

Key issues of Green Human Resource Management (GHRM) Practices- A Literature Review

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Abstract: -Green Human Resource Management (GHRM) is the use of HRM policies to promote the sustainable use of resources within organizations. The objective of this paper is to examine the Practices of Green Human Resource Management (GHRM) in the organizations based on the review of existing literature. GHRM is an emerging concept in Business fields; it has been generally observed that the existent literature has to be extended further from the perspective of functions of Human Resource Management (HRM). At present all most all type of organizations taking action for their business sustainability for long time, but most of the organizations intention is to earning more profit, it is only for short time, so organizations have to concentrate about their sustainability. This paper is going to provide more information about the practices of Green Human Resource Management Practices (GHRM) i.e. Green Job design and analysis, Green Recruitment, Green Selection, Green induction, Green Training and Development etc.

Key Points: - HRM Practices, Green HRM, GHRM and Practices. Discussion

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I. Introduction

Past two decades has been showing heightened interest in the environmental concerns all around the world. The Human Resource (HR) is a key function, it can become the driver of environmental sustainability within the organization by aligning its culture and practices with sustainability goals representing eco-friendly which can contributing to organizational goals. The public concern about environment has led companies to adopt Environmental Management Practices (EMPs) at an increasing rate. Environmental Management System (EMS) is the most used tool of environmental management in companies. An Environmental Management System (EMS) is a set of management processes that requires firms to identify, measure and control their environmental impacts (Hunter and Bansal, 2003). It provides a management framework for achieving environmental objectives. So companies implementing Environmental Management Systems (EMS) conduct environmental activities to better control the company's environmental impacts. It helps the company in preventing pollution and saving company's money by reducing wastes, reducing energy consumption, carrying recycling activities and overall enhancing the corporate image. It contributes to environmental and economic benefits to the organizations. Human resource (HR) is the key resource of any organization and can have a significant impact on how the organization operates. Thus the support of human resource management practices is considered fundamental for adopting environmental management practices (Daily and Govindarajulu, 2004).

1.1 Green HRM: Overview

Each individual have their own meaning of the word Green but for an environmentalist or nature - lover a green as an area or land that surrounded with plants, trees, grass, herbs, fresh air and natural resources but somehow, it means something relevant to nature or natural environment. There is an importance of growing awareness within organizations towards the significance of "green" issues. A Green Workplace is environmentally sensitive, uses of resource efficient and also socially responsible (Sathyapriya et al. 2014). In order to achieve environmental sustainability goals, most of the firms use suitable human resources management (HRM) practices to stimulate their employees (Paille et al. 2013). Go-Green or Going green means conservation of earth natural resources as well as supporting the "Preservation of personal resources" i.e. family, Friends, lifestyle, communities, so that it is called Green Human Resource Management (GHRM) is the Conservation of Human resource their work life and Family life. That means implementing determined lifestyle changes that will help individual to live in an eco-friendly way. For this purpose every individual should be a more aware about the environment and they need to change their behavior, attitude and lifestyle to minimize the practices or activities that can cause the degradation of the environment. Any action that helps the sustainability of the

resources will contribute a positive impact on the environment. Each small change by each individual in their lifestyle for control pollution, it makes a Green work-life and green environment for us and for future generations.

The term Green Human Resource Management has become the crucial word within the business field at present and its importance is increasing manifold with the passage of time. The term Green Human Resource Management has also secured its position as a hot topic in recent research works since the awareness about environmental management and sustainable development has been increasingly rising day by day around the globe. Today the topic Green Human Resource Management (GHRM) not only includes awareness toward environmental issues but also includes for the social as well as economic well-being of both the organization and the employees within a broader prospect. Green Human Resource Management (GHRM) is the use of HRM policies and Practices to promote the sustainable use of resources within the organization and more generally promotes the causes of environmental sustainability. Green Human Resource Management (GHRM) is directly linked and responsible in creating a green workforce who can understand, appreciate, and practice green initiatives and maintain its green objectives throughout the Human Resource Management (HRM) process of recruiting or hiring, training, compensating, developing, and advancing the firm's human capital (Mathapati, 2013, p. 2). Green Human Resource Management plays an important role in the creation of a green workplace in business and awareness of Green Human Resource Management (GHRM) is also important and also it refers to the policies, systems, and practices that make employees of the organization green for the benefit of the individual, society, natural environment, and the business.

