

Green HRM: Sustainable Practices to Promote Employment

Kaniz Farzana

Lecturer, School of Business, Canadian University of Bangladesh, Bangladesh

Abstract:

Organizations are now aware of maintaining all the activities in an environmental friendly way. With this view, they are now trying to translate all their practices into greening concept. Green HRM is one of the greening concepts that transform the HRM activities into green practices. Nowadays, many sectors focus on two terms- sustainability and eco-friendly and therefore, contemporary researches were attracted by Green HRM. The major intention of this study is to explore the most recent researches in this regard as well as to identify and discuss the functions, benefits and challenges of Green HRM including the factors affecting Green HRM with a review of contemporary researches. This study only collected data from secondary sources and it was fully based on theoretical framework. It also tried to find out the gaps of recent studies and discussed the future scope for the prospective researchers and contributors. This study was also supposed to facilitate industries to gain knowledge about how to transform traditional HRM practices into green one and how to maintain its sustainability to promote employment.

Key Words: Green HRM practices, Sustainability, Environment-friendly, Employment, etc.

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I. Introduction

Green HRM (GHRM) is becoming a prominent term in the field of human resource management. Green HRM is the ecological practice that helps the organization to become environment-friendly in essence to maintain the awareness of sustainability among the employees aimed at achieving competitive advantage in global marketplace. Today, organizations must maintain eco-friendly environment by such human resource management practices which ensure positive impact on environment like online recruitment, electronic file maintenance, online assessment and interview, using shared cars, environmental training, and green initiative based reward etc. Organizations in this century become more conscious and conversant over this sustainable issue and they try to minimize the antagonistic effect of business on the environment. Therefore, Organizations adopt new strategies and policies ultimately for benefits, thus there is more need to focus on outcomes that are facilitating organizations by implementing GHRM practices (Jabbar and Abid, 2015). Since, Green HRM is an emerging field of research in the organizational studies after 1990s (Arulrajah, Opatha and Nawaratne, 2015), the study focuses on the sustainable practices of GHRM in the light of recent researches conducted by scholars in the field of HRM. Most importantly this study tries to help the organization to understand about the execution of green HRM and its profound impact on employment.

II. Objectives Of The Study

The broad objective of this paper is to review the overall practices of green HRM and its effect on employment.

Other significant objectives are:

1. To explore the functions of green HRM.
2. To study the benefits and challenges of green HRM.
3. To provide some knowledge about transforming HRM practices into Green HRM to various industries.

III. Research Methodology

This research is completely based on the secondary data mainly the literature review of several researchers. This study is a qualitative research work based on extensive analysis of recent literature views of Green HRM. The study accumulates data from various online journals and other e-papers, newspaper articles and websites. Contemporary research works were given the main priority to present the objectives of this study.

IV. Literature Review

In the field of HRM, the strategies and policies implemented are only to promote employability. Organizations often feel challenged to maintain a sustainable environment while managing their employees. Making a relationship between HRM and environment is not that easy however it is crucial. Hence, Green HRM

has been introduced and it is being practiced to promote eco-friendly employment over the world. Emphatically, different Green HRM practices can develop willingness, inspiration and commitment to employees to contribute their efforts, ideas to the greening of their organization.(Bangwal and Tiwari, 2015).

Green HRM incorporate environment-friendly HR commencement and practices for sustainable use of resources that resulting in more efficiencies, Less wastage, Improved Job Related Attitude, Improved Work/Private life, lower costs, Improved employee performance and retention which help organization to reduce employee carbon footprints by the mean of Green HRM practices i.e. Flexible work scheduled, electronic filing, car-sharing, job-sharing, teleconferencing, virtual interviews, recycling, telecommuting, online training, energy efficient office space etc.(Margaretha and Saragih, 2013).

