

GREEN HRM-SUSTAINABLE FUTURE

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ABSTRACT

Recently, there has been an increasing awareness within different communities on the importance of going green and they are becoming more environmentally sensitive. Responsible leaders need to create organizational cultures that facilitate green behaviours among their employees by adopting profuse environment management techniques. As everything is going global, there has been a paradigm shift from conventional structures to a modern capacity-based economy which is ready to traverse green economic facets of business. In recurrent fashion, Green Human Resource Management (GHRM) has become a pivotal strategy where Human Resource Departments play an active role in going green at their workplace. It is an emerging field of research which is intriguing and extremely instrumental in creating and enhancing natural environmental sustainability. It assumes an indispensable part in advancing the earth related issues by embracing it with management rationality. Individuals have turned out to be more cognizant about integration of Natural management in their daily practises. Since, we are entering a green economy, the effect of our daily operations on environment and our longing to make step towards environmental friendliness has been extended from an individual level to more general level. The paper largely focuses upon the simplified meaning of 'green' and 'green human resource management'. The study also adds to the extant literature by discussing the characteristics, objectives, functions and needs. This paper's focus was GHRM and its implementation with existing HRM practices in different areas of professionalism. For this, a survey was conducted with the help of questionnaires which were circulated to people of different sectors through email. Finally, the analysis and interpretation were conducted and findings were phenomenal and surprising. This paper is a great push to comprehend the suggestions and improvements with respect to the need and hugeness of Green Human Resource Management.

Keywords: Human Resource Management, Green HRM, Environment Sustainability, Green Practices, Green HRM functions and objectives, Green HRM roles, Environment Management.

Introduction

We reside within the world which is undergoing elevated globalization. In developing and developed countries there are continuous organizational endeavours to attain the development and organizational goals. It is obvious that in this competitive world different sectors are never going to stop their productivity improvements, profitability and other development standards. Consequently, our nature is in danger and which is alarming us to adopt “sustainability” and it is fast moving up on the priority list of the leaders of organizations.

Ecological consciousness is the magic word of recurrent fashion which is punctually invading every aspect of personal and professional lives. Of late, human lifestyles at both levels have started affecting nature adversely that we can't risk it now. Undoubtedly, corporate world has been in news for being a major stakeholder in environmental issues and thus solution may be extracted from there.

Opatha (2016) emphasized that “to have a balance among people, planet and profits” it is necessary for its management to anticipate the future that is sustainable.

Green Human Resource Management (GHRM) is a prosperous field of Human Resource Management. It's the integration of environment management in human resource management. It is relatively a new phenomenon in practical world as well as academic world. Green Human Resource Management is a manifesto which assists in creating green workforce who can understand and appreciate green culture in an organization.

Research questions and objectives

A systematic and chronological attempt is made to find solutions for following research questions:

- What are the definitions available of term ‘Green’?
- What are definitions given by researchers with regard to GHRM?
- What are different characteristics of GHRM that can be extracted from analysis of definitions examined under the study?
- What are the needs and functions of GHRM?
- What are the objectives of GHRM?
- Checking availability of GHRM in various sectors
- Implications of GHRM

This paper's objectives are consistent with above mentioned questions:

1. To traverse the definitions given by main dictionaries and the New Oxford Thesaurus of English regarding term ‘Green’ and to find a logical interpretation of term.
2. To explore the definitions given by the researchers of term ‘GHRM’ and find a fair interpretation of it.
3. To identify the characteristics, need and functions of GHRM
4. To study the awareness of GHRM in various sectors and derive suitable conclusions
5. To derive appropriate implications of GHRM

Research Methodology

To answer the above-mentioned questions, a desk research was conducted. A few important pioneering original studies were availed for achieving objectives. It included a methodological review of existent literature available. It is based on well known dictionaries, the New Oxford Thesaurus of English, textbook, scholar books and research papers available in databases.

