# Green Human Resource Management

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# ABSTRACT

As environmental sustainability goals are aligned with HR practices, green human resource management, or green HRM, is becoming more and more important in today's corporate environment. Implementing eco-friendly policies, raising staff awareness of environmental issues, and embracing sustainable operations are all examples of green human resource management practices. This strategy not only lessens the company's environmental impact but also boosts staff satisfaction and brand recognition.

The fact that companies that practise green HRM are attracting top talent, as evidenced by studies showing that 64% of millennials look at a company's social and environmental commitments when choosing where to work, highlights the importance of green HRM. Moreover, businesses with strong sustainability initiatives report higher profitability and productivity by 21% and 16%, respectively.

Adopting Green HRM is essential in India because of the nation's serious environmental issues. By 2030, adopting sustainable practices across industries could cut carbon emissions by 20%, according to the Press Information Bureau of India. Adopting Green HRM can also result in significant cost savings through effective resource utilization and waste management, estimated to be worth over ₹10,000 crore annually.

The introduction and definition of green human resource management (green HRM) are covered in this chapter, along with the conceptual framework, significance, advantages, applications, and initiatives of green HRM. It talks about the difficulties in putting Green HRM into practice and gives instances of businesses that have done so successfully. In addition, the chapter provides a thorough literature review by reviewing five important articles on the subject.

## "Sustainability is no longer about doing less harm. It's about doing more good."

— **Jochen Zeitz**

**Key Words:-** Green HRM, Environmental sustainability, Eco-friendly policies, Employee engagement ,Corporate sustainability, resource efficiency, Environmental awareness

# INTRODUCTION

Green HRM encompasses all initiatives taken by the HR department of a company to ensure that employees are contributing to the sustainability of the company and to increase awareness of environmental management.

Green HR, or green human resource management, includes proactive efforts by HR to make the workplace as eco-friendly as possible and to motivate employees to follow suit. It is in charge of transforming HR operations with a focus on sustainability in order to create a sustainable work environment. It entails implementing eco-friendly HR initiatives that boost productivity, cut expenses, and improve employee engagement and retention. These initiatives, which include electronic filing, carpooling, job-sharing, teleconferencing, virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces, and more, also assist organizations in lowering the carbon footprints of their workforce.

Green HR initiatives assist businesses in finding cost-saving measures without sacrificing their best employees. Sustainable business practices are promoted by a strategic initiative that centres on green human resource management.

# CONCEPTUAL FRAMEWORK

## Importance of Green Human Resource Management

Enhancing sustainable business practices, cutting expenses, increasing social awareness within the company, and other objectives are the primary aims of green HRM. For this reason, every organization needs to conduct an environmental audit that covers their responsibilities, sustainable actions, and more. An organization can function with consideration for its social and environmental duties and benefit in certain ways by implementing Green Human Resource Management, or GHRM.

## Benefits:

1. **Cost Efficient:** Businesses can reduce hiring expenses without sacrificing qualified applicants by utilising GHRM. There are advantages to completely switching to an online hiring system since it streamlines, expedites, and lowers the cost of the hiring process.
2. **Sustainability:** An organization will have enormous growth potential if it is connected to green and sustainable initiatives. It includes green practices that assist you in lowering and removing your carbon footprint. Employers who implement GHRM have very involved   
   workers, thereby reducing the rate of absenteeism. The implementation of green human resource management facilitates cost reduction while maintaining domain expertise.
3. **Brand Recognition:** The organization's efforts to make a name for itself in the community are facilitated by the implementation of green HRM strategies. It additionally encourages the use of more reasonably priced, ecologically friendly products and the conservation of resources. An organization can build its brand by carrying out environmental audits, contributing to the community, enhancing workplace culture, upholding waste management, and taking on other projects.
4. **Increased Employee Retention:** Green HRM practices have the potential to increase an organization's employee retention rate. Employees get proud when they learn that their employer is socially and environmentally conscious. Along with its benefits, it makes a good impression on top talent and the workforce, making it easier for them to relate to the organization's environmental values.
5. **Wellness:** In addition to encouraging physical fitness, a healthy diet, and a healthy lifestyle among employees, wellness programs offered by organizations can also focus on environmental and sustainable issues in order to increase awareness. Green HRM uses policies to encourage resource efficiency, which boosts employee satisfaction and morale while also promoting environmentally friendly causes.

