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“A Study on Green Human Resource Management And Role of Human Resources In Environmental Management”

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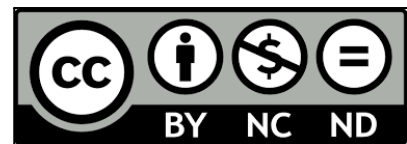
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ABSTRACT

The organisations are changing their prime goal from earning profits at any cost to earn profit along with sustainable development. Sustainable development can be achieved through green human resource management by the organisations. The paper focuses on linking “human resource management practices” with environment management to determine the role of human resources in going green to build a sustainable organisation. Primary goal of this paper is to investigate the definition of "green human resource management" and the various green human resource management strategies used by businesses by investigating the existing literature relating to environment management. The paper also identifies some green practices that can be implemented by the organisations to be sustainable in the long run.

Keywords: Environment management, human resource management, sustainability, green practices.



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1. INTRODUCTION

The term "green human resource management" has become popular in the business world at the moment, and its relevance is only increasing with time. Today, the notion of "green human resource management" refers to more than just environmental awareness; it also refers to an organisation's and its employees' overall social and economic well-being. (Human resource management institute, 2018). Concerns about the environment in the developing world compel businesses to transition to maintainable operations and develop green technologies. Companies must develop conditional systems in order to meet the worldwide standard for conservation and preservation. The area of management referred to as "green human resource management" is expanding to include everyone (Mehta & Chugan, 2015). A good environmental management framework can be achieved by incorporating natural locations and practises into an organisation's overarching primary advancement goals. The integration of ecological management into human resource management (HRM) is necessary since it is fundamental or significant, not just a simple allurement (Fayyazia et al., 2015). Organisations must adopt formal ecological practices as a result of the growth of global natural concerns and the advancement of global natural models (Daily & Huang, 2001). Green marketing (Peattie & Ratnayaka, 1992), green retailing (Kee-hung, 2010), green bookkeeping (Bebbington, 2001), and green management have all emphasised the concept of green human resource management (GHRM). Analysts contend that because of the effectiveness of human resource management techniques, organisations' activity is largely driven by their acceptance of ecological principles. A natural management strategy for the earth has been devised by the organisation, and Lee (2009) describes "green management" as an activity. The firms are increasing their capacity manifold to reap the benefits of expanding globally. The growing scale of operations demands more of society's resources. Thus the firms on one hand are depleting natural resources with their excessive use and on the other hand, harming the environment by releasing the waste. This devastating harm to the environment is not recent but it dates back to the industrial revolution from where it originated. The industrial revolution served as a catalyst that dramatically accelerated the rate of consumption, waste, and pollution, producing a clear need for action to stop and undo environmental harm (Haden et al., 2009) and till now the environment is suffering the consequences of wasteful activities of the firms. Also, Globalisation magnified the harm caused by firms to the environment and thus posing serious implications on it. Therefore, the prime obligation lies with all the firms to minimise their impact on the environment because they are the main contributor in environmental degradation (World green business council, n.d.). The need of the hour is to incorporate environmental management within organisations to achieve sustainability. Sustainable development is related to meeting the desires of human beings nowadays without compromising the capability of future generations to fulfil their personal desires (Mandip, 2012). The



use of innovation to achieve sustainability, waste reduction, social responsibility, and a competitive advantage through continuous learning and development and by embracing environmental goals and techniques that are completely incorporated with the goals and strategies of the organisation is known as "green" or "environment management." (Haden et al., 2009). A successful implementation of environmental management inside the organisation requires the help of human sources. The human resource function will become the driver force of environmental sustainability in the corporation by means of aligning its practices and policies with sustainability goals.

2. OBJECTIVES OF THE STUDY

The main goal of this review based paper is to examine the meaning and role of "green human resource management," understand the significance of human resource management functions in environmental management and to identify different green practices implemented by green organisations.

