

## **GREEN HUMAN RESOURCE MANAGEMENT: A THEORETICAL OVERVIEW**

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### **ABSTRACT:**

Innovative human resource practices have given organizations a global presence and helped them gain a competitive edge over rival companies. Organizations are confronting environmental challenges due to diversity, globalization, technology, and industry changes. These challenges need to be addressed broadly and handled as well. Employing green human resource management techniques leads to a discernible enhancement in organizational performance because employees adopt different behaviours in their personal and professional lives. For the reason that working life and personal life are mutually reliant, a green work-life balance idea is put forth to promote environmentally conscious behaviour in both areas of life. By boosting factors like motivation and staff retention, the concept provides opportunities for the environment over and above the business and its people. However, issues like employees' reluctance to let work impact their personal lives must be addressed. Innovative human resource practices have driven global competitiveness. Organizations must manage environmental issues due to diversity, globalization, and industry changes. This study examines the challenges faced by Indian businesses that use green human resource management.

**Keywords: Human Resources, Green HRM, Environmental, Paperless, Green Buildings.**

### **INTRODUCTION:**

India is making steady improvements to changes in response to the evolving international situation. There have been numerous developments in environmental issues during the 20th century. Over the 20th century, a variety of toxins have poisoned the environment in the name of industrial development. They weren't acting with enough thought for how their actions would affect the environment. A better tomorrow requires an improved human environment, according to the conclusions of a 1972 Stockholm-based international conference on the subject. By educating people about environmentally friendly working practices and developing and utilizing environmentally friendly technologies, the issue will be resolved. Since environmental management and sustainable development have become more widely recognized, green human resource management (HRM) has risen to a distinctive position in recent studies. Recently, the idea of environmentalism has assumed top significance in the fight against climate change. Green human resources management (GHRM) is becoming a core component of business strategies in organizations that actively investigate the green aspects of their operations. Due to evolving requirements related to global warming and climate change, green HRM practices are rapidly growing. Environmentalists and scientists from all over the world alert the public and the government about the grave effects of global warming and deteriorating conditions. Many nations have already started the process of re-establishing their institutions and advancing toward a better environment. Many individuals discuss "What is green in HRM," but they overlook the fact that all organizational policies, processes, and methodologies must be carried out by human resources.

All facets of a person's life suffer from the unchecked actions of sustainable goods, provisions, policies, and behaviors. The two main motivating elements that have propelled firms to go green are regulation and awareness. Additionally, as "green consumers" or "environmentalists" become more aware of their options, they are more likely to choose safe products and services that don't harm people or the environment. This group keeps an eye on the companies' output or their socially responsible practices. Therefore, businesses must avoid engaging in any unsustainable management practices. The need for businesses to comprehend as well as to look for added chances and remunerations in the prospect must exist to guarantee the continuation of conservational initiatives. To some extent, implementing green HRM practices cannot be measured and is referred to as having

intangible value. In fact, at the individual and organizational levels, environmental technologies or environmental management are viewed as a type of green intangible asset. People discuss green industries, but they do not discuss green human resource management. Cost-saving strategies offered by green human resource practices are used to evaluate them. The ability to reach a large audience is made possible via online networking. The most well-liked and interesting method of conducting the employment process is thought to be social media. Green HRM practices also include people management to keep part-timers on staff and eliminate surplus through on-demand appointments, such as allowing flexibility in the workplace. For this company, keeping green HRM practices includes working part-time flexibly.

Green is not just discussing green HRM. Therefore, every department must move on with other green initiatives. The employees' work environment is not entirely green HRM. The talent that organizations want now is different from that of the past, and they promised many benefits, like freedom and mobility at work. Therefore, we must ensure that the talent acquisition package is appealing to the talent if we want to move forward and acquire it. The HR department of this organization is also involved in identifying elements that keep an eye on the operative's welfare. These environmentally friendly techniques helped the company achieve its green goals and improved the performance of its staff in terms of going green at work. They also helped employees develop a sense of dedication to these environmental issues and the company's corporate mission statement. Green Human Resource Management techniques improved the behavioural and technical competencies of personnel. The study emphasized the significance of green performance management techniques, which had proven essential in boosting staff capabilities, fostering a natural workspace environment, increasing employee adoption of green management ideas, and assisting the strategic success of the firms.

