

## **GREEN HUMAN RESOURCE MANAGEMENT – PRACTICES ADOPTED BY COMPANIES IN INDIA**

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### **ABSTRACT**

Green was just a color previously but now has become a powerful mantra in the present era. Anything that is environmentally friendly is preferred over others that are not so. The ultimate goal is to promote sustainable development. Organizations started realizing that environmental benefits are more significant than monetary benefits and started their works on achieving it. Concerns have therefore adopted some green human resource management practices that are discussed below. GHRM is one of the latest innovative tools to reduce the carbon footprint of every worker and make them participate in waste management to control pollution. This paper aims to explore the concept of GHRM and reveals its importance both individually as well as environmentally and provides necessary suggestions and recommendations to improve the quality of the environment.

**Keywords:** GHRM, Sustainable Development, Environment, Carbon footprint.

### **Introduction**

A recent academic field known as "green human resource management" (GHRM) includes all aspects and methods of human resource administration that promote environmental sustainability.

Without compromising commercial objectives, the objective is to harmonise society and business objectives.

The relevance of GHRM has increased over the past ten years as a result of the depletion of natural resources, and firms are currently being pressured to incorporate diverse environmentally friendly practices in numerous industries for both safety and a firm's reputation.

### **Review of literature**

Dangmei (2015) did a desk research on Green HRM initiatives and inspected on the nature and connotation of GHRM idea and its practices towards green sustainability which aided tribal people.

Opatha (2013) stated that creating a progressive disciplinary procedure to discipline staff members who transgress the company's green behaviour guidelines Using disciplinary management as a method to actively include employees in the organization's environmental protection efforts putting in place a clear set of guidelines and norms that strongly encourage (and, in some ways, oblige) workers to care about environmental protection.

Menon (2016) made an empirical study on "GRM practices and strategic implementation". The paper mainly focused on creating awareness among the industries on GHR and minimizing environmental issues.

Mishra (2017) attempted to study "Green Human Resource Management initiatives" using the Multi method approach. It was found that the study highlighted the status of Green HRM initiatives for heartening pro environment behavior in the organization.

Arumugam (2018) focused on the topic Green HRM practices and found the relationship building status through various green initiatives through systematic analysis.

the HRM processes of recruiting, hiring, training, compensating, developing, and promoting the company's human capital, green HRM is directly accountable for generating a green workforce that knows, appreciates, and practices green projects.

Peerzadah (2018) in his research stressed on diverse noteworthy works by others and recommended few green initiatives for HRM concerns.

Mathapati (2013) HRM processes of recruiting, hiring, training, compensating, developing, and promoting the company's human capital, green HRM is directly accountable for generating a green workforce that knows, appreciates, and practices green projects.

Ditz and Banks, (1995) proved that ensuring everyone has a green workplace. putting out numerous environmental initiatives to lessen worker stress and occupational illnesses brought on by dangerous working circumstances creating and implementing plans that can be used to prevent various health issues and enhance employee safety and health measures.

### Objectives

1. To explore what GHRM is to the public and stakeholders.
2. To highlight the GHRM practices followed by companies in India.

### Research methodology

Because the study is descriptive in nature, secondary data are acquired from a range of sources Such books as, periodicals, magazines, journals, reviews of literature, newspaper clips, and websites.

After thoroughly reviewing the gathered data, just the information required for the present study was carefully evaluated and taken.

### Need for GHRM

- Reduction in ecological footprints
- Focus on social and environmental factors
- Positively joint effort by all
- Creation of commitment and satisfaction among employees.

### Opportunities available in GHRM

- Cost Reduction - It supports the companies in reduction of costs without any talent loss.
- Reduction of Carbon Footprint–Companies have greater prospects for growth by becoming green and establishing an environmentally friendly atmosphere, which results in significant operational savings by lowering their carbon footprint.
- Job Satisfaction-Workers become more dedicated and happier with their jobs, resulting in increased productivity and sustainability.
- Welfare of Employees – Culture is created in such a manner that the concerns are concerned about the health and well being of workers.
- Diminishes Labour Turnover – Green HRM improves the retention rate of employees which in turn slashes labour turnover in the long run.
- Enhances Public Image-When a company incorporates a green programme into its working environment, it creates a positive public image. This is only achievable with the help of the media through press releases to attract the attention of potential clients and potential new sales.
- Promotion of Employee Morale – Employee morale refers to the attitude, satisfaction and overall outlook of employees. GHRM promotes employee morale towards the organization.
- Attracting Better Employees – Environmentally responsible organizations attract better employees particularly fresh graduates because they study about the environment in their curriculum and work with more interest even when they are paid low.
- Less Environmental impact and damage to the company –Motivating employees through proper training and development finds alternative avenues to trim the environmentally damaging materials and brings down the environmental impact.
- Rebates and Tax Benefits – Going green is easier with the support of government, local bodies, corporations, and electricity that offer tax benefits and rebates.
- Curtails utility costs – By using energy-efficient and waste reduced technology, even small enterprises may drastically reduce their electricity expenditures. Even small businesses can significantly prune their utility costs by adopting technologies that are energy-efficient and less wasteful.
- Competitiveness and Overall performance – GHRM helps the business to withstand the prevailing competition and increases the overall performance of the establishment.
- Expands business opportunities-Government agencies, for profit companies, and charity groups now only allow projects that adhere to strict environmental requirements to compete for their contracts.