Several researches have been conducted realizing the fact that greening the practices of HRM is one of the most extensive activities in the corporations. According to the work done by Dr. ParulDeshwal, (2015), Corporations are taking initiatives to make Green HRM as a sustainable business practices. Green HRM encompasses two major elements: environmental-friendly HR practices and the preservation of the knowledge capital which helps the industry people to become conscious of their business and corporate social responsibilities in a better way.(Deshwal, 2015).Dutta (2012) also concentrated on two major elements of GHRM which were named as environmental-friendly HR practices and the preservation of the knowledge capital.

In most of the researches, the main focus is on how to make the HRM practices environment friendly. Many organizations now-a-days concentrate on greening people through extensive use of nature-friendly HRM approaches as in recruitment process, rewards systems, training procedure, telecommunication, etc. Arulrajah, Opatha and Nawaratne (2015) have identified and highlighted several green HRM approaches under the 12 functions of HRM such as job design, job analysis, human resource planning, recruitment, selection, induction, performance evaluation, training and development, reward management, discipline management, health and safety management and employee relations.The researchers have suggested that organizations can improve their environmental performance in a more sustainable manner by ensuring green performance, green behaviors, green attitude, and green competencies.

V. GREEN HRM

Greening the HRM practices is the main purpose of green HRM. All the functions of HRM ranges from HR planning to rewarding employees involve in this greening project. The term

“Green HRM” is often used to refer to the concern of people management policies and practices towards the broader corporate environmental schedule (Deshwal, 2015). The main focus of green HRM is to maintain a nature oriented HRM practices in order to govern the effective CSR level in the organization.However, today the topic Green HRM not only includes awareness toward environmental affairs, but also stands for the social as well as economic well-being of both the organization and the employees within a broader prospect.(Ahmad, 2015).

5.1 Green practices:

According to Amutha V. (2017),to be ecological, economical and practical at the same time is possible through by adopting Green Practices. Here are some environmentally-friendly solutions to stay Green.

- Green Printing
- Green Manufacturing and Disposal of Staff ID card
- Teleconferencing and virtual interviews
- Recycling
- Telecommuting
- Online Training
- Energy efficient office spaces
- Green Payroll
- Company Transport
- E-filing
- Reduce employee carbon footprints by the likes of electronic filling, Green HR involves reducing carbon footprint via less printing of paper, video conferencing and interviews etc.

Implementation of these green HRM practices is a crucial task for the Human Resource Department of every organization those are aware to maintain a balance between environment and HR practices. HR Department should play vital role to formulate green policy and transform it into practices as well as to maintain a sustainable working environment for employees. This study now focuses on the functions of Green HRM by reviewing various significant recent researches and also tries to evaluate how these practices promote a sustainable employment in the organization.

VI. Functions Of Green Hrm

Numerous researchers have categorized the green HRM functions ranges from recruitment to exit. By analyzing significant contemporary studies, this research paper tries to discuss the new green HRM functions. The following segment presents the contemporary green HRM functions that are mechanized to promote employment within an organization.

6.1 Green Recruitment:

Green recruitment is basically a function of recruiting those people who have concern over the sustainable practices and are aware of maintaining a sustainable environment in the organization. It is also involved with the integration of green practices to recruitment. Green Recruitment has not any particular definition, but somehow it means recruitment without the use of paper that minimizes the environmental impact (Amutha, 2017). According to Ahmad (2015), Green recruiting is a system where the focus is given on importance of the environment and making it a major element within the organization. By these definitions, Green Recruitment can be defined as a process of attracting employees who can maintain a sustainable environment as well as implementing online recruitment process to ensure paperless practice. The induction of green recruitment encourages the involvement of employees for monitoring of long term competency and informing employees about the green company-wide initiatives like reducing wastage and greenhouse gasses (Jabbar and Abid, 2015). This ultimately facilitates in improving environmental performance (Mandip, 2012).

Deshwal (2015) has identified some green recruitment practices such as:

- Online resumes submission
- Using company websites for searching employees.
- Using online job portals for on boarding documentation such as offer letter, authorizations and testimonials for educational qualifications and experience of selected candidates, acceptance letter, etc.
- Online job descriptions.