## Green HRM Practices:

A better impression of the business and its employees can be achieved by implementing some common green HRM techniques. As a result, the company is able to accomplish its sustainability objectives and adopt excellent green HR policies across the board.   
Common procedures that assist with the green HR policies include the following:

## Hiring Selectively

To ensure that the people you hire are committed to environmental causes, you can start by conducting selective hiring and making sure to ask pertinent interview questions. To ensure that they are more likely to take part in similar office-wide activities, you can also encourage them to attach any documentation of their involvement with green initiatives.   
Leadership roles can incorporate green targets as well, since they bear greater accountability for environmental initiatives. It will guarantee that these supervisors will take an interest in green projects and encourage their colleagues to meet the company's green goals.

## Providing Employment Security

Providing job security to your staff is a great way to be a green HR practitioner and win their trust. Because of this, they will be more likely to abide by the organization's green HRM policies. Giving your employees a sense of job security will also make them feel like they belong to your company, which will increase their level of engagement.   
They will feel more at ease knowing that their business will take care of their financial needs if they have a steady source of income. Improving employment security will also lead to lower employee attrition, which will save you money on recruiting, onboarding, and training new employees.

## Promoting Open Communication

## Promoting open communication within the company is a great way to create a green workplace. It gives workers a feeling of security in the company and helps them realize how important they are to the company. They benefit from having the freedom to freely share their innovations and ideas with their team, which fosters a productive environment. Increased transparency with regard to company finances, strategies, and other matters that impact employees should also be a part of open communication. It makes it possible for the employees to realize how much their employer believes in them. Additionally, it makes them feel more engaged with their company, which increases loyalty.

## Emphasizing Teamwork

Additionally, since teamwork can benefit a variety of green activities, it is imperative to emphasize teamwork. Green HRM techniques foster teamwork by motivating employees to stay involved with the business and contribute positively to the team.   
By placing a strong emphasis on teamwork, you can also make sure that your team bonds better, which will enable them to outperform the opposition in terms of output and efficiency. Long-term success is also the outcome of having an effective team since they can collaborate to complete tasks as a single unit. They can stay more committed to their business and outperform others thanks to it.

**5. Developing Learning Culture**

## You can help your employees understand why their company follows green practices by holding training sessions on environmentally friendly practices. Establishing a learning and development culture will help the teams comprehend the explanation for the environmental initiatives. They will therefore be motivated to meet the environmental targets of their business and actively participate in environmental projects. Because they are actively seeking out opportunities to further their education and develop their skills, it also helps the younger generation of employees feel more engaged with their organization. Additionally, these workers will be anticipating a longer stay.

## Initiatives for the Management of the Green Human Resources:

The concept of "green human resource management" is gaining popularity as large corporations discover new ways to encourage sustainable functioning within their organizations. Without a doubt, companies can make a big difference in the fight against global warming. With the support of upper management and employees, HRM can maintain the organization's commitment to green practices by implementing the following green HRM initiatives:

1. **Green Recruitment and Selecting process:**

With the advancement of technology, one can achieve anything through the internet. Employers may post job openings on their websites, and applicants may upload their resumes. The amount of paper used is significantly decreased thanks to these initiatives. After selecting the approach, the recruiter needs to ascertain as soon as possible whether the candidates are prepared to follow their environmentally friendly policies. Group dynamics and the most urgent environmental issues should be covered in some of the interview questions, as these topics combine sustainable concerns with an organization's strategy.