3. REVIEW OF LITERATURE

The literature suggests that adoption of environmental management is beneficial for both the environment and the organisation. Environmental management helps in improving financial performance of the firm (Kotha and Nair, 1995) and also contributes in developing competitively valuable organisational capabilities (Sharma and Vredenburg, 1998). Businesses that use proactive environmental management techniques improve their productivity and competitiveness (Berry and Rondinelli, 1998). A firm's abilities to address each particular environmental trouble and the strategic significance of every issue are key elements to consider in selecting a strategy (Chistmann and Taylor, 2002). Green management or environment management is the organisation-wide process of implementing innovation to gain sustainability, waste reduction, social responsibility, and a competitive benefits by non-stop learning and improvement and by way of favourable environment aim and strategy which are absolutely integrated with the goals and techniques which are completely integrated with the goals and techniques of the organisation (Haden et al., 2009). Companies with advanced sustainability practices have more advanced economic performance and growth than those businesses which do not emphasise on sustainability (Ameer and Othman, 2011). The intersection of sustainability, the natural environment, and human resource management is a new area in fast development and is therefore no longer characterised by a fully developed body of writings. Human resource function is instrumental in imposing organisational changes towards adapting to new necessities for firms and is therefore also a potentially crucial contributor to this type of strategic reaction. (Jackson et al., 2011). Green Human Resource management confers the use of every employee touch factor/interface to promote sustainable practices, expand employee focus and commitments on the problems of



sustainability. It includes challenging environment-friendly human resource tasks resulting in greater efficiencies, lower charges and higher employee engagement and retention which in turn, help businesses (Mandip, 2012).

Various researchers identified different human resource factors that contribute in implementation and maintenance of the environmental management system. Renwick et al., (2012) identified the role of recruitment and selection, employee training, environmental knowledge, green leadership, performance control and appraisal, pay and reward system, employee involvement, tacit information, empowerment, and engagement of employees. A good part of existing literature offers the topic of green human resource management, but nevertheless, there is a loss of powerful implementation of green human resource management regulations in businesses to achieve absolute green corporate subculture. Environmental management system implementation is driven by the advantages for human resources that result from environmental management operations (Wagner, 2012).

Some recent research studied the interaction between environmental management and human resources management for the achievement of environmental performance (Paille et al., 2013) and thus involving employees at their own level in helping their companies become green. Ahmed (2015) assessed green recruitment and hiring, green performance appraisal, green training and development, green compensation and green employee relations as different human resource functions in environmental management.

4. GREEN HUMAN RESOURCE MANAGEMENT

Green Human Resource Management links people with environmental sustainability. It is a combination of two different fields of study i.e. Green which implies environmental or green management and human resource management which includes all the important functions carried by human resources in the organisation such as recruitment and selection, performance management, training and development, pay and reward system etc.

Green Human Resource Management discusses using each employee contact factor/interface to promote sustainable practices and increase employee awareness and commitment on the problem of sustainability. It includes assignment of environment-friendly human resource tasks resulting in more efficiencies, decreased costs, and higher employee engagement and retention which in return, help businesses (Mandip, 2012).

So, the employees should be recruited, empowered, trained, and rewarded in order to carry out environmental management because without involving employees in the environmental management process, the objective of sustainability can never be achieved. Green Human Resource Management helps in creating sustainable and green organisations by turning its human resources green. In green human resource management, various human resource practices, which include recruitment and hiring, overall performance appraisal, compensation and training, are designed



in a manner to create personnel that know and promote green behaviour within the organisation (Mathapati, 2013). So, the general meaning of green human resource management implies the role of human behaviour in environmental management. Scholars of management around the world are now analysing diverse managerial practices which could facilitate the achievements of the goals of green human resource management and still have a significant effect on the environmental competitiveness of the corporations.

