

Green HRM: A Key to the Success of an Organisation

Ritu Sharma

Assistant Professor
CGC, Mohali

Jyoti Grover

Research Scholar,
USAM, Punjabi University, Patiala

Abstract

Recently the economy is going green so the corporate world is also shifting from business related financial perspective to the competency based green economy. Green HR deals with the HR activities which are environment friendly and promote the sustainable use of resources in the business houses. The Green HRM strategy refers to adapt the different functions of Human Resource like recruitment, induction, training and development, performance appraisal and employee compensation. This paper focuses on the Green HRM practices and the benefits of Green HRM enjoyed by the organizations.

Keywords: *Green HRM, Green Initiatives, Human Resource Management, Training and Development*

Introduction

There is a need for a proactive approach to environmental management across the world (González-Benito & González-Benito, 2006; Daily et al., 2012; Jabbar et al. 2010). Organizations are nowadays aware of the fact that in addition to focusing on financial profits, they must consider all social and environmental impacts for their long term sustainability. Sustainability is “the ability to meet the needs of present without compromising the ability of future generations to meet their needs.” Green management is a process whereby companies manage the environment by developing environmental management strategies (Lee, 2009) under which companies has to strike a balance between unavoidable industrial growth and protection of natural environment for future generation (Daily and Huang 2001). Green HRM has been defined by different people: Ashok Ramachandran, Director HR Vodafone Essar Ltd defines green HR as the platform to expose the employee sustainable practices and to raise the level of awareness among employees, Anjana Nath Regional Head HR, Fortis healthcare ltd defines Green HR as environment-friendly HR practices leading to better efficiencies, lesser cost and enhanced employee engagement levels. Green HRM professes use of every employee interface helping to promote sustainable practices and increase employee awareness and commitments on the issue of sustainability. The main focus for organizations while initiating innovative practices is optimum utilization of resources with less consumption of time, resulting in cost effectiveness. These days organizations have to focus on the practices of Green HRM to make the organization competent as well as sustainable in the market. Organizations are facing the problem of employee resistance, proper implementation of green policies etc. This paper is an attempt to discuss the issues and challenges faced by the organizations as well as futurist view of organization based on green policies.

Green HRM

Green HRM is the use of HRM policies to support the sustainable use of resources within and; more usually helps the reasons of environment sustainability and the preservation of knowledge capital. The term “Green HRM” refers to the concern of people management policies and practices towards the broader corporate environmental schedule. Green activities includes video recruiting, or the use of online and video interviews, to minimize travel requirements. Green rewards can embrace the use of workplace and lifestyle benefits, ranging from carbon credit compensates to free bicycles, to keep people in the green program, as continuing to identify their involvement. As Green HRM refers to all the activities of development, implementation and maintenance of a system that makes employees ecofriendly. There is also a broader opportunity to connect the workforce given that more and more people search for significance and self-actualization in their jobs. Other simple green events involves minimizing the amount of printed materials used in performance management, salary evaluations etc. However, HR is never going away to have a really important impact on a business through the improvement of HR processes singlehanded so the superior opportunity is to include to the green program of the business as a whole.

Table 1: Top 25 Green Companies in the World 2016

Sr No.	Green Score	Company Name	Sector
1	87.7%	Shire PLC	Health Care
2	83.9%	Reckitt Benisk ser Group PLC	Consumer Staples
3	83.2%	BT Group	Telecommunication Sector
4	82.9%	Swisscom, AG	Telecommunication Sector
5	82%	Essilor International SA	Healthcare
6	81.9%	Nike Inc	Consumer Discretionary
7	81.8%	Unilever	Consumer Staples
8	80.7%	Sky PLC	Consumer Discretionary
9	79.6%	Siemens AG	Industrials
10	78.8%	Schnieder Electric SE	Industrials

Source: 2016 Green Rankings, Newsweek(www.newsweek.com)