Some further mandate that only green goods and services from businesses with green goals may be purchased or used by their purchasing departments.

- Easy availability of loans – Financial institutions provide loans with less or no interest rates to the enterprises running with green objectives to encourage their efforts towards sustainable development. Banks, NBFCs, Nidhi companies, chit funds, mutual funds, etc. plays a vital role in this regard.

### **Challenges Faced During Implementation Of GHRM**

- Initial costs – High initial costs during implementation of green human resource management is the first and foremost challenge faced by the organization. For instance, installation of a solar plant throughout the building would obviously involve heavy investment.
- Inadequate savings – Savings generated by going green are often less as expected. It is because green building or a hybrid vehicle which tends to use less energy does not compensate for the initial costs instantly and takes some time.
- Increased capital outlays- Few green conversions require initial capital outlay that lessens the concern's bottom-line performance while the investment is for paying itself. This can deteriorate the firm's earnings or annual profits.
- Craggy Competition – Going green may be a peculiar goal to gain goodwill and customer support but unless the initiatives are favorable and economically viable, it can put the business at a competitive disadvantage.
- Marginal Impact-It means that not everyone can be convinced to go green. Individuals still believe that doing so has no real impact. While going green emphasizes reducing harm to the environment, the impact that any specific individual can have on the environment by going green is always negligible.
- Employees apathy and reluctance- Numerous employees feel that it's not their responsibility to protect their environment while they are at work. But the latest workforce stresses on environmental consciousness while choosing their employees.

### **Green Human Resource Management Practices Adopted By Companies In India**

- **Green recruitment**  
Green recruiting refers to the process of employing people who have environmental knowledge, skills, methods and behaviors'. Employers solicit applications for open positions by emphasizing people who are truly concerned about the environment, Since only such candidates can help the business thrive as an environmentally responsible institution. Employers, for their part, recruit through internet portals rather than newspaper advertising, which not only saves paper but also indirectly saves trees.
- **Green selection**  
Making the environment a criterion in the selection process is what green selection entails. The panel asks environmental-related questions to assess applicants' knowledge and interest in the environment. To reduce the environmental effect of travel, most selection processes are conducted online through telephone interviews or video conferences.
- **Green induction**  
Green Induction refers to the orientation of employees aiming towards the culture of green consciousness. They are categorized into general and specific. General Green induction introduces employees to the green guidelines of the company while specific green induction relates to specific jobs.
- **Green training and development**  
Green training and development involves imparting knowledge and skills of employees in the field of environment. This is conducted through programs, seminars, workshops and sessions through online mode as much as possible. Training contents cover green management and the tools and materials provided to learn those are mostly available in electronic format.
- **Green performance appraisal**  
Green performance appraisal means setting up the green standards and evaluating the green performance of the workers. The employer gives credit rating to the employees according to their contribution towards the development of the environment. Their activities are reviewed periodically and the merit rating is given.
- **Green reward management**  
Under green reward management, both financial and non-financial rewards are given. Financial reward refers to monetary benefits and non-financial reward implies the designations. Employees are rewarded based on the good environmental performance of the employees where the merit rating is taken as a yardstick.
- **Green health and safety management**

The health and safety of an employee are viewed as two eyes. The company offers its employees a green atmosphere. The objective is to reduce employee stress and occupational illnesses caused by hazardous working conditions. It also considers employee safety at work and provides necessary safety measures and equipment as needed. The Green Zone was created to alleviate a variety of health conditions while also promoting worker health and safety.

- **Green discipline management**

Discipline is one of the important principles of management. It is nothing but the code of conduct to be followed in an enterprise. Any employee who does not adhere to the rules of the organization can be put into stringent disciplinary action. The concern sets penalties for non-compliance with respect to environmental management targets. The workers are even terminated from their jobs for the breach of environmental rules. The goal is to make the employees follow the environmental policies properly.