#### **LITERATURE REVIEW:**

Research from the past has demonstrated that GHRM has a favourable impact on HRM effectiveness, market share, and sustainable development. Green supply chains, green finances, and green systems have all been the subject of research to date. **Jackson et al. (2014)** shed light on the function of HRM actions in promoting and advancing ecological administration skills. They claimed that this field of study offers the potential to aid businesses in reducing environmental deterioration and, in return, profit from environmental rejuvenation and protection. Future gains for all parties involved in the organization would be further aided by it. **Steiner, Bishop, and Daily (2007)** contended that Green HRM consists of HR initiatives that are friendly to the environment and that as a result, they increase productivity, cut expenses, and improve employee commitment and satisfaction. These activities include carpooling, telecommuting, virtual interviews, recycling, and online training. They also include reducing the carbon footprints of employees through practices like electronic filing, the use of greener office supplies, and the use of greener offices and office equipment. **Shaikh (2010)** affirmed the significance of green human resources for organizations that safeguard the environment by embracing them, and that management policies and practices employee training, and the enforcement of environmental protection legislation are all significant components of the organization. Additionally, it will raise community and staff members' knowledge of the importance of environmentally sound asset management and promote green products. **Shaikh M. (2014)** emphasized how crucial green human resource management is to the drive to save the planet and provides examples of how green human resource management may assist businesses and organizations in brand marketing and conducting an accurate green audit.

**Mandeep (2012)** advocated sustainable practices together with effective employee responses and commitment to environmental sustainability challenges and argues that Green HRM encompasses eco-friendly HR initiatives that boost productivity, cut costs, and increase employee commitment. **Jain (2009)** analyzed that programs for green human resources can assist firms in finding creative methods to reduce costs without sacrificing their best talent, such as joblessness or part-time employment. It can be inferred that environmental management involves the involvement of all organizational affiliates. **Daily and Haung (2001)** stated that green organizations should be used to direct organizations' efforts toward industrial development in addition to conserving and protecting the environment. They added that utilizing this tactic might help businesses increase their profitability and gain an advantage over their rivals. **Gomez-Mejia (2009)** enumerated that managing human

resources sustainably depends entirely on resource managers' activities and behaviors. Researchers have discovered that HR may be able to assist businesses in operating within a framework of sustainability and in recognizing talents and capabilities in tactical guidance. **Renwick et al. (2008)** said that Green HRM has significant promise in the management research sector. **Jackson et al. (2014)** discussed the advantages and disadvantages of studying and practicing environmental management exclusively and are consistent with the assertion that research addressing a broad array of concerns is needed for Green HRM to develop and mature. **Renwick et al. (2008)** drew attention to the fact that hiring "green" prospects and capabilities should be the first step in green HRM initiatives. Additionally, HRM must implement training and enhance staff members' environmental management abilities. Green HRM techniques should be valued. They should also give staff members venues to share and engage in "green" ideas. The organization is advised to promote work-life balance because sustainability is the ultimate goal. **Muster and Schrader (2011)** gave a fresh angle on green HRM: a green work-life balance and claimed that employers should take into account employees' dual roles as caregivers for the company and their families. Employee motivation at work is increased and job jumping is decreased because of this factor. True green HRM programs are green HRM practices, which are techniques employed in organizations to lessen negative environmental effects or to promote the advantages that organizations have in terms of the environment. Green HRM is frequently researched concerning the adoption of know-how. By simplifying leave requests and making HR information accessible online, technologies integrated into HRM procedures have undeniably positive effects on associates' management. It enables faster information exchange in employment relationships, a decrease in paper costs, easier innercommunication and coaching, and configuration with corporate strategy. It also reduces the time required for HR processes. Employees can communicate with the HR department from their cubicles thanks to technology.

#### **OBJECTIVES OF STUDY:**

1. To gain knowledge of the principles underlying techniques of green human resource management.
2. To acquire knowledge on green human resource management advancements.
3. To discuss the modern approaches to green human resource management.
4. To offer ideas for green human resource management techniques.

#### **METHODOLOGY OF STUDY:**

The majority of the information in this study comes from secondary sources. In this regard, a detailed examination of literature is carried out using data from several sources, including, among others, websites, print publications, and online journals. A thorough investigation and review are conducted on the majority of the data gathered.

#### **THEORETIC BASIS FOR GREEN HRM EXECUTION:**

The fundamental orientation of the organization's employees toward sustainability needs to shift. Change process and change outcomes are two fundamental aspects of organizational change. The outcome orientation, for instance, could take the form of incentives or green rewards provided to employees or the departments they work for. Along with organizational change orientation, the organization must put pressure on and reorient itself such that sustainability issues are brought up in HRM activities. Organizations need particular qualities to make changes, including openness, flexibility, adaptability, and most importantly employees who are willing to accept change. **Shipton et al. (2008)** emphasized that for changes to be successful, highly capable and dedicated workers, need to be employed.

##### **1.Green HRM Initiatives:**

To maximize an organization's ability to accomplish its strategic goals, human resource systems must be coordinated, especially in emerging countries like India where environmental preservation and human resource management are major challenges. **Cherian and Jacob (2012)** revealed that the most significant human elements that influence the effectiveness of green technologies and enterprises are employee motivation, training, acquisition, and rewards. A set of guidelines known as management

principles acts as the company's process initial point. It is essential to modify or change human resource procedures to be more environmentally friendly to make sure that a company receives the right green member of staff inputs and fulfills its commitments in an environmentally responsible way **Opatha & Arulrajah (2014)**.

