



GREEN HUMAN RESOURCE MANAGEMENT (GRHM) AND SUSTAINABILITY: TRENDING PHENOMENON IN THE CORPORATE MARKET

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Abstract

Green Human Resource Management (GHRM) is the growing need of the hour. In the contemporary world, the competition in the open markets is increasing, making the firms to find alternative sources of management techniques to boost productivity and improve profit. None of the principles can be as effective as GHRM where not only the human resources are trained adequately to earn the profits, but also the environmental management is thought of in the same direction. In this principle, effective HRM practices are implied in the companies, which follow the protocol to prevent environmental degradation. This involves training the employees to provide the services in an eco-friendly manner. The main advantage of this is along with the increase in profit and improvement of the brand image of the company, the production cost will decrease, wherein the carbon footprints can be managed effectively. Thus, it can be said that GHRM helps in attending overall profits in one go.

Keywords: *Human Resource Management (HRM), Sustainability, Green Practices, Environmental Protocols, Productivity*

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Introduction:

The concept of Green HRM was coined by Ramchandran. According to him, Green Human Resource Management (GHRM) is the coordination of ecological administration into HRM practices. The term GHRM is generally used to allude to the commitment of HRM arrangements and practices towards the more extensive corporate ecological plan. It alludes to utilizing each worker to help maintainable practices and increment representative

mindfulness and responsibilities on the issue of management.

Anjana Nath defines GHRM as the field maintained with well-defined HR practices promoting better efficiencies, less expense, and increased representative commitment levels. Regular green exercises are performed to travel prerequisites through video selecting or the utilization of on the web and video interviews.

According to Mandip, the practice of green HR

should be translated into the HR processes, such as recruitment, training, compensation, etc.

From the definitions stated above, it can be concluded that Green HRM needs the participation

of all the organization's members to create and keep the organization green.

Components of Green HRM:



Figure 1. Green human resource management model

Objectives of the Study:

With the aim of reducing the pressure on the existing resources, the main objective of the paper is the study the Green Human Resource Management (GRHM) and Sustainability and the trending phenomenon related to the same in the Corporate Market.

Research Methodology of the Study:

So as to attain the objectives of the present research study secondary source of data is used and collected with the help of few web sources and published sources like journals, books, tourist personal experience, etc

Problem of the Study:

The present study aims at understanding the concept of Green Human Resource Management and its implications in the present day world. Due to the exhausting resources, it is necessary at the companies need to adopt the Green HRM practices, so that at least to some extent the crisis could be

solved.

Benefits/Advantages of Green HRM:

The theory is that if everyone were to go green, it would have a significant and noticeable impact, but not everyone can be convinced to go green, and many believe that doing so has no real impact outside of economics. This makes going green a personal choice for many.

Other significant advantages of GHRM are -

- Cost reduction, retaining talent
- Increase operational saving by reducing carbon footprint
- Employee satisfaction, increased productivity
- Concern for well being of the colleagues
- Employee retention
- Improve brand image
- Improve moral of the employee
- Recruitment of better workforce
- Reduction in the environmental impact



- Reduces utility cost by increasing use of energy efficient mechanisms
- Increase in rebates and tax benefits by going greener
- Increase in business opportunities due to green marketing
- Environment management by implementing green practices

Disadvantages of GHRM:

While there is a big list of advantages that goes with GHRM, this list is followed by principles, which are even bonded by some disadvantages. The main disadvantages/lacunas of GHRM are -

- The cost of initial setup of GHRM is very high
- Savings become inadequate to startup the project
- The cost of investment in capital outlay increases
- GHRM demands unfair competition, may sometimes go for monopoly
- The impact or advantages/profits earned from GHRM are very low.
- It takes a long time to set up and earn the desired profits.
- Sometimes the employees lose the interest and they become reluctant to work for the project.

Implementation of Green HRM:

According to Jabbour and Santos (2008), implementation of GHRM is possible in any firm if suitable measures are adopted. The prominent among them are -

- Environment committed workforce
- Environment Training and evaluation of performance of the workforce
- Reward and remuneration to the workers on the basis of their performance
- Environmental education to the workforce

- Environment needs to be considered as of corporate values.

From a study of three companies, Kitazawa and Sarkis reveal a continuous reduction of pollution is significantly related to the empowerment and participation of employees who are trained in activities of environmental management and incentive programs, such as profit sharing, that will increase employee participation in companies.

Moreover, team-based approaches, skill improvements, open communications, and management support for continuous improvement in operating activities for pollution reduction are also found important. Based on research involving employees from two different companies, Renwick, D. (2008) emphasize on measuring employee performance after being trained on environmental issues to check employee performance improvement on environment management. Other researchers have also asserted the importance of environmental training and communication, organizational learning, and the performance of environmental management programs.

Pillai, R., & Sivathanu, B. (2014) explains GHRM is directly responsible for creating a green workforce that understands, appreciates, and practices green policies. An organization can maintain its green objectives throughout the HRM process of recruiting, hiring, and training, compensating, developing, and advancing the firm's human capital. The implementation of rigorous recruitment and selection of employees, performance-based appraisal system, training programs aimed at green management initiatives have basic importance to fostering environmental



innovations. Gaining a reputation as a green employer is an effective way to attract new talent. Green responsibilities can be used by environmentally responsible employers to attract talent that fits and contributes to achieving the organization's environmental goals. Baron and Gomez-Mejia find the effectiveness of executive pay practices related to greater pollution prevention success in US firms operating in high-polluting industries.