Data Collection

Primary Data: Survey Method (emails)

Secondary Data: Research Papers, printed articles, corporate magazines etc...

Sample Size: General Public

Methodology of Data Collection:

- Sampling Method
- Data analysis and interpretation

Green

The first research question which needs to be answered is: What are the definitions available in respect of “Green”? First an attempt was made to explore definitions given by the main dictionaries and the New Oxford Thesaurus of English in respect of “Green”, and then by various researchers in their publications.

Source	Definitions
The Oxford Paperback Dictionary (1979)	(1) the colour between blue and yellow; (2) the colour of growing grass; (3) covered with grass or with growing leaves; (4) unripe, not seasoned; (5) immature, inexperienced, easily deceived; and (6) pale

	and sickly-looking
The Collins Birmingham University English Language Dictionary (1987)	(1) the colour of grass or leaves or leafy or verdant; (2) an area of land covered with grass, plants, and trees and with not houses or factories; (3) a person with very little experience; (4) unripe and not ready to be eaten (fruits); and (5) political movements whose members are particularly concerned about protecting the environment
The New Oxford Thesaurus of English (2000)	As an adjective (1) verdant (grassy, grass-covered, leafy, verdurous, rural, pastoral (opposite: barren); (2) environmentally friendly; (3) unripe; (4) unseasoned (not aged, unfinished); (5) raw (fresh); (6) inexperienced; naive; (7) vivid (fresh, flourishing); vigorous (strong, healthy); and pale (wan, grey, whitish) to the term green As a noun (1) foliage (greenery, plants, leaves, vegetation); (2) lawn (grassy area), and (3) environmentalist (conservationist, preservationist, nature-lover, or eco-activist)
Oxford English Mini Dictionary (2007)	(1) of a colour like that of grass; (2) covered with grass; (3) concerned with protecting the environment; and (4) inexperienced or naïve

It has been observed that there are several meanings of term “Green” and it has been noticed that its meaning has more concern with natural environment. Following expositions can be derived related to this:

- An area of land covered with grass, plants and trees
- A movement for protecting natural environment

- A human quality of being eco-friendly
- A person who is an environmentalist

According to researchers, there are not plenty of explanations for term 'green' but some of them comprise preservation of the natural environment (safeguarding the natural environment); conservation of the natural environment (being careful in using the natural environment); avoidance or minimization of environmental pollution (stopping or alleviating of contamination of the planet); and generation of gardens and looking-like natural places (building new places which look like the nature purposefully).

Green HRM

The pivotal question is *What is Green HRM?*

Green Human Resources Management (**GHRM**) can be **defined** as the set of policies, practices, and systems that stimulate a green behaviour of a company's employees in order to create an environmentally sensitive, resource efficient and socially responsible workplace and overall organization.

There are so many definitions given by different researchers in context of Green HRM but the above mentioned is the simplest and most easy to understand.

Based on this above definition we can extract some interpretations:

- It's an integration of Human Resource Management with Environmental Management.
- Its about going green in organizations
- Aiming at making organization employees green
- An important part of Corporate Social Responsibility
- Making the base concepts of HRM, its strategies, functions, applications adhering to environment friendly concepts
- Promoting sustainability and socially responsible workforce.

Characteristics

An attempt has been made to find out the distinct characteristics of sustainable HRM practices.

1. GHRM is the branch of HRM.
2. Green HRM is the use of human resource policies to promote the sustainable use of resources within organizations and promote the cause of sustainability.
3. It has two essential elements:
 - Environmentally- friendly HR practices

- Preservation of knowledge capital
4. Several GHRM practices are promoting “going green”

Need Of GHRM

To all the challenges and catastrophes that climate change is bringing, in this threatening situation, even the capitalist world should start adopting sustainability strategies.

