



Green Human Resource Management in Indian Organizations

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ABSTRACT

Due to shifting worldwide demands on climate change and global warming, green HRM practices are evolving quickly. The objective of this study is to evaluate the role that human resource management plays in promoting the environment's health both inside and outside the organization. The success rate of applying Green Human Resource Management practices in Indian Organizations is investigated in this study. Recently, academic scholars and professionals have become interested in green human resources management. Many nations have already begun system repairs and are making progress towards establishing and preserving a better environment. This paradigm allows for more effective management of a company's environmental impact. The scientists conducted a suppositional survey to learn how employees felt about the current Green HRM consumer concern.

KEYWORDS: *Environment, Humana Resource Management, organization & Employees*

Received 06 July, 2023; Revised 16 July, 2023; Accepted 18 July, 2023 © The author(s) 2023.

Published with open access at www.questjournals.org

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 Before proceeding further let us see what is green HRM: it is the use of HRM policies to promote the sustainable use of resources within the organization and more generally promotes the cause of environmental sustainability. Environment is facing many consequences from pollution, bio waste, e-waste, techno waste etc. which are damaging the environment badly

resulting in destruction of natural resources, negative effect on human life and health, and society as a whole. Despite the fact that most businesses have focused on product innovation for environmental sustainability, there is a lot of room for researchers to focus on process improvements that contribute to environmental sustainability.

To attain the human resources management practices is measured to adopt environmental management practices. Researchers affirms that a more noteworthy coordination among HRM practices and natural concerns it causes firms to execute EMS adequately. In the management field, there is a growing research literature on green marketing, green accounting, green retailing and green management in general. To implement any corporate environmental program several units of an organization HR, Marketing, IT, Finance, and so on, work together to put forward a positive joint effort and among them, the most important contributor is the human resource management unit. According to Anton et.al, green HRM practices are the actual green HRM programs, processes and techniques that actually get implemented in the organisations in order to reduce negative environmental impacts or enhance positive environmental impacts of the organisations. The Green Human Resource Management comprises of many functions in the Human Resource Department of an organization. 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.

. Green HR to utilizing each worker contact direct interface toward advance feasible practices and increment representative mindfulness and duties on the issues of supportability. Green HRM mainly concentrates on implementing green HRM policies and practices. Many argue that what is there to be green in HRM, but they forget that any policies, procedures and methods which are planned in the organization are to be implemented by the people in the organization. Without them any best policy is a waste. regardless of connected field be it governmental issues, open, or business. Recently The organization frameworks it acts as the major part of organizations. This framework gives better control of association's environmental effects. It incorporates responsibility, approach, arranging, execution, estimation and assessment, audit and improvement of HR frameworks that fit with association's way of life and long-haul objectives.

OBJECTIVES OF THE STUDY

- To research the levels of Strategic Green HRM Implementation in Indian companies and the benefits that result from it.
- To learn the fundamentals of green HRM practises
- To make suitable Green HRM policy recommendations for organisations.

SCOPE OF THE STUDY

The term "green HRM" describes how environmental sustainability is incorporated into HR procedures. The range of green HRM includes employee engagement, performance management, training and development, and recruiting and selection. It also entails implementing green policies and encouraging staff members to be environmentally conscious.

NEED OF THE STUDY

- To preserve environmental factors such as energy crises, global warming, and climate change in order to make employment meaningful and the workplace safe and healthy both inside and outside of organisations.
- To increase or enhance company environmental performance through specific HR initiatives like training, employee empowerment, and EMS awards.
- To provide environmentally friendly products and operations (companies are under increasing pressure to do so), to manage corporate environmental programmes successfully (without making mistakes), and to get around implementation issues with those programmes.

RESEARCH METHODOLOGY

The method used to acquire the data is a secondary survey data and industry experts, backed by secondary research on earlier studies, industry reports, government documents, and the internet.

REVIEW OF LITERATURE

Green HRM is the use of policies, practices, and systems in the organization that make green employees for the benefit of the individual, team, society, natural environment, and the organization. Different researchers describe Green HRM in different ways, but somehow their intentions are same for sustainability of human resources and their environment. By taking the base of green concept various literatures on Green Marketing (Peattie, 1992), Green Accounting (Bebbington, 2001; Owen, 1992), Green Retailing (Kee-hung, Cheng, and Tang, 2010), and Green Management in general (McDonough and Prothero, 1997) have fertilize the

area of management. Daily and hung, (2001); Sarkaris et al., (2010), Lee (2009) specify Green Management“ as the exercise whereby companies build up an environmental management strategy to deal with the environment.”Therefore there is requirement

of positive environmental management (Gonzalez-Benito and Gonzalez-Benito, 2006).

