

GREEN HUMAN RESOURCE MANAGEMENT

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Abstract

Today, the entire planet is worried due to climatic turmoil and ecological imbalance. Various initiatives have been undertaken by top-notch corporates to mitigate the impact of carbon footprints. Green HRM is the main focus of learning and healthy organizations. Corporates are emphasizing the development of environment-friendly human resource strategies to promote green practices. The organization aims to promote GHRM due to the numerous hazardous impacts such as global warming, melting of glaciers, environmental imbalance, Unpredictable climatic conditions, ozone layer depletion, air pollution etc. Though, sensing the repercussions of environmental hazards, it is expected that organisations must address the issues and take preventive measures to reduce the ecological imbalance. Corporates must focus on other related factors along with economic and financial considerations. The chapter aims to highlight the importance, features and implications of green human resource management and elaborates on the various creativities adopted by corporates worldwide. Secondly, to emphasize, define and discuss the explicit government policies designed to safeguard society from carbon footprints and other perils.

Key Words: green human resource management; ecological imbalances; sustainability development, carbon footprints.

Introduction

The incessant exhaustion of natural resources compels the corporates to initiate strategies for their sustainability. Thus, it is a necessity to safeguard the environment and natural resources for the benefit of later generations, which has become a global concern. Strong leadership and a concrete process are required for the sustainability of corporate strategies [1]. Hence, business process reengineering is a prerequisite for modern or advanced organizations. Recently, both developed and developing countries became more concerned about the importance of environmental issues and sustainable development [5].

The wastage produced by the corporates impacts the climate and human wellbeing. There is a need to zero in on climate security and its manageability which led to the emergence of Green HRM. Green HR assists organizations in the exploration of a green substitute approach to decrease costs without losing the gleam of the green economy.

Going green emphasizes on to mitigate the potential adverse impact of pollution and energy consumption on the environment. The green business is highly challenging than traditional business moreover, its implications cannot outweigh the cost involved. Nowadays, organic products are in vogue due to consumer preferences and choices. It has been observed that the existing generation is highly health-concern. Consequently, the companies focus more on greener or organic products and bring transformation accordingly. "Being green" is a tedious task wherein the main objective is cost-effectiveness, economic usage of energy, product recycling and efficient waste management.

RISE OF GREEN

The green drive is not a naïve concept, In the article "Green Marketing: Legend, Myth, Farce or Prophecy?" authors Ken Peattie and Andrew Crane explained green marketing and mentioned the flaws as to why they have failed or not been as successful. Green marketing was receiving considerable attention during the 1980s and early 1990s as consumers started opting for greener products instead of other chemical-based products. Organizations have started flaunting the greener sides in their products to sync with the growing trend.

Green items production more than doubled to 11.4 per cent between 1989 and 1990 in the United States and grew to 13.4 per cent in 1991., Consequently, demand for green print advertisement has increased by 450 % while TV advertisement grew by approx. 368 per cent [3] It was opined that the "green market is evolving," [2] and "green is in vogue, no questions about it" [3]. Eventually, the demand for green consumption seemed to be declining in the late 1990s.

The term green business is defined as the business practices which are using organic, natural and recycled products to build factories and focus on complete protection against pollutants emissions and environment-friendly sourcing of materials. The green business implied the environmentalism concept where the organizations are using limited natural resources for their project and recycling input products such as paper, plastic, electronics, wires, glass and other metals for making organic products or greener products [6].

It has also been observed that green products or organic products tend to sell at extortionate prices. Still, green products are great in demand and companies such as IT, FMCG, hospitals and financial services organizations have adopted green practices.

GREEN HRM

All the activities indulged in green development, green implementation and regular maintenance of a system are aimed at encouraging the employees of an organization to adopt green practices. HRM is mainly concerned with transforming employees into green employees for the achievement of the environmental goals and finally being able to make a significant contribution to environmental sustainability. GHRM involves the development and implementation of environment-friendly HR practices which lead to higher employees efficiencies, lesser costs and effective employee engagement and retention which in turn helps in reducing the carbon footprints through electronic filing, car-pooling, job-sharing, virtual meetings, virtual interviews and training, product recycling, telecommuting, energy-efficient office spaces, etc. It refers to the corporate policies, practices and systems that bring awareness among employees regarding the green benefits at the individual level, society level, natural environment level and the business level" [4]. Green HRM implies the involvement, awareness and contribution of the entire workforce in the execution of sustainable practices and embracing of eco-friendly lifestyles among employees. It also includes the promotion of energy conservation and optimum utilization.