Implementation of Green HRM practices by Indian Organizations:

There are various Indian organizations, which are practicing GHRM since many years. Prominent among those and their practices are listed below -

(i) Wipro Technologies: They conduct a programme named 'The Eco Eye'. Under this programme, they go in for recycling of the waste generated. At the same time, they are trying to minimize the hazardous waste generated at the units. They have started replacing the CRT monitors with LED monitors and have established several laboratories where in the standards of carbon footprint is followed to test the products manufactured.

(ii) TCS: At this company, the employees are engaged in converting the waste into the fuels used for kitchen purposes. The training of specific workers is provided by the company in practicing such measures.

(iii) HCL: Here the employees of the companies are directed to collect the e-waste from the people under the green bags campaign. The company takes the responsibility of managing the e-waste generated in the society. They work under the programme called 'Go Green'.

(iv) BHEL: The Company helps in creating awareness of Green sustainable principles with the help of newsletter.

(v) Idea Cellular (Now merged with Vodafone): the Company's initiatives were in encouragement of mobile devices more and save on paper and in turn protect the trees. They initiated several programmes, where paperless transaction was encouraged. At the same time, they have established bus shelters with plotted plants.

(vi) Maruti Udyog Limited: They work under the mission called as Green Supply Chain, wherein they save energy in their manufacturing facilities.

(vii) MRF Tyres: The employees of the firm have come up with idea called as ZSLK tyres. These are eco-friendly tubeless tyres particularly designed to protect the environment.

Strategic Aspect of Green HRM:

HR plays a vital role in making the environmental responsibility of the organization as a part of the corporate mission statement.

The responsibility of the HR managers is to create awareness about the Green HRM, the Green movement, and the utilization of natural resources, helping the corporate to maintain the proper environment and retain natural resources for future generations among young and working people.

A green job is employment that directly works with strategies, information, materials, and technologies that contribute to minimizing environmental impact and requires specialized knowledge, skills, training, or experience in these areas.

According to Zoogah, D. (2010), five major platforms where sustainability principles can be applied in the transforming an organization to the wholly sustainable enterprise is as follows;



- “The Green products/services Portfolio” including waste and pollution management, resource replacement, sustainable design, and adaptive reuse.
- “The Green Workforce” including Human Resource strategies, culture, recruiting and retention, training, career path development, and diversity.
- “The Green Workplace,” including global locations, physical plants, ergonomics, virtual workplaces, green buildings, environmental discharge, waste and energy, use, and source.
- “The Green Function/Process Model,” including sustainability applied to traditional functions, enterprise-wide green process modeling to incorporate green practices and sustainable-management.
- “Green Management and Governance Principles,” including board and management accountability, sustainability test, compliance, incentives, ethics, reporting, and assurance.

Green HR polices emphasis on group and individual capabilities to convey green behavior. The goal or objective of such policies is to create a corporate environmental culture.

The focus of Green HRM concentrates on employee’s environmental behavior in the working place, which in turn, employees can practice such kind of behavior in their private life.

Extensive use of online and web-based training modules and interactive media can be used as a training tool for environmental management training.

Environment-related aspects of safety, energy efficiency, waste management, and recycling can become the central points of green training.

Training managers should depend more on the online course material and case studies rather than on printed handouts, thus further reducing the use of paper.

Green performance management:

The goal of the Performance management (PM) system in green management is to measure ecological performance standards through different departments of the organization and achieve useful information on the green performance of managers. Green performance indicators should be included in the PM system. Green PM systems can be successfully initiated through developing performance indicators for each risk area in environmental awareness and instruction.

It is important to communicate green schemes to all levels of staff. Managers/ employees can set green targets and responsibilities.

Green compensation and reward management:

The compensation package should be adapted to reward green skills acquisition and achievement by employees. Monetary, non-monetary, and recognition based environmental reward systems and monthly managerial bonuses can be provided based on performance outcomes in environmental balance. Carbon emission standard and regeneration sources of energy are the key consideration for executive payment as an appreciation of green efforts. Employees meeting green goals can be rewarded.

Conclusion:

It is evident from the discussion so far made that GHRM promises potential benefits for both organizations and those employed by them. For the organization, there is some evidence that better environmental performance is also associated with



improved financial performance outcomes; the so-called ‘Green pays’ argument. The GHRM practices identified in this section may have a role to play in improving not only the environmental performance but also the financial performance of the organization. Equally, the GHRM practices analyses here are likely to improve employee wellbeing in the workplace, not least through improving the working environment and satisfying the needs of an increasingly environmentally aware workforce. In sum, we believe that GHRM has the potential to contribute positively to both employee wellbeing and improved organizational performance. Green HR helps in achieving greater efficiency and lower costs within a process, reducing and eliminating ecological wastage and refurbishing HR products, tools, and procedures.

Being environmentally conscious, organizations are starting to integrate green attempts into their regular work environment with society. Green HR attempts to create better employee involvement in a working environment, which helps the organization to work in an environmentally sustainable fashion. The employers and specialists can establish the usefulness of linking employee involvement and participation in environmental management programs to improved organizational environmental performance, like with a specific focus on encouraging green practices and help green management change and develop.

Unions and employees can help employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and wellbeing. As organizations are the main cause of environmental problems, they should, therefore,

play a large role in addressing environmental management issues. So organizational managers should launch eco-initiatives to address environmental management.

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Cite This Article:

Jadhav M. B., (2023). *Green Human Resource Management (GRHM) And Sustainability: Trending Phenomenon in the Corporate Market, Electronic International Interdisciplinary Research Journal, XII, Issue – I (a), Jan-Feb, 2023, 145-151*