GREEN HRM: A NOVEL APPROACH TO ENVIRONMENTAL SUSTAINABILITY

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Abstract
The Green Human Resources Management (Green HRM) has emerged from organization’s engaging in practices related to protection of environment and maintaining ecological balance. The term Green HRM refers to the use of HR initiatives for promoting sustainable practices. The strategy lies in implementing environment-friendly changes in different areas of HR like recruitment, training appraisal, and compensation.etc. This is the benchmarking concept which is now being followed by most of the organizations. Thus, 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. This paper discusses the concept of Green HRM, its organizational role and the HR areas that could be manipulated in favour of the environment. It also covers the path to sustainability through Green HRM practices.

KEYWORDS: Green HRM, HR, Sustainability.
1. **Introduction:**

   Human resource department of an organization is supposed to have a means to play an important role in the design of their organization’s sustainability culture. Many authors, particularly in the area of HRM, battled that the helpfulness and successful in any management innovation and strategic tools are depending on the quality and facility to their human resources. Green HRM refers to using every employee to sustainable apply and increase employee responsiveness and commitments on the problems of sustainability.

2. **Objectives**

   1. To study the concept of Green HRM in more comprehensive manner.
   2. To study the Green management of HR procurement, Training and Development, Compensation and other green HR related practices.
   3. To study the conceptual frame work of the Green HRM practices and Sustainable development.
   4. To what extent and how HR policies and practices can improve the environmental performance of organizations

3. **Research methodology**

   This study is totally based on secondary data collected from different sources. The data are generated by responsible authorities of the departments and published research by various researchers provided on their site reports. Apart from these, data has been taken different Books, Journals, Research Papers and other print media.

   **What is GREEN HRM?**
Green HRM 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. Typical green activities contain video recruiting, or the use of online and video interviews, to minimize travel requirements. Green rewards can embrace the use of workplace and lifestyle benefits, ranging from carbon credit compensates to free bicycles, to keep people in the green program, as continuing to identify their involvement. The major elements of Green HRM include:

**Environment friendly HR Practices**  +  **Preservation of Knowledge Capital**

*Fig.1: Elements of Green HRM*

**METHODS OF IMPLEMENTING GREEN HRM PRACTICES:**

Green HRM is a strategy used primarily for reducing the carbon footprint of each employee and talent retention. This term is combined by traditional concepts with longer term renewable approach to business practices. It involves undertaking environment friendly HR initiatives resulting in greater efficiencies, lower cost and better employee engagement and which in turn help the organization to reduce employee carbon.

- Encouraging the Adoption of Digitalization-
Digitalization helps us to reduce the office filing work, stationaries etc. and this green concept ensures the transparency in the administration. The digitalization leads to store huge volume of data in small equipment and avoids use of stationeries in offices

- **Providing common Transportation facilities**-
  Common transportation facilities involve cabin services to the employees. Instead of using separate vehicles common transportation facilities helps to minimize the environmental hazardous like carbon emissions.

- **Planting Trees**
  Organization makes awareness programs among the employees in the society about important of tree planting. It is to be noted that large industrial houses sponsors the highway beautification project as part of their brand building.

- **Declare Plastic Free Zones**
  Declaration of industrial areas as plastic fee leads to reduce the usage of plastic in offices. The organizations can digitalize the office and keep the office stationeries as minimum. The usage of pen, plastic files covers and other stationeries are also generating undisputable waste.

- **Declare Smoke free Areas**
  Smoking injurious to health is the slogan everywhere but still it is unavoidable by the man. Organizations avoid such personals in the recruitment process itself and make ensure that the organization is smoke free.

- **Encourage Green ideas**
  Educating the employees and stakeholders about the safe disposal of the electronic and bio medical waste.

**BENEFITS OF GREEN HRM**

There are certain ideas that rely behind implementation of the practices of Green HRM.

Five most important ideas that enable an organization to adopt GHRM are;
1. Employees can be advised to start making changes at home and the watch them practice environmentally responsible behaviors at work.

2. Employees can be asked to suggest ways the organization can go green. Ex; Companies can start an employee “green team” and this group cans meets monthly to bring changes such as the addition of transportation incentives and the use of recycled papers.