There are following needs of having Green HRM:

1. Reduction in ecological footprints
2. Realizing the opportunity for sustainability
3. Taking the leadership for aligned direction
4. To provide environmentally friendly products and operations to manage the environmental and corporate programs
5. Each sector is contributing to the environmental issue in some way or the other and they have to take several means to solve the same.
6. To protect the environmental aspects like energy crisis, global warming and to maintain safe and healthy environment within and outside their workplace.
7. To motivate the employees in going green and to develop green abilities in them
8. To instruct, teach and encourage the employees to be trustworthy towards environment as well as the organization through monetary and non-monetary mediums.

Today the need for green human resource management is irresistible. There must be environmental awareness in every human being.

GHRM Procedure

1. Green Human Resources Management – Recruitment & Job Design

GHRM procedure starts before getting new employees in any organization. It is prerequisite to have Job Descriptions (JDs) that highlight the environment protection or job advertisements ready to mirror company’s social and ecological responsibility.

2. Green Human Resources Management – Selection Methods

Selection methods can incorporate a lot of tests related to environment. To evaluate the candidate’s aptitude to have green behaviour, one could conduct a lot of discussions related to climate change or mixing business success with sustainability issues. This could help the organization to understand someone’s degree of ecological concern. At last, they could be assigned with green scores which could be added in their spreadsheet.

3. Green Human Resources Management – HR Operations & Onboarding

In this world of artificial intelligence, technology is allowing all the sectors to become paperless and for this Human Resource Department can play a major role. Due to Covid-19 so many people have accepted the trend of digital mediums. Nowadays, CV's are sent through internet only, with no need of being print. Online portals and folders can be used to archive employees' documentation such as offer-letters, credentials, CVs or recommendation letters. This could be applied to employees' health insurance or car contracts, salary or information on other benefits. Furthermore, when the newly recruits first arrive at the office, induction programmes should be organized in such a way as to facilitate the integration of these new employees with the company's culture of green consciousness. This way, both the purposes will get solved. Induction on organization or company's history and also on the environmental programmes taken, the green actions designed by company. which concerns with environmental issues.

4. Green Human Resources Management – Performance Management & Appraisals

Performance Management is a process by which employers evaluate and monitor the performance of employees. Therefore, in order to create a greener company, performance appraisal must include sustainability goals. In the end, the ultimate goal of Green Performance Appraisal is to have a measurable outcome of an organization's ability to meet its ecological objectives and targets set forth in the organization's environmental plans or policies.

5. Green Human Resources Management – Learning and Development

Learning and development is a practice that focuses on developing employees' skills, knowledge, and attitudes.

The goals of green training and development are:

- To create awareness about current environmental problems through newsletters
- To educate the employees about day-to-day conservation of resources – e.g., recycling, turning lights off etc...
- To monitor the organization's waste or rethinking about the sources of energy
- To teach operational employees more about business ethics and to allow them to use sustainable practise even that costs more.
- To encourage workers to be more creative and suggestive in sustainable practises
- Overall, to develop an environmental protection mindset of employees which acts consciously is the goal.

1. Green Human Resources Management – Compensation and Reward management

Green Compensation and reward management recognize the contribution of employees in creating a sustainable company. It acts as an evidence that whether the company's strategic sustainability goals were accomplished by the efforts of employees. There are different rewards set for them:

- Monetary- based rewards- in the form of salary, cash incentives etc...
- Non-Monetary rewards- special leaves, discounts or gifts etc...
- Recognition-based rewards- highlighting the green contributions of employees through wide publicity, public praise and appreciation of sustainability efforts.

2. Green Human Resources Management – Employee Relations & Ways of going green

To build a sustainable company it is important to promote 'eco-intrapreneurs'. This often results in encouraging employees to participate in environmental initiatives organized by the company. Some things which employees can practise:

- To reduce waste using porcelain mugs and glasses for tea and coffee, promoting the 3R's (reduce, reuse and recycle; using electronic signatures to avoid wasting paper.
- To cut on carbon emissions: using car-sharing; having transportation passes; walking or cycling to work; using public transport or applying from work from home

3. Green Human Resources Management – Leaving the Company

There are certain situations where employees constitute a breach of contract and possible ground for dismissal, if this really happens it is important to make them leave the company for the strict compliance of green strategies and policies.