According to Renwick et al. (2008), the integration of Corporate Environmental Management into Human Resource

Management is termed as green HRM. These scholars broadly specified that distinguished policies in the field of

recruitment, performance management and appraisal, training and development, employment relations and pay and reward

are considered powerful tools for aligning employees with an organization’s environmental strategy.

According to Jabbour, Santos, & Nagano (2010) the greening of functional dimensions of human resource management such as job description and analysis, recruitment, selection, training, performance appraisal and rewards are defined as green HRM.

In 2011, Jabbour again defined green HRM as „the level of greening of human resource management practices“ in terms of functional and competitive dimensions of HRM. Others describe Green HRM as the use of HRM policies, philosophies, and practices to promote sustainable use of business resources and thwart any untoward harm arising from environmental concerns in organizations (**Zoogah, 2011**).

Mandip (2012) is of the opinion that green initiatives within HRM form part of wider programs of corporate social responsibility. Green HR essentially consists of two major elements that are environment-friendly HR practices and the preservation of knowledge capital.

Cherian and Jacob (2012) in their study identified that recruitment, training, employee motivation, and rewards are important human dimensions which contribute to the improvement in employee implementation of green management principles.

Mampra (2013) defines Green HRM as the use of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of environmentalism which further boosts up employee morale and satisfaction. Within an organization, human resource and their systems are the basic foundation of any business, be it financial business or sustainable business. They are the ones responsible for planning and executing those eco-friendly policies to create a green atmosphere. We argue that without facilitating the human resource and implementing sustainable policies, going green would be a hard nut to crack. These definitions do not have significant differences or contradictions with each other. Therefore, based on the meaning of these definitions, we propose our own definition for green HRM in this moment. Green HRM can be defined as “the environmental (green) orientation of all human resource management (HRM) functions or practices of an organization at all levels.” The green HRM deals with rethinking the basic concepts of HRM, its objectives, functions, processes, activities, and strategies in an environmentally friendly manner in order to accommodate the needs of ecological sustainability.

Opatha & Arul rajah, (2014) is of the opinion that, Green HRM 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.

Yusliza Mohd Yusoff (2015) since the concept of Green HRM is still unclear and needs to be developed; the study has done Qualitative-based research to gain deeper insights and understandings in this regard to Developed broad conceptualizations of Green HRM. These broad conceptualizations were then categorized in to a narrower conceptualization by grouping the activities which entail shared concepts and result in the formation of only five parent conceptualizations – the E-HRM, Work-life Balance (WLB), Corporate Social Responsibility (CSR), Green Policies, and Extra Care Program. Green Human Resource is conceptualized as the use of the respective Human Resource Management (HRM) policies in promoting the sustainable spending of resources in a business and with the main aim of encouraging the cause of a sustainable environment (**Cheema, Pasha, & Javed, 2015**).

Jabbour & de Sousa Jabbour, (2016) defines that the basic elements GHRM are preserving and developing knowledge capital and the application of HR practices that are environmental-friendly. Through an eco-focus drive, the HR function is the epitome of environmental sustainability in a firm via the alignment of its policies and practices with the trajectory sustainability goals.

Aragao et al, (2017) in today’s global environmental demands, sustainable consciousness has become intertwined with daily life and sound business. In recent years, companies have adopted sustainability in their corporate strategies.

GREEN HUMAN RESOURCE MANAGEMENT IN INDIAN ORGANIZATIONS:

In this section of the article, we briefly outline the HRM functions that are widely regarded as traditional, noting that each function may include a number of green practises. Green hiring, performance

management and appraisal, training and development, employee relations, pay and reward, and employee leave are all part of the green HRM process. Under each function of green HRM, we provide summaries of the practises that are already in place and some new ones.

Green Job Design and Analysis

In general, job descriptions can be used to outline a variety of tasks, functions, and obligations linked to environmental protection. In order to protect the environment, some businesses now include environmental and social tasks, duties, and responsibilities as much as feasible in each position. In some businesses, each position.

