

# Green HRM: The Perspectives and Concerns

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## Abstract

Nowadays, the environmental considerations have become mandatory across the globe. In India, the leading corporate entities are also expanding their businesses globally; therefore it has become essential to explore green practices or equivalently concern for environment in the organizations.

Green Human Resource Management (GHRM) has become an important business strategy especially for those organizations where HR department plays an active role for environmental issues. This paper probes various green HRM practices followed in the organizations, and discusses the dimensions of GHRM. This paper offers suggestions to the respective human resource departments about various initiatives to make the organization green

**Keywords:** Green HRM, Green initiatives, Green HRM practices.

## Introduction

Human Resource Management (HRM) is an important function that deals with the most vital asset of the organization viz. human resources or in short HR. Environmental concern as the prime concern of HRM has been currently taken up in the context of sustainability all over the world. Therefore, it may be contended that GHRM is one of the most significant elements of sustainability for an organization.

In this paper, we focus on the main theme that is Green Human Resource Management (GHRM) where the Human Resource is thoroughly engaged in managing the environmental issues within the organization. GHRM involves in adopting environment friendly HR policies that result in more efficiency, less cost and good employee retention in the organization. The GHRM undertakes various such roles in the HR department.

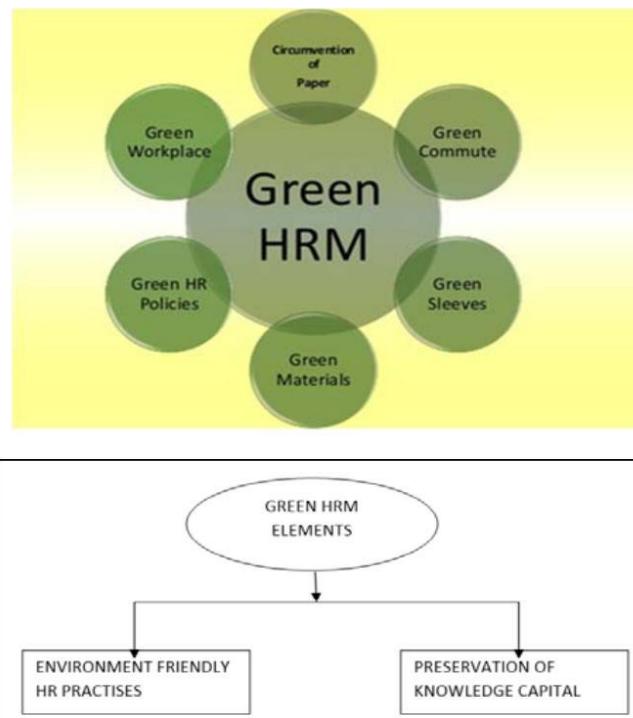
## Green Human Resource Management (GHRM)

GHRM is primarily concerned with establishing such a workforce that recognizes, undertakes, and implements environment friendly initiatives. It also establishes its environment friendly goals in every HRM process such as recruitment and selection,, training and development, organizing, directing and promoting the human capital. It further helps in less or no paper usage and in the effective implementation of GHRM policies.

More appropriately it accepts the environment friendly techniques at the workplace. It may therefore be concluded that the processes and activities undertaken by GHRM increase the overall status and prestige value of the employees. Need For GHRM Today the need for GHRM is vital across the world.

## Need For Green HRM

Today the need for green human resource management is vital across the world. The living style of each human being in the society may be driven by their respective ecological consciousness. The members of any organization, in general, may be inducted in GHRM initiatives due to its strategic importance. The personal and professional attributes of the individuals of the organization, therefore, may be influenced and affected because of many consequences arising out on non implementation of GHRM. The corporate world can contribute most significantly in enhancing the environment issues and the corporate entities have to come forward for this cause.



## Green Performance Management (GPM)

Performance management (PM) can be defined as the function which enhances the professional skills and acumen of the employees that further helps them to achieve the respective objectives of the organization in an effective manner.

The corporate strategy also revolves around the Performance Management (PM) of individual employee. Considering the global business strategy and therefore acknowledging environmental issues, PM can be thought to be influenced by the GHRM in a many ways. Green Performance Management (GPM) considers various pertinent matters of environmental concerns and the relevant policies of organization.

It focuses upon the understanding of environmental responsibilities and accountabilities. The job description of the employees has to be in tune with environmental tasks to be done. Human Resource department should modify or alter the appraisal system to include parameters for rating employees on the environmental stewardship.

Such competencies may stress upon and restate organizational core values. Managers and supervisors may discuss the green performance of the individual members and offer feedback, not only at the time of appraisal, but also across the year. This may assist the members to increase their knowledge base, skills and ability especially in terms of environmental concerns.

### **Green Recruitment**

Green recruitment means paper free recruitment process with minimal adverse impact on environment. Green recruitment is a system where the main focus is put on the environment concerns and thus considering and accepting it as a major element within the organization. (Holtom, Mitchell, Lee and Eberly, 2008) in their paper on turnover and retention of employee have concluded that the most important dimensions of HR and sustainability are employee retention and employee satisfaction. Firms have recognized this fact, that earning reputation as an employer for environmental issues could prove to be a powerful strategy to attract new talent to retain them for long run.