The researcher has discussed that these practices ensure minimization of using paper in recruitment process as well as crucial for attracting potential employees.

6.2 Green Selection:

Green Selection process refers to determining candidates' environmental concern and interest as selection criteria. Interview questions must be related with the environmental issues. Really, these are some of the good green selection practices any organization can adopt to select environmental friendly people in addition to the normal selection criteria relating to the specific duties of the job being concerned (Arulrajah, Opatha and Nawaratne, 2015).

6.3 Green Training and Development:

Extensive use should be made of online and web-based training modules and interactive media as training tools for not only for environment management training but for other functional areas as well (Deshwal, 2015). Green training and development consist of employee working methods that reduce waste, proper utilization of resources, conservation of energy and reduces the causes of environmental degradation (Ullah and Jahan, 2017).

In the study conducted by Arulrajah, Opatha and Nawaratne, 2015 Green Training and Development practices have been identified, such as:

- Implementing corporate environmental management programs to train and develop required skills and knowledge to the employees.
- Conducting seminars and workshops at organizational level to create environmental awareness among the workforce.
- Providing environmental education to make a change in attitude and behaviour among managers and non-managerial employees.
- Instilling some key eco-values among the employees as well as their family members by organizing many competitive programs.

According to Zoogah (2011), Green training and development train employee working methods that reduces waste, proper utilization of resources, conservation of energy and reduces the causes of environmental degradation, it provide opportunity to engage employees in environmental problem solving.

6.4 Green Performance Appraisal:

Green Performance Appraisal is a process of determining green performance standards and green behavior indicators and evaluating employees' performance at all levels based on 'green' targets in the key performance areas. Green performance management includes the issues related to policies of the organization and environmental responsibilities (Amutha, 2017). Shoeb Ahmad (2015) in his study suggested that green performance appraisal should include such issues as environmental incidents, environmental responsibilities, communication of environmental policy and green information system and audits. He also suggested that, performance appraisal system should be modified including dimensions for evaluating people in areas like teamwork, collaboration, diversity, innovation, and environmental stewardship. Organizational managers' performance evaluation can be based on criteria such as- they can create awareness on green issues among the subordinates, encouraging them to engage in greening activities, and maintain a healthy and facilitative environment in the organization.

6.5 Green Compensation and Reward:

Since in modern era HRM considers employee as a valuable asset, therefore employee retention is very imperative factor for the organization. Retention of employee mostly depends on an effective and proper compensation and reward management. In implementing green HRM, the organization should integrate its reward policies with environmental activities such as reward should be given for recycling and wastage reduction activities.

Bangwal and Tiwari (2015) have mentioned some of the green compensation and reward activities in their study. Those are:

1. Tailor packages to reward green skills acquisition
2. Use of monetary-based environmental management (EM) rewards (bonuses, cash, and premiums)
3. Use of non-monetary based EM rewards (sabbaticals, leave, gifts)
4. Use of recognition-based EM rewards (awards, dinners, publicity, external roles, daily praise)
5. Develop negative reinforcements in EM (criticism, warnings, and suspensions for lapses)
6. Develop positive rewards in EM (feedback)
7. Link participation in Green initiatives to promotion/career gains (managers advance through supporting staff in EM).

On a study conducted by Ullah and Jahan (2017), it is stated that monetary-based, non-monetary based and recognition based reward can be used for green efforts and achievements of employees. Salary increase, cash incentives and bonuses can be given as monetary rewards whereas sabbaticals, special leave and gifts for employees and their family members may be included in non-monetary rewards. Recognition based rewards may include public praise of employees for their green efforts from top management.