1. **Onboarding Process:**

An organization's orientation program should consider how these new hires will comply with the green policies of the organization. In addition, the organization needs to outline its green practices and environmental policies in order to reduce waste, carbon emissions, and other issues.

1. **Learning and Development:**

Learning and development are more similar to a training session given to new employees to teach them how the business runs. The organisation must include the new hires’ green activities and skills when educating and training them on their session given to new employees to teach them how the business runs. The organisation must to come up with fresh ideas for improving the viability and sustainability of their organisations. Using digital and web-based modules is what organisations should do for environmental management training. To contribute to the safety and well-being of the environment, recycling factors, waste disposal, and energy debate are vital

an employee’s technical knowledge and abilities, so they can better support the company’s objectives. As a result, it also incorporates sustainability goals that are evaluated using particular metrics to establish a business that is more concerned about the environment. Creating goals, obligations, and tasks that are effective at raising awareness of environmental issues and motivating staff to engage in these green activities is something that is taken into account when evaluating managers’ performance.

**4. Performance Management and Appraisal:** Performance management aims to improve

**5. Rewards and Compensation Management:** Compensating and rewarding your staff for their efforts to make the workplace greener is one way to show your appreciation. Three categories of awards are available for you to give your staff: monetary, non-monetary, and recognition-based. The most common forms of monetary rewards are pay increases, cash bonuses, and other financial incentives. Non-monetary incentives can also take the form of gift baskets or leaves. Among the recognition-based rewards are senior executives' commendations and promotions.

## Challenges of Green HRM:

The common challenges in implementing green HRM strategies and policies in companies include:

## Lack of Documentation

The organization's environmental practices are diligently carried out thanks to documentation. It also contributes to the preservation of related assets and established policies.

1. **Inadequate Budget**

A significant financial commitment is needed to switch to sustainable technologies and practices. Budgetary restrictions, however, are a common problem for businesses, making green HRM initiatives difficult to implement.

## Training and Awareness

Implementing robust green HRM practices across the company presents another challenge for the HR teams: employee training and organisational awareness-raising.

## Examples of Green HRM Implementation:

1. **Google:**



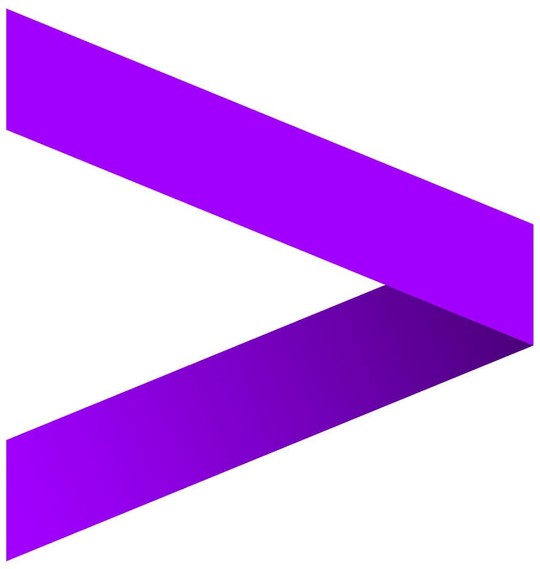
Google offers eco-friendly commuting options like electric vehicle charging stations, encourages telecommuting to cut down on carbon emissions from commuting, and uses sustainable materials in the design and construction of its offices. These are just a few of the Green HRM practices that the company has put into place.

## IKEA:



IKEA integrates sustainability into its hiring and training processes as part of its Green HRM practices. They encourage staff members to get involved in neighborhood environmental projects, provide training on sustainable practices, and highlight environmental responsibility in job descriptions.

## Accenture:



Accenture incorporates Green HRM through the use of virtual meetings to cut down on emissions related to travel, the implementation of policies encouraging responsible resource use in their offices across the globe, and the inclusion of sustainability metrics in performance evaluations.

