

Impact of Green HRM Practices on Organization Sustainability- A Casual Study

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Abstract:

Green Human Resource Management play important role in organizational sustainability. Today almost all business organizations think about their profit only but don't think about their sustainability. The environmental dimension is the first step towards sustainability because it is easy to implement some initiatives such as recycling, using energy efficiently and reducing waste etc. Implementation of GHRM practices may be due to the increase in ecological awareness among the employees in the organization, which translates into the sustainability in organization, GHRM Practices will reduce cost, improved customer relations, acceptance by local authorities and communities and also increased employee satisfaction, loyalty and motivation.

This paper presents the effect of Green Human Resource Management (GHRM) practices (overall) on the organization's sustainability and to identify the ways in which the organizations can improve their sustainability.

Key points: GHRM Practices, Sustainability, Conceptual model, Effectiveness of GHRM

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I. Introduction:

Over the last decade, HRM scholars have increasingly drawn attention to the challenge to develop more Sustainable HRM systems to enhance organizational sustainability, "Organizations are now realizing that taking their environmental impact seriously is beneficial not just for the environment but for business too (Professor David Uzzell from the University of Surrey). Green human resource management (GHRM) is a global environmental concern and the development of environmental standards that are creating the need for businesses to adopt formal environmental strategies and programmes where the employees must be inspired, empowered and environmentally aware of Greening in order to carry out green management initiatives in the organization (Kar & Praharaj, 2020). Green Human Resource (GHR) is the utilization of Human Resource Management approaches to advance the feasible utilization of assets inside the business associations and more generally promotes the cause for natural sustainability. Green Human Resource (GHR) includes two fundamental components: Environmental friendly Human Resource practices and the protection of Knowledge capital (Jyoti, 2019). It can lead to a reduction in costs, a more satisfied workforce and a more pleasant working environment in the organization".

Environmental concern is to, the people's beliefs and attitude towards environmental issues. Green Human Resource - Green human resources (GHR) refer to Employee Involvement in each & every aspect of the organization which promotes sustainable development & enhances commitment towards the issues of sustainability.

Green Human Resource (GHR) indicates, it is integrate human resources with environment sustainability for optimum utilization of resources. Green Human Resource Management the term Green HR is often used to refer to the contribution of Human Resource policies and practices towards the environmental issue & which broadly categorized into two elements i.e. Environmentally friendly Human Resource practices and the preservation of human capital.

II. Review Of Literature

Within the available literature on Green HR Practices, an attempt has been made to review some of the articles related to the Organizational Sustainability and GHR Practices

Human resource management practices aim is to improve environmental performance and its plays a major role in greening the organization. Recent studies showed that Green Human Resource Management (GHRM) is necessary in environmental management. It should be focus to encourage the sustainable usage of business resources. Success of environmental sustainability depends upon employees environmental behaviors and their willingness to participate environmental sustainability in the organization. By this way, organizations