- **Green industrial relations**

The complicated interrelationships between employers and employees, labor/trade unions, employer groups, and the state are referred to as industrial relations. The discussions will focus mostly on environmental challenges and how to address them. Workers are encouraged to engage in green proposal programmes. They also provide unions the opportunity to negotiate a green workplace agreement with management.

### Findings

- The concerns progress to achieve their goal by employing candidates who are environment conscious.
- A paperless workplace is the goal of green recruiting, which incorporates environmental standards into job postings.
- Green selection screens the candidates who are really concerned about the environment and selects them.
- Green induction narrows down the concept of green and brings clarity to the fresher during the orientation in an understandable manner.
- The employees are also ready to work in a green environment even when their pay key is low compared to other organizations.
- Green training and development applies job rotation to train green managers for the future.
- Green Performance appraisal rates the employees only when they contribute to the environment and otherwise they are ignored.
- Green reward system is granted only to those who have achieved by converting their green thoughts into action.
- Concerned with the overall health and safety of employees, green health and safety management offers solutions.
- Green discipline management of employees prevents the employees from diversion of green work.
- Green industrial relations encourage and make the workers participate in green decisions.
- Green Human Resource practices pave way for easy availability of loans with minimum or no interest.

### Suggestions and recommendations

- Companies can either in their names; slogan or pictures make the stakeholders remind that their objective is green.
- Concerns can take up projects that emphasize on green rather than choosing regular projects.
- Organizations can incorporate at least one environmental related task in the job description for all designations.
- During the training and development companies can have the contents in electronic form and environmental related contents can be discussed more.
- Enrichment and Motivational programs can be conducted for the employees regarding the impact of the environment before performance appraisal.
- Best performing employee can be given the choice of choosing among monetary or non-monetary (hierarchy) rewards which promotes job satisfaction.
- Wellness programs and Medical insurance can be provided for the employees and their family as a health and safety measure.
- Green rule violations can be corrected by forming a disciplinary committee, enquiring the same and giving proper justice to the employees.
- Best suggestions from the employees in view of the environment can be taken and recognitions of those employees can be given.

- The office can make use of energy-saving lighting and other equipment.
- Paper usage with useful information such as newspapers, magazines or any other can be replaced by providing those with apps on mobile phones.
- Employees can be encouraged to use recycled materials as a measure of waste reduction.
- Glass bottles and jugs can be used instead of plastic bottles in the office for drinking water.
- Businesses might encourage their staff to switch to using the public transit system for transportation.
- Organizations can also avail no interest loans for employees to purchase hybrid vehicles.
- To the greatest extent feasible, businesses may hold conferences and meetings online to cut down on travel.
- Organizations may also design games with a green theme to encourage worker camaraderie and ecologically beneficial behavior.
- The government can also step in and arrange for awareness programs and conduct a mass campaign to create awareness about the environmental issues and protection of the same.

#### Companies following GHRM practices in India

- BEST – Three Hundred and Fifty bus stations around the island metropolis and its suburbs have green areas on their rooftops thanks to Mumbai's bus transport system.
- IDEA – "Use Mobile, Save Trees" campaign.
- Microsoft – Hyderabad campus claims to have replaced payment slips with an app that allows staff to place orders from the cafeteria.
- Wipro Technologies – They required that staff members engage in green behaviors on a personal and professional level.
- IndusInd Bank – The bank is running ATMs on solar power.
- Tata Metaliks Limited –Environment Day is celebrated daily. The entire office waits for sunlight and uses it during daytime.
- ONGC – With "Mokshada Green Cremation," an effort, each cremation may save between 60 and 70 percent on wood and 25 percent on burning time.
- TCS – The firm is ranked 11th internationally in the list of "World's Greenest Companies" with a green score of 80.4.
- Suzlon Energy –The firm has the first energy efficient structure ever built in India.

#### Conclusion

According to the comments above, green human resource management strategies have the potential to benefit both businesses and individuals who work for them. The environmental performance of the company increases its financial performance. Employees are also taught to be environmentally careful and socially responsible. Yet, the notion is still in its early stages and requires further attention. Only through raising awareness among organizations, stakeholders, governments and non-governmental organizations (NGOs) would it be achievable. It is critical for a developing country like India to embrace GHRM practices in enterprises in order to reach the global market. As a result, everyone must understand and perform their part in making the environment a better place.

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