3. Publicly congratulate to employees who take advantage of the company’s green benefits and it must be publicize them.

4. Everyone can be informed about Green benefits like job candidates, shareholders, the media and community and even consumers. In advertising campaigns environmental issues can be focused.

5. They can choose a green theme for events like the employee health fair; benefits-enrolment fair, holiday parties, recognition ceremonies, even staff meetings.

GREEN HUMAN RESOURCE MANAGEMENT FUNCTIONS:

The functional areas where HR can have a green approach and which can have a bearing on acquisitions, development and retention of human capital could be the following:

- **The on boarding process**- With the advent of new and advanced, resumes are submitted online, company websites are used by candidates to search for jobs and resumes are invited online, which helps to substantially reduce waste created from printing and mailing resumes. Organizations can also use online portals for on boarding documentation such as offer letter, credentials and testimonials regarding qualifications and experience of selected candidates, acceptance letter and so, on which can significantly reduce the amount of paper used.

- **Sourcing and Acquisition of Human resources**- To start with, HR Department can make Green job descriptions for employees. As higher level executives have to take greater
responsibility for green initiatives, green goals should be included in managerial job descriptions. Preference in selection should be given to candidates who are ‘Green aware’ and Employers, having a strong green brand are more likely to attract talent than those who do not have green philosophy.

- **Induction** - Employee orientation programmers should be designed in such a way as to facilitate the integration of new employees into a culture of green consciousness. Induction programs should highlight an organization’s concern for green issues of employees like their health, safety and green working conditions.

- **Performance management and Appraisals** - Performance management systems should be developed to include ‘green’ targets in the key performance areas (KPA). This can be translated into Green performance standards and Green behavior indicators which should serve as yardsticks in performance appraisal of employees at all levels. Those exceeding the standards may be identified as ‘Green Super Keepers’ and allocated rewards based on their green contributions.

- **Learning and development** - Training, development and learning plans should include programmes, workshops and sessions to enable employees to develop and acquire knowledge in environment management, green skills and attitude. Training contents should be developed to increase employee competencies and knowledge in environment management. Extensive use should be made of online and web-based training modules and interactive media as training tools for not only for environment management training but for other functional areas as well. Training managers should rely more on online course material and case studies rather than on printed handouts, thus further reducing use of paper.

- **Compensation and Reward management** - Compensation and reward management should recognize contributions in green management. Compensation packages should be
customized to reward green skills acquisitions and achievements by employees. Monetary based, non-monetary based and recognition based rewards can be used for green achievements of employees. Monetary based rewards can be allocated in the forms of salary increase; cash incentives and bonuses while non-monetary rewards may include sabbaticals, special leave and gifts OT employees and their family members. Recognition based awards can highlight green contributions of employees through wide publicity and public praise and appreciation of green efforts by CEO or top management executives.

- **Green Building** - The organizations round the globe are considerably opting for green building as their workplace and offices as an alternative to traditional offices. The salient features of Green building are like; Use of energy efficient and eco-friendly equipment, Use of renewable energy, Use of recycled & environmental friendly building material, Use of non-toxic and recycled materials, efficient use of water and water recycling.

**GREEN HRM AND SUSTAINABILITY:**

Going green is currently high on the list of priorities of everyone- be it politicians, left and right wing environmental activists or business leaders. Companies are hitching themselves on to the green practices in their zeal to shore up their image, ratchet up employee morale and drastically cut their costs. In this green world the green HR or people management function has sustainability at its core as part of its people management and talent management focus and organizations engage with the society by aligning their agendas with it. Communities, customers and contractors all become equal stakeholders along with employees and shareholders.
4. Suggestions:

- Employees need to be educated and trained on company objectives and green initiatives.
- Customers should be educated on how to create a more earth-friendly environment.
Going green may also enable companies to keep customers and investors happy, maintain market share, become more efficient and avoid legal liability for environmental damage and stay in business.

5. Conclusion:

Green human resource management has a large stake in organizational strategies to accomplish organizational green goals. This conceptual paper focuses on the Green HRM practices and sustainable development, Implementation of green initiatives is only possible through employee engagement and participation and that is only possible through strong HR. Most popular outcome of green HR practices included; increasing digitalization, declaring plastic free zone, and declaring. Hence, the future of green HRM appears promising in the near future with complete participation of employees, stakeholders and management.

6. References:

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