may benefit from adopting environmental management practices and then, top management support and role of human resource management are critical to enhance green movement in human side of the organizations. But Green Human Resource Management (GHRM), Green Supply Chain Management (GSCM), Green Social Responsibility (GSR) and Green Competitive Advantage Strategies (GCAS) should be integrated for green organization. Green human resources management (GHRM) can also develop employer branding and corporate reputation, by the way it can foster employees involvement in environmental practices and make them motivated in green activities in the organization (*Esen and Caliskan 2019*). The future of Green Human Resource Management (GHRM) appears promising for all the stakeholders of Human Resource Management. The employers and practitioners can establish the usefulness of linking employee involvement and participation in Environmental Management Programmes (EMP) to improved organizational environmental performance, like with a specific focus on waste management, recycling, creating green products. Unions and employees can help employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being in the organization. The academicians can contribute by carrying further research in this area revealing additional data that can build knowledge of workers based on Green Management in general (*Mandip 2012*). Green Human Resource efforts to date have primarily focused on increasing efficiency within processes, reducing and eliminating environmental wastages and revamping Human Resource products, tools, and procedures resulting in greater efficiency and lower costs. The results included electronic filing, ride sharing, and job sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, and developing more energy efficient office spaces etc. With society becoming more environmentally conscious, businesses are starting for incorporate green initiatives into their each day work environment. Environmentally friendly Human Resource initiatives resulting in greater efficiencies, lower costs and create an atmosphere of better employee engagement in the work, which in turn helps organizations to operate in an environmentally sustainable fashion (*Mathapati 2013*). Health in Automobile Industry, Green Human Resource Management (GHRM) is one such huge territory of management that attempts to achieve supportability. Green Human Resource Management (GHRM) of an association results in an expansion of efficiency and lessens wastage. It is corporate judiciousness and financially knowledgability practices to hold workers for new employments than discharging and enlisting new ones. Green Human Resource Management (GHRM) began with the expectation to build up the eco-accommodating nature inside them and the preview of the authoritative setup by creating Human Resource arrangements and the systems, with a specific end goal to accomplish the authoritative objective. Extent of the investigation had been checked on the examinations made with the Human Resource gathering and the business employees inside the vehicle part which have been taken with the end goal of the audit (*Anuradhaa and Srivastava 2019*). The future of Green Human Resource Management (GHRM) appears promising for all stakeholders of Human Resource Management (HRM) Unions and employees can help employers to adopt Green Human Resource Management (GHRM) policies and practices that help safeguard and enhance worker health and well-being. Green Human Resource involves reducing the carbon footprint or less printing of paper. One can said that Human resource has a role in the pursuit of greener business practices, a role to save planet Earth and recruit new employees and enforce greener working practices in business and change environmentally unfriendly behaviors in the organization. Human resource (HR) has significant opportunity to contribute the green movement and motivated employee or people to work for greener practices (*Hussain 2018*). Green Human Resource Management (GHRM) could help the managers in determining the role of each Human Resource factor in implementing an environmental management system in an organization. In this sense it is essential that human resource management develop strategies to foster proactive environmental management through strong and highly visible top management commitment, development of training programs, strong internal environmental communication, development of green teams (individual or cross functional teams), creation of performance evaluation and reward systems, implement green programs, for continuous improvement in the area of environmental management. (*Singh and Shikha 2015*). Green Human Resource Management (GHRM) Bundle Practices and Manufacturing Organizations for Performance Optimization: a Conceptual Model of GHRM and organizational performance are associated with HRM. Although the majority of the studies have reported a significant relationship between these two variables, the implementation of GHRM bundle practices in manufacturing firm performance has not received much interest in Palestine. None of the studies have looked into the influence of GHRM bundle practices on manufacturing firms' performance. In response to this issue, this study shed some light on GHRM bundle practices among manufacturing firms in Palestine and the impact they bring to the organizational performance. The model requires modifications to be aptly adopted by manufacturing firms in Palestine. Last but not least, GHRM practices as a bundle has a significant value to the firms' green development. It is considered an essential tool to engage employees in green practices, thereby enhancing the firms' performance (*Ahmed and Zaid et al. 2018*). The employees and practitioners can establish the usefulness of linking employee's involvement and participation in environment management programs to improve organizational environmental performance, like with a specific focus on waste management recycling, creating green products, etc., Employers can help

employees to adopt Green HRM policies and practices. The nature of their work involves high level autonomy and they will show a strong commitment to their jobs. In the current scenario, most of the employees now realize the value sustainability has on their competitiveness, reputation, ability to attract and retain top talent. The employees have to adopt green HRM policies and practices that help to safeguard and enhance worker health and well-being. Management can improve their environmental performance in a more sustainable manner than before (Parveen 2018). By adopting green practices firms can achieve environmental sustainability. This is only possible by effective implementation of GHRM strategies and practices within the organization. Offering Green HR practices will help in attracting skilled & potential talents & executing these practices will enhance employee green behaviors, green focus in the organization. There is need to provide insights about GHRM & empirical verification. GHRM can develop motivation, social identity and commitment to employees to contribute their efforts. Green HRM efforts resulted in improved retention rate, improved public image, improved productivity & efficiencies, improved work-life harmony, cut rates, improved labor productivity, business opportunities & sustainable use of resources (Tomer and Rana 2020). Green Human Resources Management (GHRM) and Green Creativity for Human Resources professionals Green Human Resource Management is an evolving reasoning to be sure, there are still many gaps in green human resource management that need to be filled. These loopholes include guidance on new literature, its expansion and inclusion, as well as program models and research plans in the field. Hypothetical and accuracy checks are expected to increase the types of green human resource management information. Interested benefactors/experts can conduct extensive quantitative and subjective research on green human resource management (Chapol and Ali et al. 2020).

