Open communication is about strategies, finance, and events that promote a culture in which individuals believe they are recognized. It genuinely involves workers in the organization. It prevents negative conversations between the employees. If you want your employees to share their ideas, they need to have a clear understanding of what's happening in the company. Being aware of the company is something that workers feel is an integral part of the company. Open communication creates an opportunity to contribute to and influence decisions that impact their work lives.



(Source: Author)

Fig 1

Conclusion

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. At last, we observed that how Green HRM can help or affect the employee and their organisation practices against environmental issues. Employee learns it from professional life and private life. It makes the change in attitude and behaviour of employees towards the policies & practices. In result, decrease in cost, increase the efficiency and better uses of natural resources. In India where 7 out of 10 most polluted cities are existed, Green HRM can help to reduce carbon footprints, proper utilisation of resources and effective use of energy. Ultimately, every one want to live in a good environment and Green HRM is a great tool to protect it from issues. In the end we can say

References

1. Abd Rahim MH, Ahmad Zukni RZJ, Ahmad F, Lyndon N. Green Advertising and Environmentally Responsible Consumer Behavior: The Level of Awareness and Perception of Malaysian Youth. *Asian Social Science*, 2012, 8(5). doi:10.5539/ass.v8n5p46
2. Ahmad S. Green human resource management: Policies and practices. *Cogent Business & Management*, 2015;2(1):1030817.
3. Alhaddi, H. Triple Bottom Line and Sustainability: A Literature Review. *Business Management. Study*. 2015.

4. Aravamudhan NR. Green HR getting into the business of green. *HRM Review*,2012:12:31-40. ISSN: 1053-4822.
5. Arulrajah A, Opatha AP, Nawaratne J. Green human resource management practices: A review. *Sri Lankan Journal of Human Resource Management*,2015:5(1):1-16. DOI: 10.4038/sljhrm.v5i1.5624.
6. Beard C, Rees S. Green teams and management of environmental change in a UK county council. *Environmental Management and Health*,2000:11(1):27-38. DOI: 10.1108/09566160010314161
7. Marcus AA, Fremeth RA. Green management matters regardless. *Acad Manage Perspect*,2009:23(3):17-26.
8. Mazur, B. Sustainable Human Resource Management. The attempt of holistic approach. *Econ. Manag*,2015:7:7-12.
9. Meyer KE, Estrin S, Bhaumik SK, Peng MW. Institutions, resources, and entry strategies in emerging economies. *Strateg. Manag. J*,2008:30:1-43.
10. Milliman J, Clair J. Best Environmental HRM Practices in the US. In W. Wehrmeyer (Ed.), *Greening People, Human Resources and Environmental Management*. Sheffield: Greenleaf Publishing.
11. Norton TA, Zacher H, Parker SL, Ashkanasy NM. Bridging the gap between green behavioral intentions and employee green behavior: The role of green psychological climate. *J. Organ. Behav*,2017:38:996-1015.
12. Pabian A. Zrównowazone zarz ,adanie zasobami ludzkimi. *Zeszyty Naukowe Politechniki Cz ,estochowskiej Zarz ,adanie*,2015:17:7-16.
13. Pinzone M, Guerci M, Lettieri E, Redman T. Progressing in the change journey towards sustainability in healthcare: The role of “Green” HRM. *J. Clean. Prod*,2016:122:201-211.
14. Pocztownski A. Zrównowazone zarz ,adanie zasobami ludzkimi w teorii i praktyce. *Zarz ,adanie i Finanse*,2016:2:303-314.
15. Quesada GC, Klenke T, Mejía-Ortíz LM. Regulatory Challenges in Realizing Integrated Coastal Management—Lessons from Germany, Costa Rica, Mexico and South Africa. *Sustainability*,2018:10:3772.
16. Renwick D, Redman T, Maguire S. Green HRM: A Review, Process Model, and Research Agenda. University of Sheffield Working Paper. Retrieved from <http://www.sheffield.ac.uk/content/1/c6/08/70/89/2008-01.pdf>.
17. Renwick DWS, Redman T, Maguire S. Green Human Resource Management: A Review and Research Agenda. *Int. J. Manag. Rev*,2013:15:1-14.
18. Shaikh M, Green HRM. A requirement of 21st century. *J. Res. Commer. Manag*,2010:1:122-127.
19. Sheopuri A, Sheopuri A. Green HR practices in the changing workplace. *Business Dimensions*,2015:2(1):13-26. ISSN: 2348-2745
20. Singh SK, Del Giudice M, Chierici R, Graziano D. Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technol. Forecast. Soc. Chang*, 2020, 150.
21. Tahir M, Safwan N, Usman A, Adnan A. Green HRM as predictor of firms’ environmental performance and role of employees’ environmental organizational citizenship behavior as a mediator. *J. Res. Rev. Soc. Sci*,2020:3:699-715.
22. Yu W, Ramanathan R, Nath P. Environmental pressures and performance: An analysis of the roles of environmental innovation strategy and marketing capability. *Technol. Forecast. Soc. Chang*,2017:117:160-169.
23. Yong JY, Yusliza MY, Ramayah T, Fawehinmi O. Nexus between green intellectual capital and green human resource management. *J. Clean. Prod*,2019:215:364-374.
24. Zhao H, Guo S. Selecting Green Supplier of Thermal Power Equipment by Using a Hybrid MCDM Method for Sustainability. *Sustainability*,2014:6:217.
25. Zoogah D. The dynamics of Green HRM behaviors: A cognitive social information processing approach. *Zeitschrift fur Personalforschung*,2011:25:117-139.