II. Review of Literature

Within the available literature on Green HR Practices, an attempt has been made to review some of the works related to the study presented in the following paragraphs.

Haridas and Chitra Sivasubramanian (2018) they made a study on Green Human Resource Management Practices and Sustainability: A Review of Literature, they concluded that Human Resource Management plays an important role and it is the management of people working in the organization. In this current competitive business environment, many HR managers in organizations identified and implemented Green Programs in their workplace that can promote social responsibility among employees and help to retain skilled workers. Almada and Borges (2018) they studied Sustainable Competitive Advantage Needs Green Human Resource Practices: A Framework for Environmental Management, they stated that the environmental dimension is the first step towards sustainability, because it is easier to implement. Some initiatives involve recycling, using energy efficiently, and reducing waste. However, these examples cannot be interpreted as isolated initiatives; rather they are the beginning of a broad process of cultural change to environmental sustainability.

Bombiak and Kluska (2018) their article on Green Human Resource Management as a Tool for the Sustainable Development of Enterprises: Polish Young Company Experience, they suggested that Green HRM is a human resource strategy supporting pro-environmental corporate management. Benefits resulting from its implementation may be due to an increase in the ecological awareness of the staff which translates into the sustainability of practices across organizations. It is also a tool for increasing competitiveness thanks to enhanced image; cost reduction, improved customer relations, acceptance by local authorities and communities, and increased employee satisfaction, loyalty and motivation. Chowdhury, *et al* (2017) their article on "Green HRM Practices as a Means of Promoting CSR: Suggestions for Garments Industry in Bangladesh, they stated that today, organizations are trying to focus on profit maximization and environmental obligation at a time. Currently, the world which organization has more focus on environment has higher acceptance in society. Due to this, the rising awareness of the society about environment organizations are being pushed to pay more attention on the environment. Now, it may be seen that more investment on environmental issues cause profit minimization.

Sriram and Suba (2017) their paper on Impact of Green Human Resource Management (GHRM) Practices over Organization Effectiveness, this study recognized the significance of Ecological Human Resource Management practices as very essential for promoting corporate benefits, by applying the Green Human Resource practices the environment can get away from the natural damages. But in some functional part of workers they feel so hard for getting adoption on green human resource management. Because they might feel that their working speed and time would extend by this GHRM. To erase this mindset of the worker the company should take some promotional activities which mean first organization may arrange some lively program on GHRM, they can give work from home options when employees needed relaxation have better feeling on GHRM and provide work efficiency report this may show variation of stress level between two various working. Jyoti Rohilla (2017) she conducted a study on An Innovative Approach of Green Human Resource Management: Practices in the Organization, it was found that the significance of Green HRM practices is essential for encouragement of employee confidence and Green HRM benefit both the company and the employee. In the organization number of Green HRM initiatives are available and it is necessary to implement

them and communicate them to the employee. Green HRM practices include various HRM function like as-recruitment, selection, training and development, performance appraisal, compensation and reward and employee relation etc. Apart from this ,the study also specify that, employee participation and concerned would play a important role in promoting Green HRM ,civilizing organizational ecological performance by focusing on waste management, recycling, continuing, safety standards, implementing learning and training modules and promoting environment friendly culture.

Main Uddin and Islam (2015)they conducted study on Green HRM: Goal Attainment through Environmental Sustainability, they stated that,the green Human Resources Management has emerged from companies engaging inGHRM practices related to protection of environment and maintaining ecological balance. Green Human Resource Management encompasses all activities aimed at helping an organization that carry out its agenda for environment management to reduce its carbon footprint in the areas concerns on boarding and acquisition of human resources, their induction to related task, performance appraisal for their work& management, training and development of employees and pay and reward system. Green Human Resource Managemet(GHRM) can play a useful role in business in promoting environment related issues by adopting and following Green HR policies and actions. Green HRM can enhance corporate image and brand. Green HR will play important role in to control pollution and preservation of natural resources and also contributing to manufacture of eco-friendly products and waste management system.

Shoeb Ahmad (2015) presented in his study on Green Human Resource Management: Policies and practices, he concluded that it is not a hidden fact that human resource is the most important asset of an organization that plays an important role in managing the employees. Recently increasing trend of corporate focus on greening the business, the modern HR managers have been assigned with additional responsibility of incorporating the Green HR philosophy in corporate mission statement along with HR policies to the employees in the organization. Changes in companies view on environmental initiatives can be seen in written policy statements, environmental job titles, marketing strategies, capital investments, auditing practices, new product design and development, and production processes.