Advantages of Green HRM

Green HRM has its prime importance in the achievement of broader objectives such as cost saving, corporate social responsibility, talent acquisition and management and gaining an advantage over the competition. Following benefits are:

- It helps in employee retention and reduces labour turnover
- It improves brand reputation
- It provides competitive advantage to the organizations
- It reduces overall costs
- It stimulates innovation towards sustainable future
- It helps organizations to manage risks more effectively
- It motivates employees to contribute more to company's ecological footprint
- It improves quality

- It improves stakeholder's management
- It helps them to become cost efficient
- It creates a pride feeling among employees as well as organization they are promoting sustainability
- It creates a culture of having concern for wellbeing and health of fellow workers
- it promotes employee morale
- Reduction in environmental impact of the company
- Increased business opportunities: as government agencies, commercial business and non-profit institutions collaborate with those organizations only who meet specific green standards

Disadvantages of GHRM

While environmentally friendly living is a positive ideal, there are several disadvantages of going green.

These could be listed as below:

- Initial costs
- Inadequate savings
- Uneven competition
- Marginal Impact
- Employee apathy and reluctance
- Increased Capital Outlays

AIM

To study the potential of Human Resource Management in enhancing Green HRM practices.

Objectives

- To study the awareness of Green Human Resource Management
- To study HRM practices in different sectors and whether general public aspire to move towards GHRM
- To study the kind of dimensions which general public need in work environment
- To determine potential gaps in the application of Green Human Resource Practices
- To find out how people want to spread word about Green HRM

Hypothesis

GHRM is popular in private sector

GHRM is more popular in public sector than private sector

Very few people have heard about GHRM

Existing HRM practices in work environment are not following GHRM Principles

Research Methodology

Data Collection: Primary Data: Survey Method

Secondary Data: Research Papers, Printed Articles, Magazines etc...

Sample Size: 60 Random public from different sectors

Methodology of Data Collection:

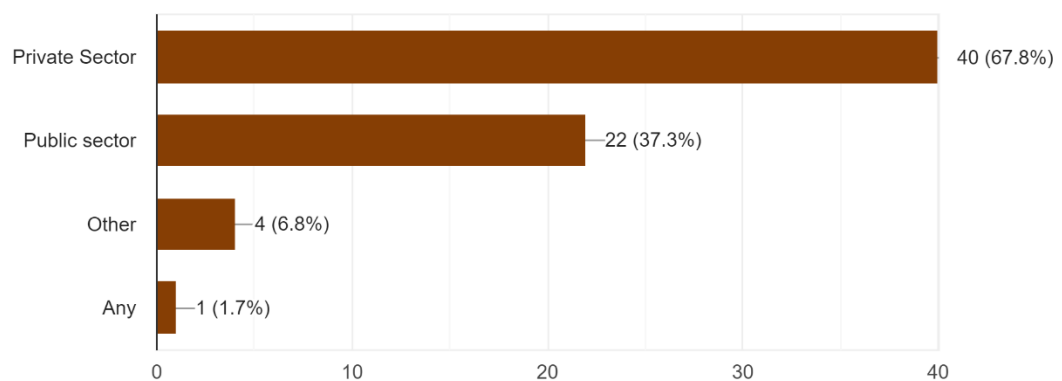
- Sampling Method – Random Sampling through survey
- Data Analysis and Interpretation

Data Analysis and Interpretation

Questionnaire for survey

Which sector do you belong from?