Literature Review

Lado and Wilson (1994) defined the HRM system as “a set of distinct but interrelated activities, functions, and process that are directed at attracting, developing, and maintaining or disposing of a firm's human resources.” Boselie (2001) Paauwe and Boselie, (2003) There are various researchers who support the HRM practices to be effective for promotion of human capital and results in providing to contributors of organizational performance and competitive advantage. Paawe and Boselie, 2003, 2005 Strategic human resource management (SHRM) is an important topic for research and some basic theoretical issues have been well accepted (Paawe and Boselie, 2005). SHRM has contributed to our understanding of the relationship among strategy, human capital, HRM and organizational performance (Paawe and Boselie, 2005). The emergence of

SHRM is influenced by the global competition, and the corresponding search for sources of sustainable competitive advantage (Dyer & Reeves, 1995). Jain (2009) Green HR schemes help organizations find different ways to cut cost without losing their top talent; unemployment, part time work. From the definitions confirmed more than, it can be concluded that Green HR needs the involvement of all the organization member in order to make organization becomes green. The practices to be green HR can be ongoing from normal practice among the employees in their working area. Mandip (2012) as well declared that Green HR refers to using every employee interface to promote sustainable practices and supplement employee responsiveness and commitments on the problems of sustainability and it engages activity environment friendly HR programs resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations to job-sharing car-sharing, , teleconferencing and virtual interviews, recycling, telecommuting, online training, reduce employee carbon footprints by the likes of electronic filing, energy-efficient office spaces and etc. Jabbour et al. (2013) studied the relationship between human resources and environmental management at 75 Brazilian companies and concluded that HRM relates positively to environmental management. Mariappanadar (2013) has developed a cost-framework for harm of HRM practices and elaborated the cost measures for the psychological, social and work related health aspects of harm of HRM practices on stakeholders (employees, their family and communities) so as to understand the implications of harm on the stakeholders.

Benefits of Green HR Initiative

Green management and its initiatives help the organization to cut their cost and to fulfill the objective of maximum utilization of minimum resources. Even these an organization prefers the employees who are well known to these emerging green practices. The human resource element of management includes recruitment, training, selection, compensation and rewards etc. Businesses with green HR practices adopt many ways like electronic filing, car sharing, video conferencing, virtual interviews, recycling, telecommunicating, online training and energy efficient office spaces.

Green Recruitment

Green recruitment is process of recruiting new people to the organization who are aware of sustainable process, ecofriendly systems and familiar with the new emerging words like safeguarding the sustainable environment. Green recruitment make it sure that the talent of the business is familiar with the green practices and ecofriendly system. There are number of companies who adopted green recruitment process, Google is a very good example of a company who adopted green recruitment.

Green Training and Development

Training and development is a practice that focuses on development of employees' skills, knowledge, and attitudes. The induction programme of new joiners should include green activities which enables the employees to understand the green policies and practices followed by the company. Green T&D activities ensure that the employees are aware of the green practices as well as value of environment management. It helps them to embrace different methods of

conservation including waste management within an organization. Further, it sharpens the skill of an employee to deal with different environmental issues.

Green Compensation

Compensation and rewards are the major HR processes which motivate an employee to give their 100 percent and this act as a most powerful method to remove the clash between individual's interests to organization's interest. The reward system polices must focus on attracting, retaining and motivating the employee which leads to achieve organizational objectives.

Green Employee Relation

The employee relations are of vital and paramount importance to fostering a healthy and effective work environment for the team. Employee participation in green initiatives leads to better green management as it aligns employees' efforts, motivation and perception with green management.

Conclusion

Green HRM appears to be encouraging for all the stakeholders in the organizations. The employers and experts must create linkages between participation and involvement in ecofriendly management programs to improve organizational sustainability by focusing on encouraging green practices. It is high time to make environmental management an integral part of their way of doing business so HR professional can provide a constant calendar of activities. Specific actions like staff incentives for buying a hybrid car, savings on carbon offsetting, on public transport and bikes. Some of the company's actions have been really simple, but still very effective for example allowing employees to buy a coffee mug at their coffee bar rather than using disposable cups and then points given to them. Prizes can be given to people with the most points. This articles focus on company's innovative approaches which can be applied. Adopting environmental practices helps companies save money, find new sources of business and avoid trouble. Green companies believe that it is more economical to go green than it is to continue adding harmful chemicals to the atmosphere and the environment in general. Going green also helps companies enhance their public relations, and improved public relations and positive public perception can have a strong impact on company profit.

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