Bangwal and Tiwari (2015) they studied theGreen HRM – A way to greening the environment, they concluded that Human resource play very important role in managing employee from entry to exit. Therefore the corporate organizations are focusing on greening the business, so the Human resource department has the additional responsibility of go green along with HR policies.Renwick, *et.al* (2012) they conducted study on Green Human Resource Management: A Review and Research Agenda, they concluded that the notion of sustainability also applies to HRM itself. Strategic HRM assume that human resources was there to be consumed and exploited rather than developed and maintained (Ehnert 2009), and a wider GHRM practice would help place sustainability at the heart of people management. We also believe that Green Human Resource Management(GHRM) promises potential benefits for both organizations and those employed by them. For some organization, there is some evidence that better environmental performance is also associated with improved financial performance outcomes – it so-called ‘Green pays’ argument (Ambec and Lanoie 2008; Crotty and Rodgers 2011). Suhaimisudin (2011) his article on Strategic Green Human Resource Management(SHRM): A proposed model that supports Corporate Environmental Citizenship. Here Green HRM is part of SHRM. he told that, Green Human Resource Management initiatives become an important factor in forward-thinking businesses around the world.Some researcher argued and suggestemployees always inspired, empowered but companies are not using them properly. Still now all companies are not initiated for Green Mngement because of Green management requires a highly technical and management skills in employees, then the company will develop innovation-focused environmental initiatives and programs that have significant managerial implications.Marrewijk and Werre, (2003) Economic sustainability involves a dynamic process of wealth generation for stakeholders, so organizations act responsibly with society, in terms of offering sustainable products, services, paying fair salaries, and so forth (Azapagic, 2003). Stakeholder integration is the major idea behind the social sustainability dimension because their decision play important role. companies promote a space for participation which allows number of different employees, suppliers, local communities, global consumers, etc. and to offer their perspective and build key strategies together (Borim-de-Souza *et al.*, 2015).

An overview of literature states that a numbers of studies have been undertaken related to Green HR practices of organizations in India and abroad. However, in India most of these studies focused only on the awareness level, utilization status of the resources and initial stage performance of the existing HR practices. But, there is no evidence that any of the earlier research has studied on the object and scope of GHRM. Therefore, keeping this in view, the present research has been taken up to study the current knowledge and awareness level of industrial employees, utilization status, reasons for non-utilization of Green HR practices.

Objectives of the Study

The central purpose of this paper is to study and understand the Green HRM practices practicing in the organization and the specific objectives are:

- To study the Green HR initiatives taken by the manufacturing industries in Karnataka.
- To examine the relationship between GHRM practices and organizational efficiency
- To develop conceptual model for improving organizational efficiency through GHRM practices.

III. Methodology

The study is entirely depends upon the secondary data. Extensive literature survey is done to understand Green Human Resource Management (GHRM) Practices, Data available from websites and other available sources that are collected from different books, journals(GJMBR, SJHRM, IJMR, IOSR-JBM, APJM, GJRA, JNBS, GJCMP etc..), research papers, and other media. This study covered research papers since from 2003 to 2018 and represented the Green Human Resource Management (GHRM) Practices