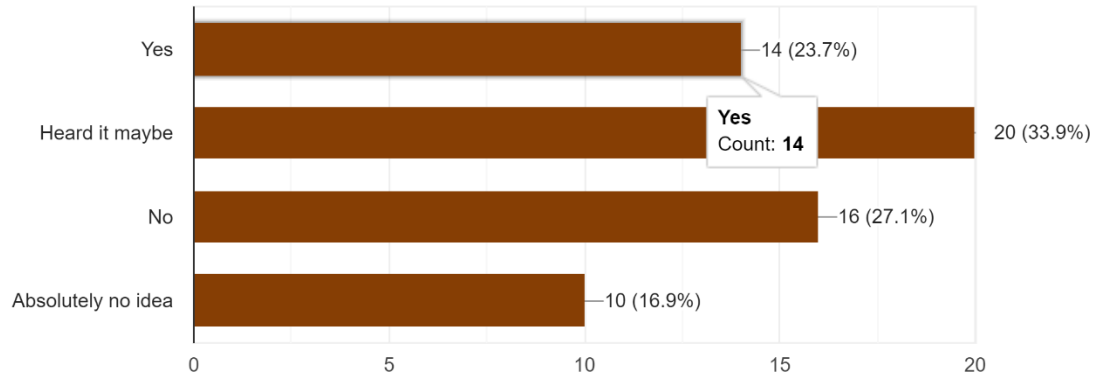
Sector preference
59 responses



How much general public is aware of GHRM?

Were you aware of GHRM ?

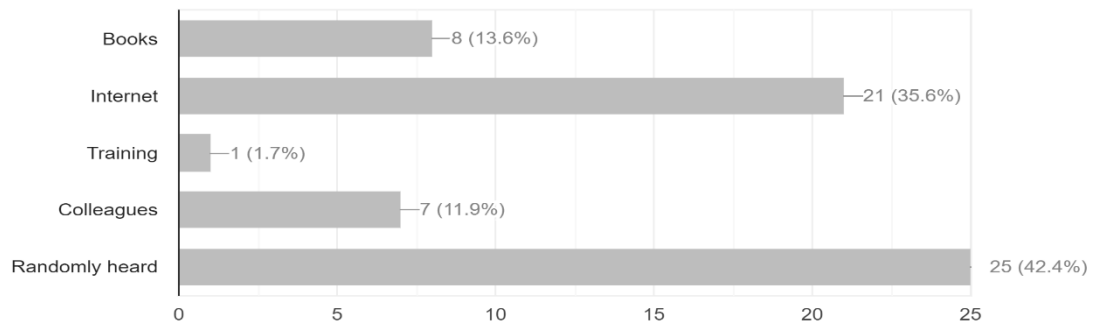
59 responses



If yes, the what are the sources?

If yes, from what sources did you hear?

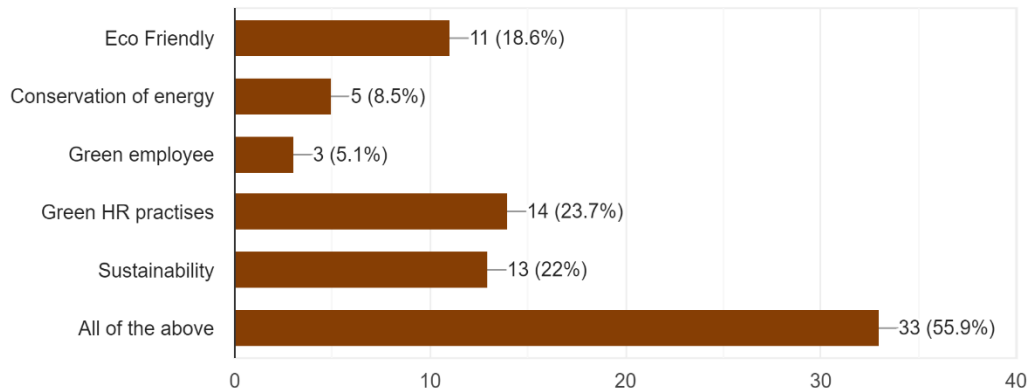
0 / 59 correct responses



According to public what is GHRM?