❖ **Green Human Resource Management Functions**

Green Human Resource Management is a manifesto that allows the creation of green staff that can understand and recognize green subculture in a company. Such green initiatives can hold its green goals all throughout the Human Resource Management system of recruiting, hiring and training, compensating, growing, and advancing the firm's human resource. The Human Resource Department of an organisation is able to play a massive role in the introduction of a sustainable lifestyle in the organisation. HR techniques play a critical role in translating Green HR policy into practice; consequently, human capital and its management are instrumental to the fulfilment of environmental management targets (Human resource control institute, 2018). The objective of having green organisations can be achieved with the help of human resources. It is crucial to raise awareness with the use of human resource management techniques because the adoption of environmental practices has been highlighted in literature as a fundamental objective of organisational functioning (Mathapati, 2013). Based on the literature review, various Green Human Resource Management practices are identified that help in the implementation of environmental management in the organisations. Through literature review, we examined components of Green Human Resource Management which are green recruitment and hiring, green performance appraisal, green training and development, green compensation and green employee involvement.

❖ **Green Recruitment and Hiring**

Recruitment is the technique of finding and attracting capable candidates for employment. Green recruitment may be explained as the method of hiring people with knowledge, talents, approaches, and behaviours that are perceived with environmental management systems in the organisation (Ahmad, 2015). Green Recruitment and Selection consists of employing green ways for hiring inclusive of online tools, limited paper usage at the time of recruitment and hiring process; and measuring green attitudes at the time of selection, thinking about individuals who value green practices and



comply with simple environment-friendly activities includes energy conservation, recycling, and printing less (Human resource management institute, 2018). Green recruitment requires the job description to include green policies and green organisational culture as a part of it and thus selecting those employees who can contribute in making the organisation green. Therefore sustainable development issues must be integrated into the recruitment process. The candidates are also more interested in working with green organisations and thus green organisations can attract and acquire the best employees.

❖ **Green Performance Management**

Performance management encourages staff members to advance their professional capabilities, which enables the organisation in more effectively accomplishing its objectives and objectives. The most essential component of performance management is performance appraisal. So, adopting and prompting green behaviour through the employees is taken into consideration during the performance evaluation process as one of the major performance indicators (Mishra, 2017). Issues concerned with environmental overall performance appraisal concern the need for managers to be held accountable for environmental management performance similarly to wider performance targets (Renwick et al., 2013). The job description must also be in line with the objectives and obligations related to going green. Due to the fact that when behaviour is measured to select an individual, its perceived value grows and efforts to comply with the same are enhanced, green performance appraisal can be extensive. Thus, incorporating green behaviours into the performance evaluation system will encourage staff to adopt them.

❖ **Green Training and Development**

If the organisation wants to become green then it is must to transform their working culture. The culture can be transformed by changing the attitude of employees through their education and training process. Employees that receive green training and development are more aware about the various aspects and practices of environmental management. Employee training is crucial for better environmental management system implementation and the emergence of an ecologically friendly organisational culture (Teixeira et al., 2012). The training and development process for newly hired staff should include green orientation applications. They should educate the staff on the corporation's vision and mission statement as well as green practices and policies. So green education and



development aim to enhance workers' attention and understanding of environmental problems, build tremendous attitudes and take a proactive approach closer to environmental management.

❖ **Green Compensation**

In applying GHRM, rewards and reimbursement can be assumed as capability tools for supporting environmental activities in organisations. These human resource practices are the most effective method for connecting an individual's interests with the employer's. Additionally, we contend that rewards and incentives can influence workers' attention levels in the workplace and inspire them to work as hard as possible to meet organisational goals (Human useful resource management institute, 2018). Compensation plans should be customised to each employee's successes and development of green skills. Rewards that are based on money, non-monetary, or popularity can be given to staff members for going green. A green compensation system ensures that the outcomes of the evaluation are linked with awards and benefits while a performance management system ensures the evaluation of green behaviours (Mishra, 2017). Also environmental performance has a positive effect on CEO's general pay (Berrone and Gomez-Mejia, 2009).

❖ **Employee involvement**

Employee involvement is related to empowering employees for decision making in the organisation and thus involving them in green management activities. According to a study done in Mexico, employee empowerment and environmental performance are undoubtedly interrelated (Daily et al., 2012). The goal of employee involvement is to gather feedback to enhance the existing practices while also receiving suggestions from employees on emerging environmental measures. Employee engagement increases collaboration in the employer's greening efforts, inspires workforce, and keeps them accountable. Corporations need to prepare an atmosphere where employees can influence decisions and activities that have an impact on their employment. The personnel will experience extra involvement and contribute greater to making a green company.

