



Linking Green HRM Practices with Organizational Practices for Organizational and Environmental Sustainability

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ABSTRACT

As we are becoming more materialistic and money oriented, somehow we are overlooking the environment sustainability by depleting or degrading our natural resources. By analyzing the seriousness of the problem many organizations across the globe trying to go green and implementing various policies and practices to ensure the social, economic and most importantly the environment sustainability. Green HRM practices are one of those innovative HR practices through which we can link our workforce with mission to save our three pillars of stable environment, and HR department can play a significant role to make its workforce ready to understand the importance of such initiatives in long run and to motivate them so that the workforce can actively contribute in achieving the target. Many sectors in India are breaking the glass ceiling and

moving towards modern innovative practices in place of traditional one but still there is lack of awareness among various sectors about the Green HR practices, therefore the success of this initiative is largely based on the leadership skills of the top management of any of the organization to spread awareness among the people and to change their mindset so that they can readily accept and adopt the change. The objective of this paper is to analyze the benefits of Green HRM for creating sustainable environment by analyzing the initiative taken by different sectors in this concern and to suggest the importance of environmental sustainability in service sector especially in the education sector in India.

Keywords-- GHRM, Innovation, Environmental sustainability, Organizational sustainability

I. INTRODUCTION

As organizations now are becoming more concerned about environmental issues we are facing across the globe, therefore organizations now framing their policies by keeping in mind their responsibility towards environmental protection. In today's time environment is depleting with an alarming rate, so it is the high time to involve our human resources to adopt green HR practices in day to day organizational activities and participate with open heart in spreading awareness among others towards the benefits driven by different organization through inculcating 'Green HRM' Practices'. Many developed and developing nations are already realize the importance of developing such corporate culture which can laid a strong foundation for its human resource where they can freely follow such practices which can help developing social and environmental sustainability and development.

Mounting concern for global environment and the development of international standards for environmental protection organizations are integrating and linking their management practices with environmental management practices and adopting green practices Green HRM is nothing but using HRM policies to encourage the sustainable use of various organizational resources within business so as to increase environmental sustainability. It involves human resource initiatives to support sustainable practices and increase employee awareness and commitments towards sustainability. Green HRM has two important aspects, firstly to promote eco friendly practices within the business and secondly to safeguard intellectual asset of an organization for further usage. In the environmental literature, the concept of Green management for sustainable development has various definitions; all of which generally, seek to explain the need for balance between industrial growth for wealth creation

and safeguarding the natural environment so that the future generations may thrive (Daily and Huang, 2001). Various researches has proved that GHRM results in improved efficiency, cost reduction, increased employee involvement, reducing attrition rate and ease in retaining employees and above all helps to reduce environment pollution and depletion.

II. OBJECTIVES OF THE STUDY

- To analyze various green HRM practices and their impact on sustainability of environment and organization
- To suggest benefits of Green HRM for education industry

III. RESEARCH METHODOLOGY

A detail literature review approach has been adopted for the research purpose highlighting the significant works on Green HRM. The data is collected from various research articles, whitepapers, magazines, project works & internet.

IV. CONCEPTUAL FRAMEWORK

Green Human Resource Management

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. This term has also 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. Today the topic Green HRM not only includes awareness toward environmental affairs, but also stands for the social as well as economical well-being of both the organization and the employees within a broader prospect.

Different authors have given different definitions for this term such 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” (Marhatta & Adhikari, 2013, p. 2). 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 (Mathapati, 2013, p. 2). 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 (Opatha & Arulrajah, 2014, p. 104). The term ‘green HR’ is often used to refer to the contribution of HR policies and practices towards the environmental issue & which broadly

categorized into two elements i.e. Environmentally friendly HR practices and the preservation of human capital.



Source:https://www.google.co.in/search?q=green+hrm+model&dcr=0&source=lnms&tbm=isch&sa=X&ved=0ahUKewivi9yGheTYAhVLqo8KHaEWDAAQ_AUICigB&biw=1337&bih=584#imgrc=sT2_dPBdbGOTdM

Green HR is about focusing on recruiting, managing, giving direction to and finally retaining people while eliminating or reducing workplace inefficiencies. Companies now realize that they have to develop a powerful social conscience and green sense of responsibility where corporate responsibility is not just a tool for brand building but a factor essential for business development. Many companies, which are taking a greener approach inside their organization, are experiencing a positive and congenial effect on the patterns of employee relations in the organization. This also has a positive influence on the mindset of employees as they feel that apart from their functional contribution on the job, they have an important responsibility in preserving the environment.