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 identify the Green HRM Practices for the sustainable growth in the organization
- To understand the concept of Green Human Resource Management.
- To analyze the effectiveness of Green HRM practices on Organizational Sustainability

III. Methodology:

The Present paper is based on the systematic review of secondary data from various available sources of data.

IV. Discussion:

Functions of Green HRM:

HR Department play important role in conversion of HR policies to green practices and creating recycling environment within the company, as a result the company will possible to achieve their goals. Developing GHRM function includes adaption of policies, Procedures, which guarantee that the organization hires right person at the right time and at the right place. Here tries to seek out to show some ways and how to make some major HRM functions green in this paper.

Functions of HRM	Possible ways to make HR functions Green
Staffing	Assimilation of green values in the recruitment Process. Paper less work can be followed by practicing & hiring through with help of online.
Hiring or selection	In selection process selecting applicants who have green initiatives or morals & responsibilities towards environment. Selecting applicants who practices & pursued Green agendas to save environment.
Analysis of job or job design	Incorporating element of environmental sustainability in Job Description. Incorporating Green abilities in Job Specification.
Coaching	Communicating awareness about Green concept to employees through learning programs and its including role analysis & needs of employees.
Measurement of performance	Evaluating employees' task performance according to Green-related criteria. Measuring employees' environmental behavior through key performance indicators like reuse of wastage, properly utilize resource etc.
Reward Management	Providing intrinsic & extrinsic recognition awards to employees for their green roles.

(Source: swati tomer and Dr. Geeta Rana, Proceedings of the International Conference on Research in Management & Technovation)

Implementation of Green HRM:-

Implementation of Green HRM in Organizational is challenging, because of most of thinking about their earnings and present survive only. Here based on systematic study of this paper collected how to implement Green HRM, Jabbour and Santos (2008) consider HRM may contribute to environmental management in companies if they:

- Recruit and Select People committed to the environment
- Training and evaluating employees' performance through environmental criteria

- Implement of rewarding individual and the rewarding should be remunerated and non-remunerated ways
- Stimulate continuous education in environmental management
- Take environmental aspects as values of corporate culture and
- Make decision about interaction between teams to deal with environmental problems and strive for continuous improvement of environmental management activities.

Continuous reduction of pollution is significantly related to the empowerment and participation of employees who are trained in activities of environmental management and incentive programs, such as profit-sharing, that will increase employee participation in companies. Moreover, team-based approaches, skill improvements, open communications, and management supports for continuous improvement in operating activities for pollution reduction are also found important.

Based on research involving employees from two different companies, *Perron and Coteet et al. (2006)* emphasize on measuring employee performance after being trained on environmental issues to check employee performance improvement on environment management. Other researchers have also asserted the importance of environmental training and communication, organizational learning, and the performance of environmental management programs. *Dutta* explains GHRM is directly responsible for creating a green workforce that understands, appreciates, and practices green policies. An organization can maintain its green objectives throughout the HRM process of recruiting, hiring, and training, compensating, developing, and advancing the firm's human capital.

The implementation of rigorous recruitment and selection of employees, performance-based appraisal system, training programs aimed at green management initiatives have basic importance to fostering environmental innovations. Gaining a reputation as a green employer is an effective way to attract new talent. *Phillips* finds 8% of UK firms reward green behaviors with various types of awards and/or financial incentives. Green responsibilities can be used by environmentally responsible employers to attract talent that fits and contributes to achieving the organization's environmental goals. *Baron and Gomez-Mejia* find the effectiveness of executive pay practices related to greater pollution prevention success in US firms operating in high-polluting industries. *Govindarajulu and Daily* find recognition programs are another popular component of corporate environmental initiatives.

Strategic Aspects of Green HRM:

The responsibility of the Human Resource managers is to create awareness about the Green Human Resource Management (GHRM), the Green movement and the utilization of natural resources, helping the corporate to maintain the proper environment in the working places and retain natural resources for future generations among young and present working people. A green job is employment that directly works with strategies, information, materials, and technologies that contribute to minimizing environmental impact on organizational sustainability and its requires specialized knowledge, skills, training, or experience in these areas. *According to Zoogah,(2010)*, the major five platforms where organizational sustainability principles can be applied in the transforming an organization to the wholly sustainable organization is as follows:

- *The Green products or services Portfolio:* Including waste and pollution management, resource replacement, sustainable design, and adaptive re-usage.
- *The Green Workforce in the organization:* Including Human Resource strategy, culture, recruiting and retention, training, career path improvement, and diversity.
- *The Green Workplace:* Including world locations, physical plants, virtual workplaces, green buildings, environmental discharge, waste management and energy usage and sources.
- *The Green Function or Process Model:* Including organizational sustainability applied to traditional functions, enterprise-wide green process modeling to incorporate Green Practices and sustainable of management.
- *Green Management and Governance Principles:* It's including board and management accountability, sustainability test, compliance, incentives, ethics, reporting, and assurance.

