



GREEN HRM: PRACTICES AND CHALLENGES

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Introduction

Today, there is need for productive approach toward environment management across the world due to growing global warming. Green HRM is major part of human resource management with an aim to enhance economic, social and ecological benefits in order to achieve harmony between employees and the environment. Green HRM includes HR practices directed towards greening and contributing in environment sustainability. Green HRM refers to the practices which promote green practices in the organisation by creating awareness among employees towards the environmental problems and their solution. Green HRM focuses on the development, implementation and maintenance of all the activities aimed at making staff members supportive and committed to sustainable goal of the organisation.

The concept of Green HRM is the integration of all the steps to decline carbon foot prints. Green HRM practices is the combination of green job design and analysis, HR planning, green recruitment and selection, green induction, green training and green performance appraisal, green compensation and reward, green employees' relation etc (Opatha and Arularajah, 2014).

Green HRM is necessary to provide environment friendly products and operations to manage corporate environmental programs successfully and overcome the challenges of corporate environmental programs (Milliman and Clair, 1996). The ecological imbalance is rising day-by-day because of human activities. Green HRM practices will make the environment free from detrimental product.

Literature Review

Daily and Huang (2011) argued that eco-friendly organisation can be successful if they have right work force with required skills and potentials. Collins and Clark (2003) also explained that effective GHRM goal is achieved by providing training to the employees by the special officers those have concern for environment protection and that should be complied with the sustainable environment and development goal. Mandip (2012) explained that the practices of green HR should be influence and shape the skills, attitudes, and behaviour of individuals to do their work and thus explain in to the HR processes, such as recruitment, training, development, compensation etc. Lee (2009) claimed that the Green human resource management became a foremost important agenda internationally in 2000s. He also defines that Green HRM is the process in which companies manage the environment sustainability by developing the management strategies. Daily and Huang (2001) claimed that companies have to set balance between the growth of the organisation and conservation and sustainability of the environment so that upcoming generations can survive smoothly.

Wehrmeyer (1996) stressed upon the handiness of the environmental awareness, responsibilities and inclusion of environment concern policy of the organisation in the performance appraisal. According to him training plays vital role in the environment protection and reduction of wastage.

Dr. Douglas Renwick et al., (2008) explained that training is one area where the role of human resource management in environmental management has been recognized. Dutta (2007) has explained that creation of the workforce that has concern for green practices and green policies is possible through effective Green HRM process. Rashid, Wahid and Saad (2006) claimed that participation of employees in the environment management system has positive and fruitful impact on their personality.

Objectives

1. To review previous studies related to Green HRM
2. To study the Green HRM practices
3. To identify challenges facing Green HRM practices.

Need of Green HRM

Green HRM practices can develop inspiration, willingness and commitment among employees to contribute their ideas, efforts for the greening of their organisation and society. The ecological imbalance is rising day-by-day because of human activities. Green HRM practices will make the environment free from detrimental product. It is necessary for companies to adopt formal environmental practices (Daily and Huang, 1992). There is a need of integration of environmental management into Human Resource (HR) called Green HR (Dutta, 2012; Margaretha and Saragih, 2013)



Green HRM Practices

- a) **Green Recruitment and Selection:** Green recruitment is the process of recruiting new staff those are aware of environmental problems, issues and want to contribute toward the sustainability of environment. Green recruitment means recruitment and selection of people committed to the environment protection. Renwick (2013) given his opinion that companies must have the efficiency and calibre to attract and generate new talent and skill. Green recruitment means online recruitment which reduced the use of paper. Online recruitment includes online application form, online interview or telephonic interview conducted to reduce the wastage of paper, fuel consumption due to travelling to interview place, use of web portals for documentation as offer letter, testimonials regarding qualification experience and acceptance letter of selected candidate. Google is the company who adopted Green recruitment. In other words, we can say green recruitment is the process of paper free recruitment having minimal environmental effects. According to (Wehrmeyer, 1996) recruitment practices can support effective environmental management by making sure that employees are familiar with an organisation environmental culture and are capable of maintaining its environmental values. Recruiting candidates with green bend of mind make it easy for the firms to induct professionals who are aware about environment sustainability.
- b) **Green Performance Management:** Green performance management ensures that that the environmental targets set by the organisations are met. Green performance management supervise the whole system that organisations' policies, programmes and the efforts of responsible staff complying with the environmental goal of the organisation or not. Integration of environmental management into performance management system improves the quality and value of environmental performance. Mandip (2012) said that effective way of successful implementation of Green performance management is the linkage between performance management and green job description. Managers should set green goals, responsibilities and green standards for all the departments as waste reduction. They should set penalties for non-compliance of environment management.
- c) **Green Training and Development:** Green training and development is a practice that focuses on the development of employee's skills, knowledge and attitudes. Green training and development programmes educate and aware the employees about the value of the environment management. Green training and management bring awareness among the employees to become eco-friendly and push them to produce and buy green products. Green training and development train the employees in working method that minimize waste, proper utilisation of resources, conservation of energy and avoid the degradation of the environment. Daily (2007) claimed that green environment is possible through effective training and development programmes. Through this training session, it develops the eco-friendly managers so that employees under supervision can contact them without any hesitation.
- d) **Green Compensation and Reward:** Green compensation and reward plays vital role in maintaining the interest of employees to go green. Reward and compensation push them to perform their duties with honesty and loyalty to achieve the green goal given to them. Green compensation packages should be customized to reward green skills acquisition and achievements by employees. Green reward inculcates the green culture among the employees. Reward and compensation may of both kind cash (salary increase, bonus) and non-cash incentives (recognition, appreciation, honour, leave, gifts, special leave). The reward policies motivate and attract the employees toward the achievement of the green goals of the organization (Teixeria, 2013). Compensation and reward system convince and persuade the employees to give their best to achieve green goals of the organization (Mehta and Chugan, 2015). Thus Green rewards are very handy tool for employee retention and their honest involvement in achieving the green goals of the organisation.
- e) **Green Employee Relation:** Employees' participation in green initiatives increases the chances of better green management. Involving employees in EM has been resulted as improving EM system such as efficient resource usage (Florida and Davison, 2001); reducing wastage (May and Flannery, 1995); and reducing pollution from workplaces (Kitazawa and Sarkis, 2000). An important way in which employee involvement and participation can be encouraged within the company who are socially or ecologically oriented known as eco-entrepreneur (Mandip, 2012). Eco-friendly ideas should be welcomed from all employees. It influences the productivity and relationships positively and facilitates self-control, individual thinking and problem-solving skills.