❖ **Green initiatives for human resource department**

There is a need to introduce green initiatives within the organisation because without implementing them no organisation can become green. Today, businesses are using their human resources to help them develop and integrate green initiatives into their schedule. Managers ensure that their human asset is appropriately implementing green human resource strategies (Ahmed, 2015). If organisations



want to become green then they have to use its human resources in the process. The role of manager is to gain the full support and cooperation of employees to implement green human resource management to gain competitive advantage among the corporate world. Several green practices are discussed in the paper.

❖ **Green building**

A 'green' construction is a building that, in its design, production, or operation, reduces or eliminates harmful impacts, and also has positive effects, on our weather and natural environment. Green structures protect precious herbal resources and enhance our luxurious lifestyles. Thus many companies are choosing green building as an opportunity for their traditional workplace building. There are a number of capabilities that could make a building 'green'. These encompass the use of renewable power, which includes solar energy, pollution, and waste reduction measures, the allowing of reuse and recycling, suitable indoor environmental air quality, the use of substances that might be non-toxic, ethical, and sustainable, consideration of the environment in layout, creation, and operation, and Consideration of the quality of life of occupants in layout, creation, and operations (World green business council, n.d.). Green buildings also serve as a platform for monetary savings for agencies as their construction and engineering contain low fees.

❖ **Paperless office**

A virtual office is a concept wherein the usage of paper is reduced totally in an office environment i.e. moving from physical papers to electronic document management structures. More and more corporate human beings are increasingly realising that managing their data on paper is costly and inefficient, so they turn to services like electronic document control that provide the tools they require (Paperless office, 2018). If you want to compete in the modern business world, going paperless with information management solutions is a must. Finally, we believe that by cutting back on paper consumption, we may directly protect resources, avoid pollution, and cut down on water and energy waste.

❖ **Conservation of energy**

There are numerous opportunities to save money because energy is one of the major controllable overheads in offices. Reducing energy consumption improves the working environment, which can boost employee productivity in addition to saving money. Reduced energy use as well as carbon



emissions will also benefit the environment and boost a company's reputation. Save energy, employees are asked to promote car sharing, use of public transportation, introducing solar lighting and turning off all the energy consumption appliances. The employees should be motivated to carry the same habits outside the organisation also (Saving energy costs, 2003).

❖ **Recycling and waste disposal**

Recycling is the process of converting waste materials into fresh, usable goods. Recycling helps to decrease the need for raw resources that would otherwise be consumed in the production of new goods. The corporate sector is currently reiterating the three Rs—Reduce, Reuse, and Recycle—in an attempt to protect the environment. Reduce the overall merchandise we buy, which later becomes waste. If you reuse something instead of throwing it away you keep waste out of landfills and create something new (Ahmed, 2015). Because of the energy savings and less waste generated as a result of this exercise, the surroundings are cleaner and the air is fresher.

CONCLUSION

In support of a sustainable economy, organisations must look beyond their own financial gain and aim at developing common values by way of paying attention to the issues created by them to the natural environment. There is a growing green human resource management model of human resource management practice that is emerging as the response of organisations to environmental degradation. This paper has focused on green human resource management practices such as green recruitment, green performance appraisal, green training, green compensation, and employee engagement which can be used by managers to attain the aim of environmental management.

Thus the human resource is the very important asset of a business enterprise that performs a critical role in managing the employee in the environmental management system. Green human resource management remains in the stage of infancy, Therefore, there is a need to raise awareness of the importance of environmental concerns inside enterprises in order to implement environmentally friendly human resource practices, with an emphasis on waste management, recycling, minimising carbon footprints, and using and producing green products. So we discover that green human resource management has the vast ability as a management research area but the academic study on the topic is lagging behind. For all human resource management stakeholders, the future of green human resource management is bright. The value of linking employee engagement in environmental management programmes to improved corporate environmental performance can be assessed by employers and practitioners.



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