Complementing this, newly joined are also keen and to some extent more than eager about working for an environment conscious organization. Selecting employees with environment consciousness make it easy for organizations to induct professionals who are quite awakened and enlightened on environmental concerns. They are already aware of certain fundamentals such as recycling, conservation and creating a better world and an environment friendly world. On the basis of the above-mentioned statements we may safely state that green recruitment management provides the employer an edge over others and in this way further increases their possibilities of attracting new candidates and retaining them after due induction. Off late the green HRM issues have made the recruitment process as environmental friendly process.

The recruiting makes an individual employee to be environment conscious in achieving the environmental goals. For example the recruitment and selection can be made in paper less manner, at eco-friendly places and similar other practices can be adopted in the recruitment portfolio. The HR managers can carry out the environment oriented policies along-with the corporate policies in establishing green policies so as to achieve the overall objectives of the organization.

### **Green Training & Development (GTD)**

The green training and development (GTD) is a function and process that focuses on enhancement of employee's knowledge, and perception. The green training and development educates employees about environmental management and training should be given for the employees to educate also about energy, reduce waste, and diffuse environmental awareness in the organization. The GTD helps the employer to effectively engage other employees in relevant environmental problem solving process. GTD oriented activities make the members of the organization quite aware of different facets and values of environment management. The best management practices suggest that GTD and a favorable environment oriented thought process for the members of the organization make them feel that they are the integral part of the organization. Additionally, the GHRM oriented behavioural patterns enhance the skills of employees to educate on the various environmental issues of importance. This paper involves in

role of human resource practices to develop the leadership among managers through workshops and the behavioral competencies and the teamwork practices will improve among them. Moreover the employers may educate their customers or consumers about the advantages on environmental consciousness and thus persuading them to buy green products.

### Green Employee Relations

In HRM, the employee relations are one of the important aspects to establishing good employer and employee relationship. Through this better relation, the motivation and morale of individual employee will increase and it may further enhance the empowerment activities.



The GHRM also helps to recover and determine the troubles that may arise at place of work and thus influence the effort. Employers' and promoters' contribution in Green initiatives increases the avenues and scope of superior green management as it aligns with employee's goals, motivation, and perception vis-a-vis environment oriented behavior. Several members of the organization have concluded that personnel empowerment optimistically influences the efficiency and presentation, facilitates self discipline, and refines individual philosophy and problem-solving skills.

The potential of employee relations could be enhanced by initiating an implementation process in the organization, where every employee of the organization from the top most level management to the lowest level gets an opportunity to enhance the environmental oriented skills. The orientation of GHRM will help the organization in creating awareness and novel ideas about eco-friendly practices. This encourages members of the organization and their family members to get involved in complete environment conscious project. Other organizational policies that may be included are employees' eco-consciousness and supervisors' green actions. Some of the advantages of the involvement of organizational members are perfection in overall organizational well being and protection, as well as growth of eco-friendly staff members. We suggest that keeping the GHRM policies in place, a long-term mutual trust between the administration and workers can be built that in turn could create an opportunity to the employees to communicate their individual ideas at workplace.

### Future Directions of Green Human Resource Management (GHRM)

GHRM is a policy that motivates the overall workforce as a green brigade and eventually helps to understand the green culture within the organization. The environment oriented initiatives can be implemented in all HR areas such as recruitment and selection, training and development,

controlling and enhancing organizational intellectual capital. The HRM system may play a crucial role in the organization especially in the context of GHRM. They can translate GHRM policies into intellectual capital and thus may enhance the employee engagement, incentive compensation, selection processes, and performance management systems for the organizational success. GHRM is the new paradigm and will be considered as integral part of Organization strategy. This paper identifies the recruitment, training and employee motivation are important HR parameters to develop the employee engagement in green management principles. Thus it clearly explains the specific functionality of the human resource activities with natural environment at workplace and also offer the opportunities for future.

### Conclusion:

The HR is the most important aspect of an organization that plays vital role in managing the employees. The modern era human resource (HR) managers have been entrusted with the important responsibility of undertaking, training and educating on the GHRM philosophy in the corporate mission statement. Towards this end we may say that GHRM orientation has resulted in enhanced effectiveness and efficiency, cost reduction, high employee retention rate and improved productivity. The environment oriented HR initiatives have improved the environmental consciousness, social harmony and economic well being. The future of GHRM has wider scope for further and advanced research in the relevant and related field and may bridge the gap between professional management (PM) and GHRM. The studies reveal that overall involvement of HRM rather than individual behavior will help the most in every respect. The HR can be considered to be instrumental in implementing GHRM initiatives. Apart from this, HR managers do have very important role to play, in recruiting new members who are more responsive and responsible for green business practices. It can be safely concluded that HR has to steer the efforts of organizational green movement and it should also play significant role in motivating, persuading, empowering, and encouraging the employees for captivating up environmental practices for a better world.

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