What do you think Green HRM exactly is ?

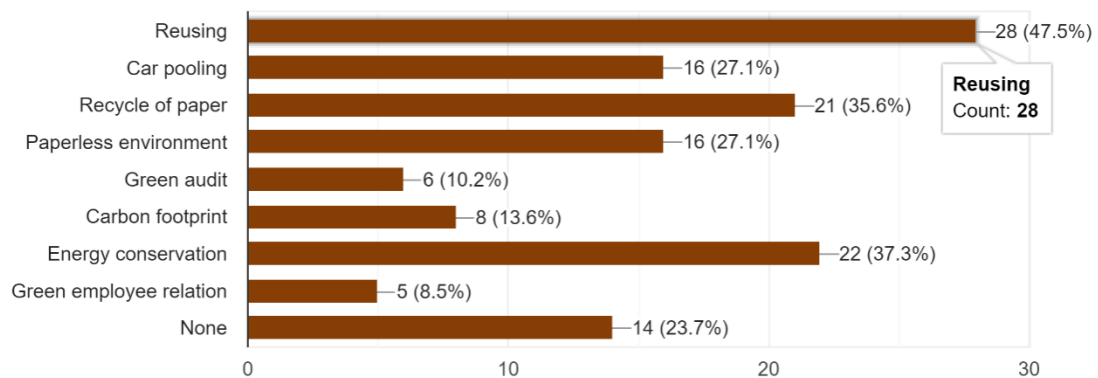
59 responses



How does work environment look like?

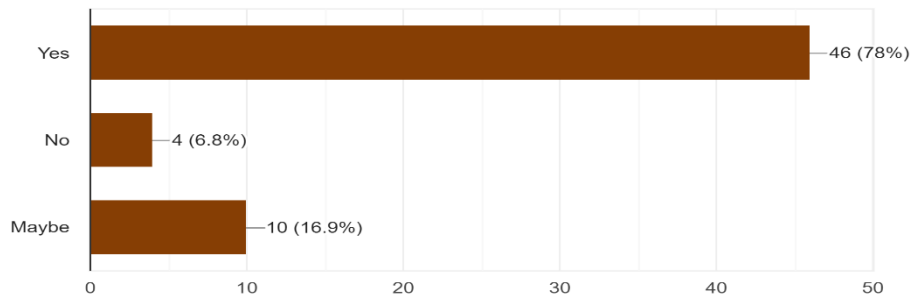
What are the practices does your professional environment follows?

59 responses



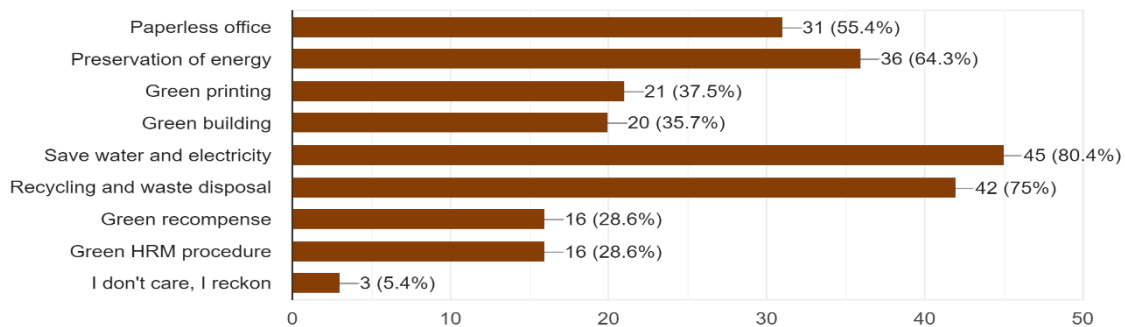
Do you expect your work environment to be sustainable?

Do you expect your work environment to go green ?
59 responses



What are your aspirations from work environment?