IV. Results and Discussion

4.1 Green HRM Practices that can be Incorporated for Building a Green Workplace:-

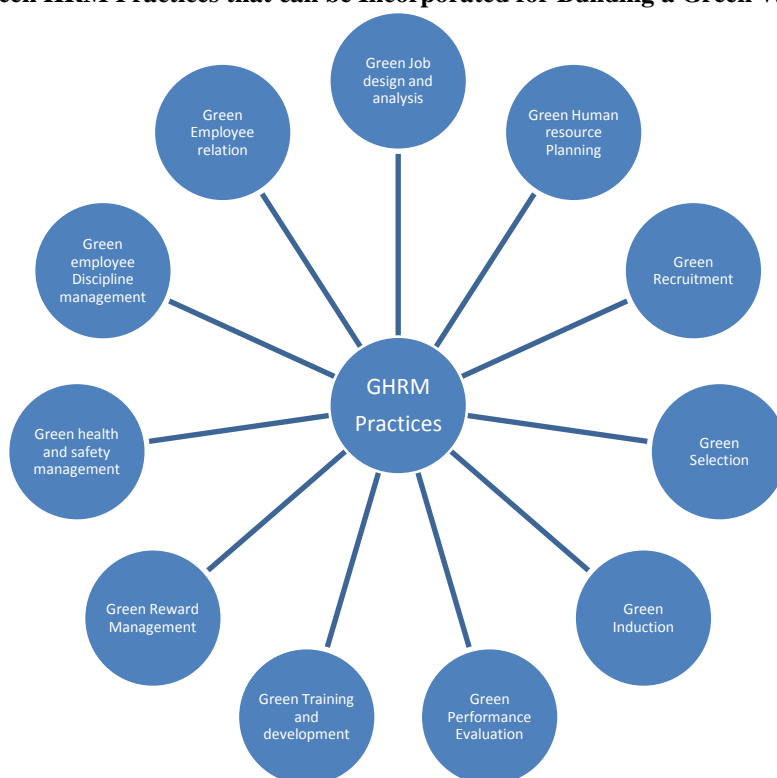


Chart: - 1

This paper main objective is to identify different practices related to Green Human resource Management, therefore, here we identified some GHRM practices said by different authors in their view with implications of their study as listed below:-

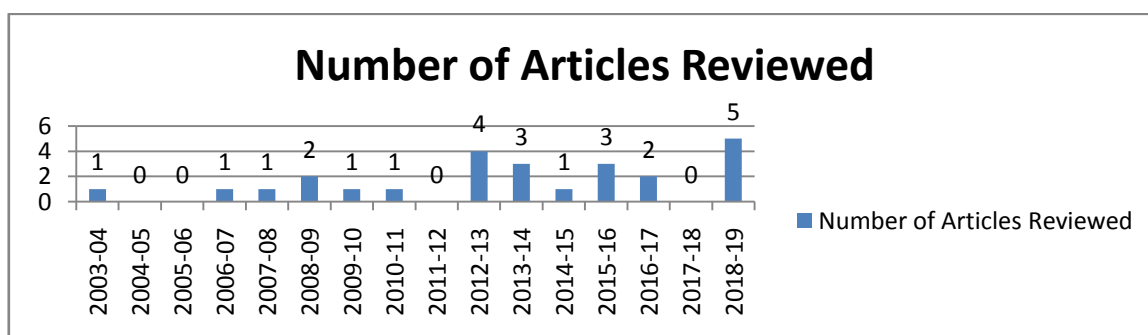
GHRM Practices	Year	Athour/s	Implications
Green job design and	2008 and 2013	Renwick et al,	<ul style="list-style-type: none"> ▪ Their implication on Green job design and analysis is Incorporating a number of environmental pollution protection related tasks, duties and responsibilities in each job and put into effect.
	2013	Opatha et al,	<ul style="list-style-type: none"> ▪ They opined that Green job design and analysis are- Including environmental dimension as a duty in job description, Including green competencies as a special component in job specification And Designing and implementing new jobs and positions in order to focus exclusively on environmental management aspects of the

analysis			organizations.
Green Human Resource Planning	-	-	<ul style="list-style-type: none"> ▪ Engaging in forecasting number of employees and types of employees, needed to implement the Green management initiatives/programs/activities (e.g. ISO 14001, cleaner production, responsible care etc). ▪ Engaging in decision strategies to meet the forecasted demand for environmental protectional works (e.g. appointing consultants or experts to perform environmental audit etc).
Green recruitment	2008 and 2013	Renwick et al,	<ul style="list-style-type: none"> • Here Renwick et al. suggested to appointing authorities should add some polices like- Becoming a green employer or green employer of choice and reflecting environmental policy and strategies of the organisation in its recruitment policy.
	2011	Jackson et al	<ul style="list-style-type: none"> • He said that, recruitment is common in all type of organization but add one criteria in recruitment process like- Including environmental criteria in the recruitment messages.
	2007 and 2009	Phillips and Stringer	<ul style="list-style-type: none"> • He told that, Communicating the employer’s concern about greening through recruitment efforts.
	2015	Opatha.	<ul style="list-style-type: none"> • Give the preference of the organisation to recruit ant select the candidates who have competency and attitudes of participate in Green management initiatives too in the recruitment message.
Green selection	2008 and 2013	Renwick et al,	<ul style="list-style-type: none"> • Selecting the candidates who have “environmental concern and interest” as selection criteria and Selecting applicants who are sufficiently aware of greening to fill job vacancies.
	2015	Opatha	<ul style="list-style-type: none"> • Selecting applicants who have been engaging in greening as consumers under their private life domain.
Green induction	2008 and 2013	Renwick et al.	<ul style="list-style-type: none"> • Providing general induction for green Management. and Providing job specific green Management induction.
	2015	Opatha.	<ul style="list-style-type: none"> • Making new employees familiar with greening efforts of the organization and encourage them to engage in green interpersonal citizenship behavior in their environment and Developing induction programs showing green citizenship behaviour of current employees in organization.
	2008 and 2013	Renwick et al.	<ul style="list-style-type: none"> • Installing corporate-wide environmental performance standards, Setting green targets, goals and responsibilities and Cunvey regular feedback to the employees or teams in organization to achieve environmental goals or improve their environmental performance and Introducing or formally evaluating <i>all employees’</i> green job performance (as far as possible).