VII. Factors Affecting Green Hrm

Green HRM practices bring a better working condition in the organization. On the other hand, it also benefits organization by developing economic condition, most importantly by advancing the human resources. Vahdati and Vahdati (2018) have identified some factors in their research paper that influence the practices of green HRM. These factors are considered most contemporary and influential factors for today's organization. As, the research conducted by Vahdati and Vahdati is most recent, hence this study only focus on these factors. These factors are presented as the followings:

1. Personality and upbringing: variables under this factor are- Family, lifestyle, the way a person has been brought up, person's nature and values and believes.
2. Knowledge of individuals: elements in this factor are- knowledge, intelligence, and person's degree.
3. Organizational culture: Variables under this factor are- Proper use of resources and the culture of protecting environment, cultural education of environmentally friendly behavior and optimal use of resources.
4. Digital divide: the identified elements in this factor are- Availability of information technology, advanced information technology, effect of information technology, well-equipped work places, ability to use information technology, proper use of information technology to have more environmentally friendly behavior.
5. Education and training: Variables under this factor are found out as- Different education, educational centers, advertisement, media.

VIII. Benefits Of Green HRM

After reviewing several researches, this study has identified some of the benefits of green HRM for the organization that are not ignorable. These benefits are found out from the researches presented by Deshwal (2015); Aykan (2017); Ahmad (2015); Bangwal and Tiwari (2015); Hosain and Rahman (2016) and others. Summary of these benefits are as followings:

- Green HRM increases employees' morale because they are allowed to practice environment friendly activities.
- It is a process of preserving nature from negative impact of organizational practices.
- It helps organization to define environmental problems also analyze the solutions to these problems.
- It reduces the overall cost of the company as costs are largely influenced by the size of the company and steps taken to make it environment friendly. (Deshwal, 2015).
- Green HRM practices help the organizations to improve their performance.
- Green business practices pave the way for an atmosphere with a competitive advantage through economic and environmental sustainability (Renwick, Redman and Maguire, 2013).
- Green HRM practices facilitate the firm to gain competitive advantages over its rivals through ensuring CSR.
- It ensures healthy working environment by implementing policies such as Creating a green corporate space with trees and plants, prohibiting smoking on the office premises, ensuring less paperworks and providing natural fruits and vegetables as snacks on meetings, etc.

IX. Challenges Faced By Organization In Implementing Green HRM

Implementation of green HRM practices in the organization is not an effortless task. The organization has to face several challenges while implementing the practices. According to Deshwal (2015); Hosain and Rahman (2016); Vahdati and Vahdati (2018); Fayyazi, Shahbazmoradi, Afshar and Shahbazmoradi (2015); there are several barriers/obstacles or challenges lied with green HRM. These are presented below:

- Company lacks in formulate comprehensive plan to implement green human resources management.
- Many organization face complexity and difficulty of adoption of green technologies.
- There is lack of green human resources management infrastructures.
- It is difficult to measure the effectiveness of green HRM practices in employees' behaviour.
- Developing the culture of Green HRM in entire organization is a cumbersome and lingering process.
- Organizations may lack in providing environmental education and training to their employees.
- Organization may face problems in transforming employee attitude to green HRM from traditional HRM in a short span of time.
- Other limitations can be included as- lack of cooperation and limitation of time experts and unfamiliarity among experts about the issue, lack of green culture, and internal literature in the field (Fayyazi et al,2015)

X. Concluding Remarks

Green HRM becomes a focal practice for every organization because they have to maintain a sustainable working environment within the organization to promote employment among the people of the society. Now a day, organizations become aware of making a green employment practices so that they can transform the organizations into green entities. This study mainly focused on how the organizations basically convert their HRM functions into green practices. It also analyzed various recent researches and determined the factors, benefits and challenges faced by today's organization in implementing green HRM. The study also identified that previous researches did not provide any analysis regarding how to implement this green HRM practices according to the nature of the organization. Majority of the studies only concentrated on theoretical background, however, few have developed and analyzed framework on the concept of Green HRM. The future scope of the research is enormous. The interested researchers may conduct qualitative and quantitative researches in this manner and may try to popularize the concept all over the world.

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