



RESEARCH ARTICLE

A STUDY ON GREEN HUMAN RESOURCES MANAGEMENT PRACTICES IN ORGANIZATIONS

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ABSTRACT

Human Resource Management (HRM) is an important faction of management that deals with the most valuable assets of an organization which is human resources. The whole context of HRM is currently being considered in the light of sustainability all over. Expanding the statement, we contend that Green Human Resource Management is the most significant element of sustainability. Green Human Resources Management (Green HRM) has recently attracted the attention of academic researchers and practitioners. The objective of this study is to explore the green human resource management practices of organizations. Thus, the major areas of the study include basic understanding of Green HRM to the readers, the reasons why we need to adopt Green HRM, the limitations or barriers to its successful implementation and finally, the paper suggests some potential HR initiatives for Green organizations.

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INTRODUCTION

Green HRM refers to all the activities concerned in development, execution and on-going maintenance of a system that aims at making employees of an organization green. It is the area of HRM that is concerned with transforming regular employees into green employees so as to achieve environmental goals of the organization and lastly to make a significant contribution to environmental sustainability. It refers to the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business. The rationale of green HRM is to create, enhance and retain greening within each employee of the organization so that he or she gives a maximum individual contribution on each of the four roles, i.e., environmentalist, ecologist, non-polluter, and inventor. Green Human Resource Management can be defined as the triggering force of the human resource implementations that improves both economic and environmental sustainability of business resources by undertaking change and developing environmental conditions. In simple usage, Green Human Resources Management (GHRM) means using human resources management policies to promote sustainable use of resources within business organizations and more generally promoting environmental sustainability.

Green HRM means bringing economic changes and raising the efficiency both ecological and economic while ensuring that the cost of natural resources exploitation is within the acceptable range in HRM practices. Green human resource management targets human resources to bear an environmental responsibility in their tasks, to turn them into employees who are able to develop positive behaviours with other co-workers, to present new ideas and recommendations, and thus to enable the implementation of environmental programs. The basic target actually is to motivate employees, to turn them into environment-conscious individuals, and to improve environmental performance of the organizations. It helps to reduction of paper usage and the implementation of green human resource policies such as planning, recruiting, selecting, managing employees and the employee relations. It makes the environment green in the workplace. All the activities involved in the green human resource management enhance the value of the employees and the organization.

Review of Literature: Ms. PoojaPopli (2014) conducted study on GREEN HR PRACTICES, ITS AWARENESS AND IMPLEMENTATION IN THE INDUSTRIES IN NASIK. The study found that routine activities undertaken by organizations to help keep their environment green and also Nasik have encouragement policies for adopting green practices, maximum of the companies do not reward their employees who use eco-friendly materials in the organizations, training on green practices to be adopted by the employees in their day-to-day activities, more than half of the companies said that they

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do undertake and encourage employees to adopt and implement green practices and help make their organizations environment green.

RESEARCH METHODOLOGY

The purpose of this study is to A Study on Green Human Resources Practices and How It's effectively Works in Public and Private Sectors in Chennai. The universe of this study is Human Resource Managers, CEOs, Founder Directors, Presidents of the Public and private Sector organizations in which IT, Non-IT, Government, Consultancies and Manufacturing Industries are included. The sampling size taken for this research is 50. The sampling method used is *Probability Sampling* in which Simple Random Sampling is taken for this study. Simple Random Sampling is a type of probability sampling in which the researcher randomly selects a subset of participants from a population. Each member of the population has an equal chance of being selected.

The tool used for the collection of data is *Questionnaire* in which the Questionnaires were sent through Emails and Social Distribution method, where the Social Media were been used to distribute the questionnaire aids in collecting a higher number of responses from the people that are aware of the brand. Primary Data was collected through responses from the *Questionnaire* and secondary data was collected from the *Internet, Journal and E-Books*. The Time Duration taken to complete this study was 60days. The researcher used application of PSPP for the analyses and interpretations. The data is processes and analysed by tabulations and interpretations so that the findings can be communicated and can be easily found. The findings are presented in the form of pie charts and bar charts for illustrations of principles findings of research. Statistical test is used to interpret significant data. The major limitation to this study was Data Collection through social Media.