Green performance evaluation			
	2015	Opatha.	<ul style="list-style-type: none"> Integrating green criteria in appraisals or evaluating employee's job performance according to green-related criteria and including a separate component for progress on greening in the performance feedback interview.
Green training and development	2008 and 2013	Renwick et al.	<ul style="list-style-type: none"> Providing training to learn or adapt environmental friendly best practices (e.g. reducing long-distance business travel and recycling), Providing training to the employees to produce green management analysis of workspace, Applying of job rotation to train green managers of the future, Imparting right knowledge and skills about greening (to each employee through a training program exclusively designed for greening).
	2013	Opatha	<ul style="list-style-type: none"> Conducting training needs analyses to identify green training needs of employees, analysing and identifying environmental training needs of employees in order to make them more environmental concerned, Conducting a serious and systematic training program which is given to each employee for the purpose of giving needed knowledge, skills and attitudes for good environmental management and providing opportunities to everybody to be trained on environmental management aspects.
Green reward management	2008, 2013 and 2015	Renwick et al. and opha	<ul style="list-style-type: none"> Rewarding employee environmental performance (good/excellent and extraordinary), Financially rewarding for employee good environmental performance, Non-financially rewarding for employee good environmental performance and Rewarding for green skills acquisition.
	2011	Jackson et al,	<ul style="list-style-type: none"> Providing incentives to encourage environmentally friendly activities and behaviours (e.g. recycling and waste management).
Green health and safety management	2011	SHRM	<ul style="list-style-type: none"> Ensuring green workplace for all employees in organization, Creating green work place and various environmental related initiatives to reduce employee stress and occupational disease caused by hazardous work environment, Creating and implementing strategies to maintain a

			conducive environment to prevent various health problems/ in order to improve health and safety of employees.
Green employee discipline management:	2008	Renwick et al.	<ul style="list-style-type: none"> Fixing punishment/ penalties for noncompliance on targets in environmental management, Fixing penalties or dismissal for environmental management breaches, Implimenting and publishing rules of conduct relating to greening.
	2015	Opatha.	<ul style="list-style-type: none"> Improving a progressive disciplinary system to punish employees who violate the rules of green conduct, Implementing discipline management system" as a tool to self-regulate employees in environmental protection activities of the organization, Establishing a clear set of rules and regulations which regulates employees to be concerned with environmental protection and If an employee violates environmental rules and regulations, take disciplinary actions against him/her.
Green employee relations	2008 and 2013	Renwick et al.	<ul style="list-style-type: none"> Providing opportunities to the staff to involve and participate in green suggestion schemes in the organization, Introducing green management whistle-blowing and help-lines for developing, Providing training to the union representatives in environmental management, Joint consultations are solving environmental issues in organization, Gain sharing relation to environmental initiatives or programs, Recognizing union as a key stakeholder in environmental management system.

Green Human Resource Management play important role in corporate level and some other areas also, today's all are work with stress and think only how to earn profit but less thinking on environmental protection and their protection in future days. In this paper covered nearly 25 article (in different years) reviewed and some other sources also reviewed related to my research study, here I want to express my work with Graph, it's shows yearwise details of my review of literature in numbers.