Green management initiatives become an important factor in forward thinking business houses around the world. Green HR initiatives help companies find alternative ways to cut cost without losing their top talent; furloughs, part time work, etc. There is a growing need for strategic Green HRM – the integration of environmental management into HRM. HR professionals indicated that encouraging employees to be more environmentally friendly in the workplace was the top practice for their organizations. This means that

organizations are encouraging their employees to perform activities such as making double-sided photocopies, powering down computers after a few minutes of inactivity, using energy-efficient bulbs for desk lamps, ensuring blinds are lowered in the summer to conserve energy, donating / discounting used office furniture / supplies to employees or local charity was the top environmentally responsible practice. Nowadays companies are implementing EMS (Environmental Management System) a strategic tool, to gain competitive advantage. This system provides better control of firm's environmental impacts. It includes commitment, policy, planning, implementation, measurement and evaluation, review and improvement of HR systems that fit with organization's culture and long-term goals.

Green HRM activities

Recruitment

The most challenging issue face by HR managers is to hire and sustain highly skilled and professional employees in global environment. MNCs are now market themselves as Green HRM follower in order to attract highly skilled and talented employees, who also have a great knowledge and understanding of green practices and sustainability issues (*Ehnert 2009*). On the other hand job seekers also making themselves prepare according to international standards of green culture and try to possess the skills required as green employees. Employees also prefer those organizations which have concern about environment and socially responsible. According to research findings of *Wehrmeyer, 1996 and Oates, 1996*, in UK, employees and job seekers decision of joining a particular job or not heavily depends upon the organizational reputation in term of environmental policies and environmental protection. According to research findings of The Chartered Institute of Personnel and Development (CIPD), organizations can attract and sustain reputed and good profile employees by marketing them as environmental protecting organization and environmental sustainable organizations (*CIPD, 2007*). The environmental performance of the organization is affected by recruitment of green employees and following green recruitment process in recruitment. The human resources must be made green first in the organizations in order to show high environmental performance.

Training

The second key element of HRM is training, which make employees to learn about environmental issues and linking organizational practices to green practices. It make them enable to use their work related skills according to green standards (*Bansal and Roth 2000*). These skills include mitigation of wastage (*May and Flannery 1995*), and expertise in environmental protection and environmental literacy (*Roy and Therin 2008*). Front line employees are dealing with data management, and these trainings give them managerial skills of waste management in their routine activities.

There exist direct and significant relationship between training and development and organizational performance, due to the fact that these trainings and development develop skills and knowledge of employee, which can be translate to achieve organizational goals and to achieve its sustainable performance. The skill development along exploratory learning leads to innovations in an organization (*Zakaria, 2012*). *Renwick et al, (2008 and 2013)* recommended some suggestions trainings for the development of employees and making them green. These training programs include green analysis of workplace, job rotations for potential green managers within the organization, environmental management trainings and programs, trainings on recycling, waste management, energy efficiency and safety, and training of frictionally unemployed people.

Learning

Another area of research is finding hurdles and problems in implementing successful environmental training programs. There are number of factors which lead to failure of environmental training programs. These may include unwillingness of the trainer on the issue of green environment, inefficient demand and need analysis, lack of perceived or actual commitment to training objectives in top management, leadership and even in employees (*Wehrmeyer & Vickerstaff, 1996*). Low training willingness is one of the major issue of research, as several studies suggest that if the problem of low readiness exist in training it will adversely affect the training outcome, whereas, learning opportunities were found effective whenever there is a high motivation psychologically acceptance of trainings from the employees (*Goldstein & Ford, 2001*). Therefore, environmental training initiatives can be improved by incorporating effective environmental learning readiness assessments. However, research is needed on the assessment of individual green environmental readiness and ways to enhance learning readiness for employees.