ANALYSIS & INTERPRETATION

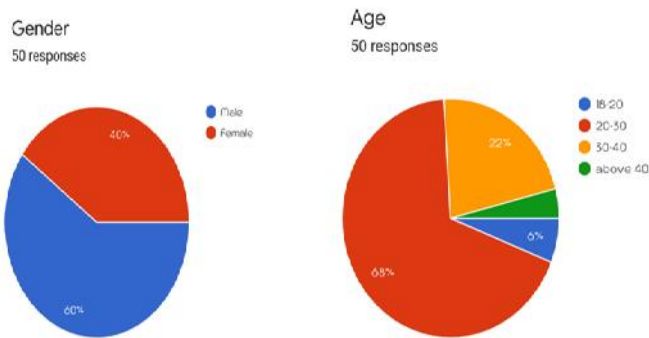


Fig. 01& 2. Distribution of The Respondents Based On Their Age & Gender

Interpretation1 & 2:

Fig.01 shows that 68% of the respondents are in 20-30 age group, 22% of them comes under 30-40 age group where 6% and 4% of them falls in 18-20 and above 40 age group respectively. Fig.02 shows that 60% of the respondents are Male and other 40% of them are female

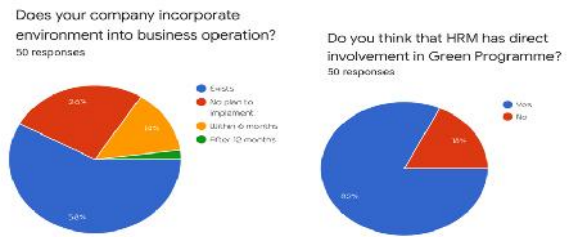


Fig. 3&4. Distribution of The Respondents By Their Involvement In Green Programme& Incorporate Environment Into Business

Interpretation: 1&2

82% of the respondents are agreeing that HRM has direct involvement in Green Programme where the other 18% of them denied the same by choosing No to this question, which shows that there is a significant relationship between HRM and Green Programme. 58% of the respondents have existing incorporation of environment into business operation in their company, where 26% of them have no plan to implement, 14% of them have said within 6 months they will be.

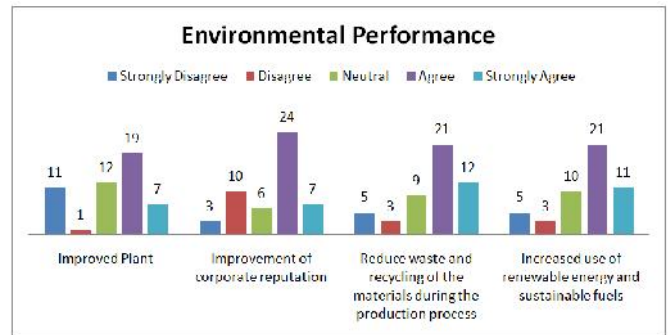


Fig.3. Distribution Of The Respondents Based On Environmental Performance

Interpretation:

The above Chart shows that 38% of the respondents have agreed that Improved Plant/IT/service sector performance and 22% of them have strongly Disagreed. 48% of the respondents have agreed that Improvement of corporate reputation and 20% of them have Disagreed. The same 42% of the respondents have agreed that Reduce waste and recycling of the materials during the production process and only 10% of them have strongly disagreed. The same 42% of the respondents have agreed that Increased use of renewable energy and sustainable fuels and only 10% of them have Strongly Disagreed this.