Green Human Resource Planning

Currently, several businesses predict the number and types of workers required to conduct corporate environmental management, Programmes, initiatives, and actions (such as ISO 14001, cleaner production, responsible care, etc.). These are excellent techniques that some top businesses use to handle their environmental problems. Initiatives for corporate environmental management call for some new professions and a particular set of skills. Planning for green human resources becomes necessary in this situation.

Green Recruitment

To make sure new hires comprehend and treat their corporate environmental culture seriously, induction is seen to be necessary. Green hiring refers to the process of bringing on new employees who have knowledge of environmentally sound practises, environmental systems, and vocabulary related to conservation and sustainable living. In order to support good environmental management within the organisation, green recruitment ensures that fresh talent is familiar with green practises and environmental systems (Wehrmeyer, 1996) Hiring excellent personnel is a very important problem in the war for talent, and firms are also aware that being an employer is an effective strategy in attracting the most creative and imaginative individuals, which increases their recruiting potential.

Green Selection

Some companies use a selection process when choosing candidates for job openings. Think about candidates with an eye on environmental interest and concern. Candidates should be evaluated for selection using environmental factors during interviews. These businesses pose inquiries. These are some truly excellent green hiring practises. In addition to the standard selection criteria relating to the particular functions of the position in question, any organisation can choose to hire environmentally friendly individuals.

Green Training & Development

When choosing candidates for job openings, some firms use the selection context. The inclusion of social and environmental concerns in employee training and development programmes should occur at all levels, from technical health and safety considerations on the shop floor to strategic sustainability issues at senior management and board level (Mandip, 2012). Green orientation programmes for newly promoted staff ought to be a crucial component of the learning and development process. Every organisation must adapt to changing conditions in order to remain competitive, but it is even more crucial for any organisation to fight those changes. Training and development will help organisations resist change.

Green Performance Management

Green performance management plays very important role in the effectiveness of green management work over passage of time because they guide employee performance to the environmental performances need by the organization (Jabbour and Santos, 2008). Firms like Tata Group of Companies have installed corporate-wide environmental performance standards (which cover on-site use, waste management, environmental audits and the reduction of waste) to measure environmental performance standards and developing green information systems and audits. 2.3.7. Green Reward Management.

Green Reward Management

Green reward management is another key function of green HRM. The sustainability of organization's environmental performance is highly dependent on the green reward management practices of the organizations. To motivate managers and non-managerial employees on corporate environmental management initiatives, green reward management has significant contributions. Organizations can practice it in two ways such as financial and non-financial. In some companies employees are financially (e.g. incentives, bonuses, cash) rewarded for their good environmental performance. In some other companies, employees are non-financially rewarded (awards/special recognitions/honors/prizes) for their good environmental performance. Dow chemical is a very good example of reward and compensation; employees were motivated and given rewards when they came up with innovative waste reduction idea.

FINDINGS

1. Green HRM procedures had a major impact on green innovation, which in turn predicted how environmentally responsible an organisation will be.
2. Developing country and the organizational context of the chemical industry, which is more sensitive to green innovation and consumer resistance to hazardous environmental products.
3. Green HRM initiatives promote employee attitudes and behaviours both inside and outside of organisations by fostering a sense of belonging among the people who work there.
4. Employees' desire to work in an environmentally friendly environment is increased by a GHR research department, and those who do so are more accommodating of a tight budget.
5. Human resource managers are in charge of setting up a suitable and healthy environment and educating staff members on how to minimise environmental damage through careful use of the resources at hand, proper waste management, and energy saving.

SUGGESTIONS

- The business world has become increasingly aware of the significant role played by green buildings while dealing with environmental issues.
- Green buildings also serve as a platform for financial savings for organizations as their construction and engineering involve low cost.
- Paperless office is a work place where the use of paper is either restricted or eliminated by converting important official documents and other papers into automated workflows.
- 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.
- 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 race of attracting most creative and innovative employees, companies increase their recruiting potential and they are trying to attract the talented employee by providing environmentally friendly practices.
- By increasing the awareness among the individuals working in the organization about the Green HRM concept, Green practices, proper utilization of natural resources and retain the natural resources for our future generation.
- Central Government and State government give subsidy and offer tax incentives and rebates.