# REVIEW OF LITERATURE

## Article 1:

**2013 Renwick, D. W. S., Redman, T., & Maguire, S.** conducted a comprehensive review titled "**Green Human Resource Management: A Review and Research Agenda**," aiming to synthesize existing literature on Green HRM, pinpoint gaps, and propose a research agenda. Employing literature review and conceptual analysis as their methodology, they highlighted key themes and identified significant research gaps within Green HRM practices. Their findings underscored the critical need for empirical studies and theoretical advancements in the field. They concluded by suggesting future research directions that focus on integrating sustainability into HRM practices effectively, advocating for a more robust framework to support organizational sustainability initiatives.

## Article 2:

**2015 Shrivastava, P., & Maheshwari, S.** authored "**Green HRM: A Review, Process Model, and Research Agenda**," aiming to develop a process model for implementing GreenHRM and suggest future research directions. Their methodology involved literature review, case studies, and conceptual analysis, without statistical analysis due to the conceptual nature of their framework. They proposed a comprehensive process model that emphasizes both organizational and individual levels of analysis in Green HRM implementation. The authors concluded by advocating for empirical research to validate the proposed model's efficacy and its impact on organizational outcomes, highlighting the need for practical validation in real-world settings.

## Article 3:

**2016 Jabbour, C. J. C., & de Sousa Jabbour, A. B. L.** published "**Green Human Resource Management and Green Supply Chain Management: Linking Two Emerging Agendas**," aiming to explore the integration of Green HRM with Green Supply Chain Management (GSCM) and propose synergistic practices. Their research employed literature review, case studies, and empirical analysis, including descriptive statistics and qualitative analysis of case studies. They found significant synergies between Green HRM and GSCM practices, highlighting HRM's role in advancing environmental sustainability throughout supply chains. The authors concluded by advocating for collaborative research efforts and practical implementation strategies to enhance sustainability practices across organizations.

## Article 4:

**2018 Agarwal, P., & Singh, R. K**. authored "**Green HRM: A Theoretical Perspective**," aiming to develop a theoretical framework for Green HRM practices and explore their impact on organizational sustainability. Their research methodology involved conceptual analysis and the development of a theoretical framework without statistical analysis due to the theoretical nature of their work. They developed a comprehensive theoretical perspective on Green HRM, emphasizing its potential to enhance organizational sustainability through strategic HRM practices. The authors concluded by recommending empirical validation of the theoretical framework and providing practical guidelines for implementing Green HRM effectively in organizational contexts.

## Article 5:

**2020 Sarkar, S., & Sarkar, I.** conducted a systematic review titled "**Green Human Resource Management Practices in Organizations: A Systematic Review and Future Research Agenda**," aiming to systematically review Green HRM practices, summarize existing research, and propose future research directions. Their research methodology included a systematic literature review and meta-analysis, involving meta-analysis of quantitative studies and thematic analysis of qualitative studies. They synthesized current knowledge on Green HRM practices, identified gaps in empirical research, and proposed a future research agenda focused on rigorous empirical studies to examine the impact of Green HRM on organizational outcomes and sustainability.

# CONCLUSION

Green HRM, is becoming more and more important for businesses that want to incorporate environmental sustainability into their everyday operations. Through the alignment of HR practices with environmentally conscious policies and the promotion of environmental consciousness among staff members, Green HRM serves to strengthen not only ecological responsibility but also employee morale and company reputation. The workforce's and millennials' increasing preference for socially and environmentally conscious companies highlights the strategic importance of Green HRM in appealing to and retaining talent.

With potential advantages like increased organizational sustainability, cost savings through resource optimization, and employee engagement, green human resource management has bright future prospects. Adopting Green HRM practices can lead to significant long-term benefits as companies worldwide deal with environmental issues like carbon emissions and resource depletion. However, budget restrictions and the requirement for thorough training and documentation are still relevant issues.

To sum up, green human resource management (HRM) is a proactive strategy for sustainable business practices that gives companies a competitive advantage in a socially conscious market. By incorporating environmental considerations into HR strategies, companies can increase innovation and cultivate an environmental stewardship culture within and beyond their workforce.

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