THE PARADIGM SHIFT OF COMPANIES

Business corporates have developed a strong green sense of responsibility and social conscience as presently, the customer demands corporate ethics and environmental protection as a major concern. It is expected that the corporate agenda and social responsibilities must be aligned. The below-mentioned table highlights the corporates green progression

Table: 1 Company adopted Green HRM

2010	2012	2013	2018	2020
The UK launches the London Carbon Trading Exchange.	US signs the Kyoto II agreement and becomes a leading advocate for actions to reduce the rate of global warming.	India becomes a key player in the CSR agenda, focusing on preserving the Indian culture and heritage.	Hybrid or fully electric cars outnumber petrol-powered cars.	A group of scientists confirm that the rate of global warming is slowing.

Source: PWC Report: *Managing Tomorrow's People*

Green HRM is the exercise which implements viable greener approaches for the optimum utilization of resources and management of internal assets. GHRM enables the business enterprises to nurture a green labour force that comprehends and practices green drives all through the HRM practices such as selecting, employing and developing in such a way which directly protects the environment.

GREEN APPROACHES

Following are the green approaches adopted by the organizations-

Green Enlistment- it's a paperless practice with fewer ecological effects. The organizations irrespective of their nature of business are encouraging more digitalization and less use of paper as more usage of paper means deforestation or more cutting of trees. Deforestation is a grave environmental concern since it leads to the loss of biodiversity, natural habitats, soil erosion and irregularity in the water cycle. Deforestation is also affecting climate change and global warming.

Hence, considering all the environmental threats, organizations are bringing transformation in routine operations such as e-communication, online application, e-meetings, e-training, online tests etc. The fundamental approach is paperless meetings which limit desk work.

Green Prizes and Compensation: Corporates are providing e-salary slips and e-rewards which include online vouchers, virtual rewards etc. as to reduce the paper.

Green planning and green initiatives: A large number of organizations have adopted green planning systems. Even cities are preferring decarbonization agenda, becoming low carbon is the first

step to mitigating the carbon emission and is quite helpful in achieving ecological resilience. is an MIT Senseable city lab launched an online map named Treepedia, which measures the green covered area or canopy cover in cities. Singapore tops the chart with its Green View Index with 29%, Sydney -with 26% and lastly, and Vancouver with 26%.

Cities around the world are realizing the importance of the green approach as it leads to lower urban temperature, ecological balance, ecological resilience and mitigation of air pollution. The World Economic Forum's Global Agenda is also emphasizing on to increase green canopy cover in the top ten urban planning initiatives.

Green HR practices assist organizations with exploring innovative tactics to reduce costs without losing their capability in the green economy. Organizations and their subsidiaries have adopted stunning tactics by becoming environmentally friendly entities and also acquired extraordinary operational practices leading to lessening the carbon impression.

Advantages:

The green HRM program contributes incredible effects such as: -

- ✓ The adaptation of green HRM practices leads to diminishing the brunt of global warming.
- ✓ Green employer is getting recognition and it serves as an effective way to attract new talent. It has also been observed that 8% of UK firms appreciate green behaviours by giving them awards and financial incentives.
- ✓ Green Human Resource Management helps in accomplishing the tasks and responsibilities, which enhances higher efficiency, effectiveness and supportability. It also helps in increasing competitiveness and overall performance.
- ✓ The Green HRM helps in employer branding which increases the talent pool and brand reputation.
- ✓ The GHRM also contributes to the reduction of the company's environmental impact.