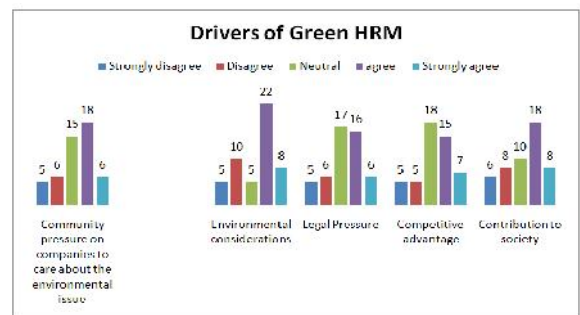


Fig.4. Distribution of The Respondents Based On Drivers Of Green Hrm

Interpretation: The above Drivers of GHRM Chart implies that 36% of the respondents have agreed that Community pressure on companies to care about the environmental issue and 12% of them Disagreed the same 44% of the respondents have agreed that there is Environmental considerations in Drivers of GHRM where 20% of them Disagreed the same 32% of the respondents have agreed that there is legal pressure in executing GHRM and 12% of them Disagreed the same 30% of the respondents have agreed that there is Competitive advantage and 10% of them Disagreed the same 36% of the respondents have agreed that Contribution to society is one of the drivers of GHRM and 16% of them have Denied it by choosing Disagree.

MAJOR FINDINGS are

-) HRM has direct involvement in Green Programme
-) Most of the company's respondents have existing Environmental Management System (ISO) & have existing incorporation of environment into business operation in their company
-) The Top management develop punishment system penalties for non-compliance in environmental practices

MANAGEMENT OF ORGANIZATIONAL CULTURE

-) Top management actively support environmental practices
 -) Team/departmental budgets cover environmental impact
 -) Organizational vision/mission include environmental concern
- #### RECRUITMENT AND SELECTION
-) Job description specification includes environmental concern
 -) Job positions designed to focus exclusively on environmental management aspects of the organization
 -) Recruitment message include environmental behaviour/commitment criteria
 -) Selecting applicants who are sufficiently aware of greening to fill job vacancies

TRAINING AND DEVELOPMENT

-) Take into account the needs of environment issues when training requirement analysed
-) training is a priority when compared to other types of company training
-) Following induction programs that emphasize environmental issues/concerns
-) All training materials are available online for employee to reduce paper cost

PERFORMANCE MANAGEMENT AND APPRAISAL

-) Corporate incorporates environmental management objectives and targets with the performance evaluation system of the organization
-) know their specific green targets, goals and responsibilities

-) Environmental behaviour/targets and contributions to environmental management are assessed and include in performance indicators/appraisal and recorded
-) Providing regular feedback to the employees or teams to achieve environmental goals or improve their performance

REWARD AND COMPENSATION

-) The company offers a non-monetary and monetary reward based on the environmental achievements (leave, gifts, bonuses, cash & promotion)
-) Link suggestion schemes into reward system by introducing rewards for innovative environmental initiative/Performance
-) Employee Empowerment and participation
-) Improved Plant/IT/service sector performance
-) Improvement of corporate reputation
-) Reduce waste and recycling of the materials during the production process
-) Increased use of renewable energy and sustainable fuels

BARRIERS OF GHRM

-) Lack of Understand of green policies
-) Lack of support of managements
-) Complexity and difficulty of adoption of green technology
-) Minor part in Staff resistance

DRIVERS OF GREEN HRM

-) Community pressure on companies to care about the environmental issue
-) Environmental considerations in Drivers of GHRM
-) Legal pressure in executing GHRM
-) Competitive advantage

RESEARCH HYPOTHESIS RELATED FINDINGS

-) There is a significant difference among educational qualification of the respondents and Green reward and compensation practices in organisation.
-) There is a significant difference among working hours of the respondents and Green performance appraisal Practice of the organisation.
-) There is a significant association between occupation of the respondents and over all green Human resource practices in organisation.

SUGGESTION: Now-a- days Organizations across the world are incorporating and working toward implementing GHRM practices to gain competitive advantages among the corporate world. Complete adoption and integration of GHRM in business is not impossible but requires a changed approach towards the existing HR practices on part of both the management as well as employees simultaneously. A key role for HR environmental executives could be to guide line managers in terms of gaining full staff co-operation toward implementing environmental policies which means HR needs to nurture supporters and create networks of problem-solvers willing to act to change the current status.