Green Human Resource (GHR) polices emphasis on group and individual capabilities to convey green behavior. The objective of such policies is to create a corporate environmental culture. The focus of Green Human Resource Management (GHRM) concentrates on employee's environmental behavior in the working place, which in turn, employees can practice such kind of behavior in their private life.

Green HRM Practices:

Green HRM play important role in organizational sustainability, the Researchers (*Cohen and Taylor, 2010; Ehner, 2009; Behrend, 2009; Philips, 2007*) suggest a few Green Human Resource Management (GHRM) practices, which are mentioned below:

- Encouraging employees with the help of training and compensation, is to find ways to reduce the use of environmentally damaging chemicals in their products.
- Assisting employees in identifying ways to recycle products that can be used for playgrounds for children who don't have access to healthy places to play.
- Designing a company's HRM system is to reflect equity, development, and wellbeing, thus contributing to the long-term health and sustainability of both internal (employees) and external communities.
- Emphasizing long-term employment security is to avoid disruption for employees, their families, and their communities.
- Use of job portals of companies for recruitment and custom of telephone, internet, and video interviews, which can lessen the travel requirements of the candidate and affecting the reduction in paperwork.
- Green rewards to employees can be provided by companies in the arrangement of the nature-friendly workplace and lifestyle benefits through providing carbon credit equalizers, free bicycles, and pollution-free vehicles for transportation to the workplace to engage employees in green agenda.
- Talented, skilled, and experienced employees are environmentally conscious now, and they always look for self-actualization to be committed to their work. Green HR can create this commitment by following green values and practices.
- Green actions can occur with minimum use of paper and printed materials in recruitment, training and development, and performance appraisal.
- A company can create a green business environment by reducing the use of printed materials, increased 'recycling, using eco-friendly grocery and lunch bags, and prohibiting the use of bottled water, plastic in the workplace.
- Luminous light bulbs and other energy-saving green devices can be used in the workplace.
- Companies can inspire their employees to change their travel and transportation ways through reducing official car trips, using public transport for business travel, carpooling, providing interest-free loans to purchase hybrid cars, and cycling or walking to work.
- Conduct business meetings and conferences through the internet, telephone, and video conferencing wherever possible to reduce business travel.
- Provide flexible work opportunities to employees in telework or work from home by using emails and company portals through intranet and internet.
- Wellness programs for employees, their family members, and general people can be arranged to focus on physical fitness, proper nutrition, and a healthy lifestyle. As an important green objective, environmental management can be included in the mission statement of the company as a part of their social responsibility. Organizations can arrange cleanliness and waste management initiative in the workplaces and surrounding society to cause awareness about green issues.
- Encouraging the employee to turn off lights, computers, and printers after work hours and on weekends for further energy reductions.
- Inspiring employees to place computers and printers in energy-saving settings when they will be away for a while.
- Turning off office lights while attending meetings and at night and over the weekend. Turn lights off in restrooms, conference rooms, libraries, and so forth when the room is not in use.
- Work with IT to switch to laptops over desktop computers because Laptops consume up to 90% less power.
- Arrange an air conditioning system with discretion.
- Purchase large or refillable containers of creamer, sugar, salt, pepper, and butter instead of individual containers.
- Arrange green-themed games to promote environmentally friendly behavior and staff togetherness.
- Provide green promotion, which includes loan discounts on fuel-efficient cars and energy-saving home improvements, discounts at local green merchants.

V. Conclusion:

Green HRM has got importance in the present situation. Many employees are not aware about the term GHRM at the Organizational level but by implementing green practices firms can achieve environmental sustainability. Business organization can develop their social and administrative performance remarkably in a workable way that will lead to ensure competitive advantage for a business organization. It's just a matter of time, once they adopt eco-friendly practices that will result in the betterment of the organization. Offering Green HR practices will help in attracting skilled and potential talents and executing these practices in organization can enhance employee green behaviors, green focus among the employees.

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