## **2. Designing A Sustainable Structure (Green Building):**

Organizations of today require green buildings constructed to protect physical reserves and reduce wastage. Renewable dynamism resources, operative sewage arrangements, and rainwater management techniques are the components contained in green buildings. Modern businesses demand green structures to protect their physical resources and cut down on waste. The elements of green buildings are operational sewage systems and renewable dynamism resources.

## **3. Paperless Workplaces and Work Settings:**

A more environmentally friendly method of managing the environment is to go to paperless workplaces and work settings. The benefits of limiting or eliminating the usage of paper should be made clear to employees. The vast majority of IT companies have already made the switch to paperless operations and are storing their documents online or in worksheets. It saves time and energy because there is no need for copying, printing, or filing. Emails, whiteboards, and pay stubs are just a few examples of the digital tools that many organizations use to communicate.

## **4. Trash Disposal & Recycling:**

The employees are specified thorough directions on in what way to discard garbage. Stern norms and parameters have been fashioned for the discarding of manufacturing waste by tapping it in-dwelling by an efficacious reprocessing, recycling, and diminishing approach.

## **5. Eco-Friendly Recruiting and Selecting:**

It primarily focuses on the selection and hiring process. When there is no need for paper, neither time nor resources are wasted. Everyone concerned about the environment should exhibit characteristics consistent with the organizational culture. The company's environmental protection policies must be followed by them. Candidates must be committed to living more sustainably. Organizations will benefit from being able to gain and keep a competitive edge over competitors.

## **6. Performance Evaluation and Management in a Green Setting:**

Employees' environmental sensitivity should be considered in addition to their performance reviews and other job-related evaluations. Environmental criteria should be set up in advance by the task at hand directing judgements that are in line with measured norms, showing reactivity, and displaying brilliant performance that is pleasant. Managers must ensure that strategies are monitored and must encourage personnel to follow environmentally friendly practices. In addition to other things, managers should be aware of environmental issues, environmental occurrences, and green information systems. Performance management should take into account factors like diversity, innovation, teamwork, and collaboration.

## **7. Development and Training in the Environmental Sector:**

Fostering a culture of environmental stewardship among personnel is a very significant move for companies. Offering staff training in strategies like resource conservation, waste reduction, energy conservation, and environmentally friendly problem-solving is the main goal of green training and development. Additionally, it aims to inform customers and staff about the advantages of buying and selling sustainable goods in an environmentally friendly manner.

## **8. Green Rewarding and Compensating Employees:**

Personnel who participate in ecologically friendly activities are rewarded and compensated in a green way, which encourages them to do so. Employees who demonstrate high levels of environmentally friendly conduct, dedication to environmental management programs, and participation in environmental-related programs should be honoured and rewarded. Green ideas contributed by employees will result in higher pay packages for green-conscious employees.

## **9. Green Employee Relations:**

Employee engagement, productivity, involvement, teamwork, associations, and employee empowerment are all boosted by green employee relations, which are beneficial to the organization. Coordinating goals and advancing the accomplishment of environmentally friendly objectives, helps to resolve several work-related challenges and promotes green management.

## **10. Green Human Resource Management in Indian Businesses:**

India is quickly expanding as a result of industrialization. Due to the harm created by industry and the consequences that will be experienced, many environmentalists are very concerned about the environment. They recognize that businesses themselves must safeguard the environment. As a result, they are taking action to alter the environmental improvement scenarios and long-term protection of natural resources. Recently, many foremost companies have realized that sustainability calls for ecologically responsible operations.

**MANAGERIAL IMPLICATIONS:**

1. Human resources managers need to encourage and press employees to engage in environmentally friendly behaviors.
2. Managerial personnel need to be properly taught to use green human resources practices when informing employees.
3. If an employee disregards the green policy, they may face disciplinary action.
4. Suggestions for financial rewards to motivate staff to adopt environmentally friendly practices.
5. Employees have been given the freedom to modify existing procedures and rules or create fresh, organization-friendly ones.

**CONCLUSION:**

The green HRM is quite significant in the current situation. Although employees are aware of protecting the environment, they don't fully understand the word. There are more opportunities for green HRM in the workplace for industries. The level of employee enthusiasm for going green must increase. HR managers should take on the additional duty of encouraging the business mission to include environmental concerns. Establishments should make considerably more change if they recognize the value of green efforts and the many advantages they provide for organizational sustainability. Green HRM is incredibly beneficial for a nation. To describe and research how HRM can be made more environmentally friendly, a continuum encompassing all HRM practices, such as talent acquisition and selection, recompense and incentives, accomplishment and assessment, coaching and progress, engagement relationships, and logistic presence, is recurrently expended. Green HRM cannot reach its full potential unless it takes into account employees' dual roles as producers and consumers.

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