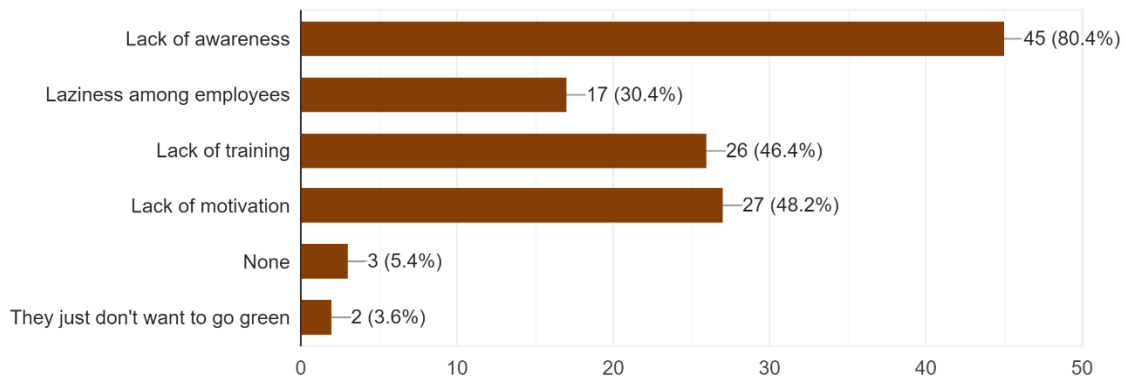
Do you aspire following dimensions in your work environment ? (school, college, corporate, government etc....)
56 responses



Why different institutions have still not adopted GHRM practices?

What do you think what's stopping the organizations or institutions to not to adopt GHRM practices ?

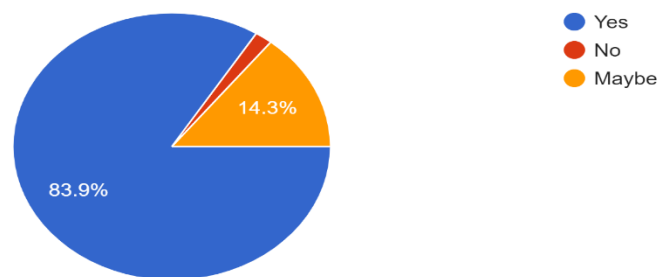
56 responses



What is your opinion regarding whether organizations should adopt Green Human Resource practices?

Do you think organizations or institutions should provide trainings for GHRM ?

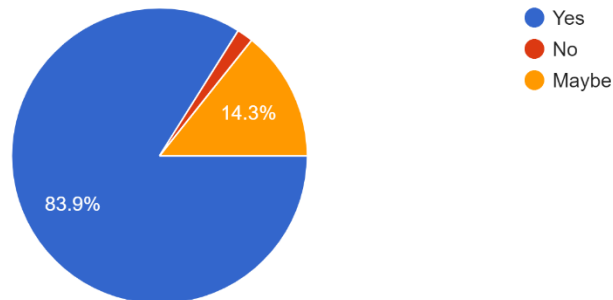
56 responses



Do you want to accept GHRM practices?

Do you think organizations or institutions should provide trainings for GHRM ?