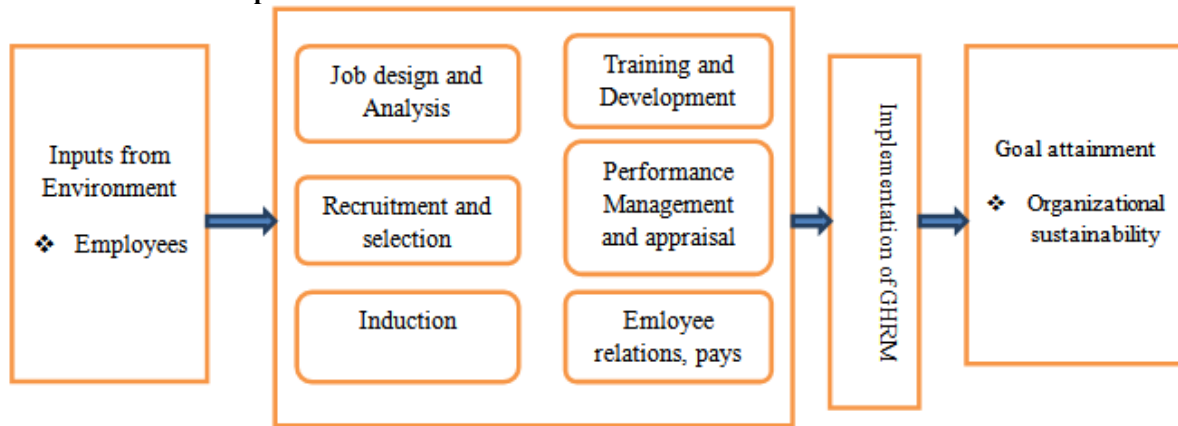


Green HRM conceptual Model: -

Green HRM is the set of activities (recruitment, training and development, performance and appraisal, employee relations, pays and rewards) that direct at an organization's human resources with the aim of achieving organizational goals through ensuring Organizational sustainability. The Green Human Resource Management process begins with recruiting prospective green employees into the organization followed by

green training and development, green performance management and appraisal, environment-friendly employee-employer relationships that focus on employee participation, green performance based pays and rewards and ends with conducting exit interviews those who leaving the organization voluntarily or involuntarily and using the survey results to improve the employee management systems. The major aim of green human resource management is to achieve the organizational financial goals through environmental sustainability (policies and actions focused on minimum or no environmental damage).

The Green HRM Conceptual Model is-



V. Results

After reweid many sources here found some usefull practices for Green Human Resource Management- Use energy efficient bulbs& install timer to switchoff the lights automatically after a definite time.Reduce Paper–work to make your organization dust-free and protect trees through reducing paper work.Use online system in most of the procedures of the organizational activities to make your organization eco-friendly and make dust freeDevelop or Increase waste management system to reduce air, water, soil (atmospheric) pollution.Encourage suppliers to provide eco-friendlysustainable product to make the outer world green.Highly care about using of water & leakage of drainage system to ensure efficiently use of water &to reduce water pollution.Use as much as possible less harmful chemicals in production.Consider alternative energy sources which are more eco-friendly such as- wind power, solar energy etc.Install more energy efficient equipment to reduce energy consumption as well as emission of green-house gases.Reduce business travel and Focus on tele-conferencing to minimize the emission of carbon-di-oxide.As possible as focus on recycling, that will reduce the amount of wastage as well as pollution.Spreads awareness about green thinking among employees &stakeholders to make them green psychologically.Through reward employees on the basis of green activities to motivate them to be more aware aboutenvironment.Use organization’s transport in group rather than privately to ensure less emission of different harmful gases to the environment.Create a green identity through green activities, which will create a good Brand image.Encourage employees to share new ideas regarding environmental issues for protection of environment.Get your surround community known about your greening practices that will make them loyal to your brand.Try to integrate Green HR practices with corporate social responsibilities.Get all level managers involved in greening practicesConduct annual survey on measuring the level of green practices adopted by the organization.Conduct an energy audit to ensure effective and efficient use of energy, etc.

VI. Conclusion:

Based on this above review, it is possible to conclude that by my understanding and increasing the scope and depth of Green Human Resource Management(GHRM) practices, organizations can improve the environmental performance in a more sustainable manner than before performance. The Green Human Resource Management(GHRM) practices are more powerful tools in making organisations and their operations green. The green attitude, Green performance, green competencies and green behaviours of human resources can be shaped and re-shaped through adaptation of Green Human Resource Management (GHRM) practices. Hence, here suggest that organisations be required to give more priority to make each function of Green HRM and achieve it.

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