Following are some of the green HRM initiatives that can be adopted by the Organizations to GO GREEN

Paperless office: Generally, the work in the office is managed on paper but, with introduction of IT, the consumption of paper has been reduced. Now-a -days E-business and learning have changed the methods and procedures at offices converting them into paperless offices. Paperless office is a work place where the use of paper is either limited or eliminated by converting important official documents and other papers into mechanized workflows. The tradition to a great extent will reduce the consumption of paper, the costs of paper-related actions including copying, printing, and storing, and also save the time used for searching paper documents. By reducing the use of paper documentation, we can directly protect natural resources, prevent pollution, and reduce wastage of water and energy.

Preservation of Energy: Preservation of energy in the office has the budding for a great environmental impact. In an effort to provide more efficient and eco-friendly services, offices around the world have implemented several energy conservation initiatives to reduce the environmental impact. The HR department at the upper limb of Sky has started an operation where the employees are asked to turn off PCs, TVs, and lights when leaving, to use 100% renewable energy. Organizations are also promoting the extensive use of energy star rated light bulbs and fixtures which undoubtedly consumes at least two-thirds less energy than regular ones.

Green printing: Printing papers leads to increased usage of paper, toner wastage and carbon dioxide discharge. Organizations are now adopting “pre-ton” saver, a software which can reduce paper demand by 20% and toner and ink demand by 50% without degrading the quality of output image or printout.

Green Building: The organizations around the world are significantly opting for green building as their workplace and offices as a substitute to traditional offices. The phenomenon is quite trend setting as Green buildings fulfill certain criterion for reducing the exploitation of natural resources that are utilized in their construction. Furthermore, green buildings include some enhanced features related to green practices such as energy efficiency, renewable energy, and storm water management.

Save water: Wastage of water in manufacturing processes and in watering the company’s lawns should be totally eliminated. Water wastage due to leakage in sinks and toilets must be carefully monitored.

Recycling and waste disposal: Recycling is the method of processing used up materials (waste) into new and useful products. Recycling reduces the use of raw materials that would have been otherwise used to produce new products. Therefore, this technique saves energy and reduces the amount of waste that is thrown into the dustbins, thus making the environment cleaner and the air fresher. As a part of their green initiatives, several organizations are implementing recycling program to increase the amount of recycled products and decrease the amount of waste. In the process, many HR professionals ascertained that green initiatives were a necessary aspect of overall Corporate Social Responsibility, now the

whole corporate world is reciting the old mantra of three Rs—Reduce, Reuse, and Recycle to save the environment. Recycling of glass, paper, plastic, metal trash and manufacturing waste materials should be adopted.

Green Recompense

Recompense and rewards are the major HRM processes through which employees are rewarded for their performance. In the environment of Green HRM, rewards and compensation can be unspecified as prospective tools for supporting environmental activities in organizations. Initiating green rewards to departments and individuals for innovative initiatives and green contribution through reduction of wastes, green resources and energy.

Saving Electricity

Electricity can be saved by taking innovative initiatives by encouraging volunteering to switch off lights and fans where and whenever required and also by installing Solar panels.

CONCLUSION

Today, human resource plays a very important role in managing employee from entry to exit. Organizations should provide proper training to the employees and influence them to adopt green HRM (GHRM). No doubt there are certain barriers in the implementation of green HRM but the Organizations should still concentrate on the innovative methods to adopt Green HR and should learn from other organizations green HR initiatives adopted by them. They should focus on strengthening their employees so that they can also contribute in this regard. Companies can tie up with NGOs to perform GO Green programmes in their Organization, they can contribute to this society through their Green HRM Practices. Green HRM can develop willingness, inspiration and commitment to employees to contribute their efforts, ideas to the greening of their organization. Thus, the Green Human Resource Management has the responsibility to create green awareness among the new talent and the existing employee working for an organization, encourage their employees for helping the organization to reduce the causes of environmental degradation through green movement, green programs and practices, retain the resources for future generation.

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