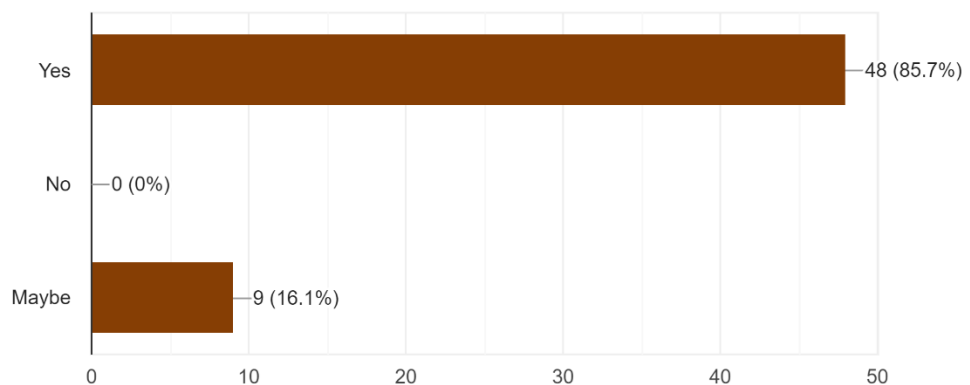
56 responses



Are you of the opinion that it will save world from depleting?

Do you think it will help the world even 1% in saving our environment from depleting?

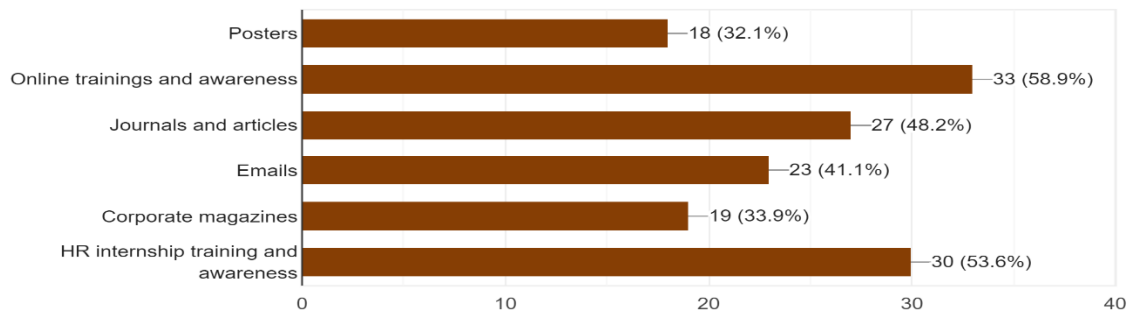
56 responses



What solutions do you have?

What steps you would love to take in spreading word about this ?

56 responses



Findings

- It is observed that most of the people have heard about Green Human Resource Management randomly and major section belongs to private sector.
- Internet is also a source contributing to the awareness of GHRM
- Major practices which their work environment follows are- Reusing and energy conservation.
- Most of them expects their professional environment to go green.
- Every other person wants green practises in one form or other
- Lack of awareness is the main factor affecting effective implementation of green HRM
- Most of the people feel that institutions should provide GHRM Training
- All of them are ready to accept concept of GHRM practices

Hypothesis Testing

GHRM is popular in private sector - **APPROVED**

GHRM is more popular in public sector than private sector - **DISAPPROVED**

Very few people have heard about GHRM - **DISAPPROVED**

Existing HRM practices in work environment are not following GHRM principles
DISAPPROVED

Suggestions

- Proper Training and awareness to all the employees so that they take initiative
- Green practices generally included in routine activities are sending CV, notifications, online application, plastic free campus, electronically record keeping, pursuing 3R's principle
- Encouraging employees to pursue green practices
- Environment sustainability workshops, conferences and seminars to adopt green practices in entire institution whether its public or private sector
- Welcoming suggestions from employees and enhancing their creativity level by giving them freedom to modify or create new processes which are eco-friendly in an organization.
- Creating a rulebook so that employees can abide and disciplinary action can be taken for the employees who violates rules of green practices
- Practical knowledge to be imparted to college students in the forms of internship or seminars etc...
- Practise of car sharing, job sharing, teleconferencing to be implemented.

Conclusion

- Green HRM has great importance in today's scenario. Employees are not well versed about the term but they are ecologically conscious to save environment, they want to save environment, they desire to adopt green practices which in turn depicts that every single hand is contributing to environment sustainability.
- Every sector has a lot of scope to pursue Green HRM practices in routine work life. Environmental agenda should be a centre of attention for which all sectors should motivate the employees for greening practices

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