Disadvantages:

Well, the priority of environmentally friendly living is a positive step but there are certain disadvantages to going green that also exist. Gregory Hamel highlighted the disadvantages: -

- ✓ Increased Initial costs - Perhaps the other side of going green is that it is often a costlier approach, for instance, installation of the solar system involves huge costs.
- ✓ Purchasing of hybrid cars - The purpose of going green is to reduce the environmental impacts unfortunately building an energy-efficient home or enterprise or purchasing a hybrid vehicle is again a herculean task for a common man.

- ✓ Employees are reluctant to adopt green behaviour – Many employees perceived that it is not their responsibility to care for the environment but the fresh educated employees realized the importance of environmental management and responsibilities.

Strategic aspect:

Organisations and human resources play a dynamic role in making corporate environmental responsibility a part of the organisation's mission statement.

The HR managers are accountable to create awareness among the workforce regarding the environmental responsibility of every employee, the Green HRM, the effective utilization of natural resources, and contribute to maintaining and retaining natural resources for the future.

A green job is a form of employment that is directly related to corporate policies, strategies, information systems, raw materials etc. which leads to less environmental impact. There are five major areas where sustainability principles can be applied such as: -

- **The Green products/services Portfolio** – It includes mainly waste management, pollution management, resource replacement, sustainable model, adaptive reuse and product recycling.
- **The Green Workforce** – It implies revamping of human resource strategies, conducive culture, green recruitment, hiring and retention. Learning and development, training, career path development, and managing diversity. The exposure to green behaviour served as an instrumental in the development and implementation of green HRM practices, culture and environmental strategies.
- **The Green Workplace**- It includes a green canopy, ergonomics, virtual offices, green buildings, environmental management, and waste and energy management.
- **The Green Process Model** – Transformation in the organization practices and more weigh to the green processes in sync with the corporate green practices and sustainable management.
- **Green Governance Principles and Management** – it includes employees' accountability towards the environment. The organization formulate green policies and their compliance is supported by incentives and rewards.

Green HR Policies:

Green HR policies aim to create and develop a conducive environmental culture. The priority of Green HRM is to inculcate green behaviour in the working place, which in turn leads to the awareness and development of green behaviour that employees can practice in their personal life. Undoubtedly, organizations are the root cause of environmental issues thus, corporates are forming certain policies to protect the world from environmental disasters. Now, organisations addressing environmental issues prominently. The corporates are emphasising the paperless environment and initiating various policies and practices. Certain Green HR Policies are;

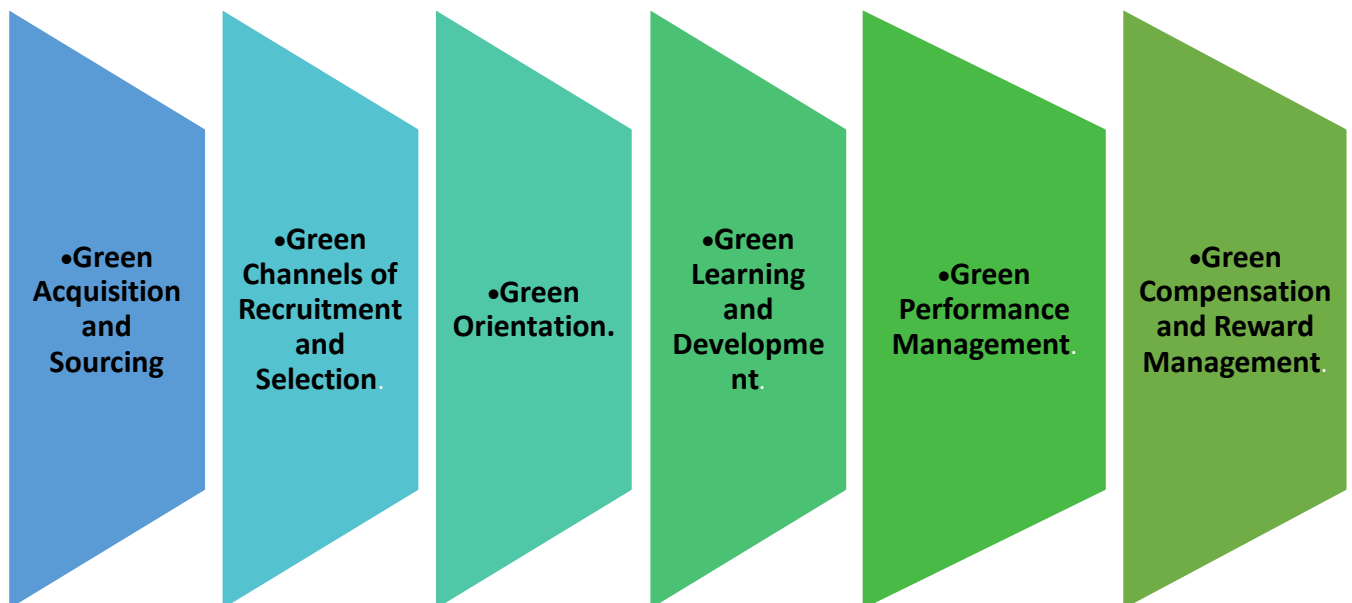
Green human resource sourcing and deployment:

The top level of management focus on green initiatives and concern for green practices should be included in the job description. The environmental consciousness attribute can be included in the competency model of the organization while human resource sourcing.

Green recruitment and selection:

Companies are highly conscious of the environment hence paperless practice is in vogue. Organisations are inviting applications online and using their web portals for the uploading of credentials, and testimonials related to qualifications, experiences and acceptance letters of selected applicants. Organisations can set preferential criteria while selecting the candidate like green awareness or strategies to protect the environmental hazards etc. and consider employees who are green aware.

Environment-friendly organisations receive highly qualified and motivated applicants even some



applicants are preferred to cover the extra mile for environmentally responsible organizations.

Induction/Orientation:

The employee induction/orientation program primarily focused on the culture of green consciousness and enable budding managers to contribute toward green initiatives. Corporates should also be concerned for the employee's health, safety, and radiation.

Green performance management:

Green PM layout can be effectively started with the guidance and assistance of all the staff members. Organizations can set green targets and obligations for the employees and can appraise their performance by including green performance indicators.

Green pay and award the executives:

The compensation and rewards must be linked with the green capabilities and target accomplishment by the employees. Monetary, non-monetary benefits, monthly managerial bonuses and recognition-based rewards can be given to employees for the implementation & execution of ecological practices. Business process reengineering, regeneration sources of energy and maintaining carbon emission standards are the key indicators of green efforts.

Learning and Development:

The special drive to be executed specifically focuses on the acquisition of green skills, environment management and sincere concern for the protection of Flora and Fauna. Learning, training, and development sessions must be organized focusing on green HRM. The online, web-based and interactive training modules related to energy efficiency, waste management, product recycling, and effective methods to reduce the use of environmentally damaging chemicals in the production cycle can be used as learning & training content for environmental management training. Trainers should use web-based material and case studies rather than printed handouts, thus reducing the use of paper.

Conclusion:

It has been observed that organisations are rendering incessant endeavours for environmental protection by adopting various initiatives. The contributions of the organisations are remarkable as they have focussed on green transformation by incorporating green strategies in several functional areas such as green logistic approaches, product recycling, reducing carbon footprints, solar energy, reducing & eliminating ecological wastage, refurbishing of the products, tools, and procedures. Being environmentally conscious, business enterprises have started the integration of green procedures & practices into their regular work environment with society and green HRM helps in attaining higher efficiency and cost-effectiveness within a process.

Organizational leaders should also launch eco-initiatives to address environmental management such as companies should arrange nature-friendly workplaces by providing them carbon-credit-equalizers, pollution free or hybrid vehicles for transportation to encourage green agenda under employee engagement plan. In addition to the above discussion, certain other initiatives can be undertaken to reduce the carbon burden on earth such as the use of eco-friendly grocery and lunch bags, and the use of glass/metal bottles instead of plastic bottles. Wellness workshops based on physical fitness, proper nutrition and healthy lifestyles etc. and green-themed games to encourage environmentally friendly behaviour and staff togetherness.

In last, it can be concluded that Green HR has contributed positively to employee performance, and employees' well-being and is quite effective in improving organizational performance

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