Firm performance

The resource base theory view (RBV) explains that synergy is created by synchronizing organizational resources, in order to gain competitive advantage and become market leader (*Ployhart, 2012*). The degree of success to implement environment friendly programs by the organization is an indicator of environmental performance leading to reduce the negative effects of manufacturing processes on the environment (*Wong et al. 2013*). The combination of Strategic HRM and environmental sustainability is addressing a critical problem of the global world (*Jackson & Seo, 2010*). The organizational performance can be enhanced and improved by the implementing the green practices in human resource management in the form of green recruitment and selection, green trainings and developments, and green learning programs. Although, the significance of HRM practices for better environmental results are focused in

contemporary research (e.g., Jackson et al. 2011; Jackson and Seo 2010; Renwick et al. 2013), but, research in this issue is still not very sophisticated. Paillé (2014) found that there is a direct and significant relationship between HRM practices, environmental performance and organizational performance. Therefore, an organization having strong HRM will have better firm's performance due to the fact that its environmental strategies are in line with HR activities

V. LITERATURE REVIEWS

Aparna (2016) concluded that the green HRM practices are more powerful tools in making organizations and their operations green. The green performance, green behaviours, green attitude, and green competencies of human resources can be shaped and reshaped through adaptation of green HRM practices and suggest that organizations required giving more priority to make each function of HRM green.

Gill Mandip (2012) stated that the future of Green HRM appears promising for all the stakeholders of HRM. The employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programmes to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products. Unions and employees can help employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being. He also examines the nature and extent of Green HR initiatives undertaken by ITC Limited as a case study.

Likhitkar & Verma (2017) concluded that electronic filing, ride sharing, flexi work place, teleconferencing and virtual interviews, recycling, building more energy efficient office spaces are the various green initiatives can be taken for sustainable development. These initiatives resulting in greater efficiencies, & lower costs & satisfied engaged employees, which results in sustainability in the organizations.

Sakhawalkar, & Thadani (2015) has done descriptive research on all IT companies at Pune where non-probability –convenient sampling was used & structured questionnaire was filled by employees of IT companies in Pune City. The study reveals the awareness among employees in IT companies & implementation of various green hr practices. The study found that companies are going towards the environmental friendly initiatives that reduce an employee's carbon footprint. The results included: electronic data filing, Vehicle sharing, video conferencing and virtual interviews, recycling, telecommuting, online training, Work at home and developing more energy efficient office spaces. The study also found that respondents are aware about the electric & hybrid vehicles; however people, who are not aware about

- Green HRM, are aware of the practices and know that their organization is following such practices.

Shoeb Ahmad (2015) in his article observed an increasing awareness within business communities on the significance of going green and adopting various environment management techniques. As the corporate world is going global, the business is experiencing a shift from a conventional financial structure to a modern capacity-based economy which is ready to explore green economic facets of business. Today, Green Human Resource Management (GHRM) has become a key business strategy for the significant organizations where Human Resource Departments play an active part in going green at the office.

Mankotia, Shambhu and Tiwari (2011) conducted a research study on “Green Governance in IT Companies”. The objectives of their research was to find out how much importance IT companies are attaching to adopt Green Practices and Products and also to find out the attitude of employees in IT firms towards environmental sustainability. They found out that green practices in the organization are helping them in bringing more clients and businesses. They also found out that many companies have gone for certifications i.e. LEED (Leadership in Energy and Environment Design). They concluded that Green IT awareness is growing rapidly among large and small organizations. Companies have taken this initiative in terms of virtualization, cloud computing and other methods like tele-conferencing etc. Besides this, there is an increased level of awareness amongst the employees of software firms regarding the adoption of green IT practices.

VI. CONCLUSION

After analyzing various literatures advocating Green HRM it can be concluded that organizations in India, specially the manufacturing firms are adopting GHRM practices as an integral part of their organizational culture and playing their role efficiently in sustaining the environment and organization in future course of action. Along with the manufacturing sectors, service sectors are also realizing the importance of saving environment and saving intellectual capital of an organization, education sector can really make an measure impact across the globe by following the green HR practices and inculcating the same values in future intellectual asset soon to join some organization as managers, engineers, leaders and entrepreneurs as well. Academicians in the field of management can actually do the brainstorming of the students by stimulating them towards their role and responsibility towards environment and encouraging them to incorporate green habits in their personal lives. Education sectors must drive campaigns to raise awareness about the green practices like waste management, recycling, go paperless, saving electricity and water and

using green products within the organization as well outside the organization

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