Companies following Green Practices

Google: Google is an example of environment conscientiousness and sound business sense going hand-in-hand. Google follows the following HR practices:

- It uses green recruitment technique. 33% of the energy used by the company comes from energy sources that after being used, can be regenerated naturally or artificially.



- One Gmail user can save **80 times** more energy than using local server. Google Is co-founder of the **Climate Saver Computing Initiative**, created in 2007 and member of the **Green Grid**. Google's data centres **consumes 1% of the electricity** consumed by all the data centres in the world.
- All google offices and data centres built from toxin free material. Google works closely with research institutions and government agencies to bring awareness about the forbidden substances in building materials.
- Google offices are created with design ideas and strategies to cut water and energy use. Cooling and heating offices is done with minimum energy used by turning to renewable resources and recycled materials.
- Google constantly pilot new technologies on their premises. The installation of the largest corporate solar panel in mountain view is an example of this.

Infosys: Infosys is the first Indian corporate to receive the UN Global Climate Action Award in 'Climate Neutral Now' category at COP 25 in December 2019 for its carbon neutral programme.

- It uses E-recruitment staffing solution.
- The Infosys has largest capacity of 6,00,000 litres per day of solar hot water system.
- Hyderabad campus of Infosys is Naturally lit work station.
- Mangalore campus has a carefully nurtured bio park comprising rare plant species from the Western Ghats.
- The rain water harvesting reservoir at the Mysore campus, like the ones in other campus, is a means to achieve goal to become a water – neutral organisation.
- Infosys continued to maintain capacity to treat 100% organic waste including food and garden waste within campuses.
- Infosys achieved 63.75% reduction in per capita freshwater consumption between fiscal year 2008 and 2020.

Hewlett Packard (HP): It is performing green packing and integration design, product take back programme. It announced the HP Desktop D2545 Printer made with 83% recycled plastics and packed in 100 % recyclable packaging. It designs HP Halo and HP Sky Rooms virtual meeting, which help reduce air fare expenses and greenhouse gas emission associated with business travel by bringing people from across the globe into on the environment that looks, sound and feels as if they are just across the table. HP engages employees on multiple levels ranging from providing them energy kits to reduce their personal carbon footprints at home, to offering incentives for biking to work, encouraging them to innovate more and find ways to embed sustainability into product design the supply chain and the sale process.

Wipro: The scope of Wipros' green practices included in its internal infrastructure and operations; eco-friendly products, green computing products and take-back services for its customers; as well as advocacy for e-waste legislation. It is the first Green Electronic company in the world from leaders to green leaders. 32% water used in the campus is recycled. 83% of waste is recycled and reprocessed, both within premise and outside.

Challenges

The HR department of any organisation is responsible for framing the policies targeted to make the green prospective employees. There are many challenges HR department faces during the whole process of green human resource management. Establishment of effective Green values and practices in the organization faces certain challenges. All the employees have their own perception, attitude and believes and they behave accordingly.

- The first major challenge is creating the necessary awareness about the environment among the organizations. There is a growing need to inculcate green attitudes across all levels of human life. The environment management system should not be implemented on an ad-hoc basis or "as and when required" basis.
- Another key challenge faced by the organizations in this process is creating green awareness among the workforce and encouraging the employees to adopt a green work-life balance. The organization needs to enlighten the employees about the issue and encourage integration of green behaviour.
- It is very difficult task to recruit green talent staff. Green recruitment is attracting advanced and active staff is a key HR challenge.
- It is not possible that every employee gets motivated toward green aspects of job description.
- HR personals are under pressure since they are responsible for the implementation of the process of Green HRM while selecting and appointing employees.
- Take time to adopt new environment accordingly.
- Finance and lots of work force groups are required to spread awareness and provide training on environmental issues. Payments to the personals who have called for giving lectures, training etc.



- Infrastructure of each and every company organisation is not enough strong to adopt the new technological changes which are environment friendly.
- Employees' apathy and reluctance is another big challenge. Some employees feel that it is not their duty to protect the environment. They do not like to take initiative to follow green practices.
- Initial setup cost on green practices decreases the earnings and profit of the organisation. For example, if company want to install solar system on the roof then it demands high installation cost.

Suggestions

- Time to time seminars, conferences, lectures, workshops should be conducted to make the employees aware about environmental aspects and their negative effects on daily life.
- Informal group discussion should be conducted at work place to put out new ideology of employees regarding environmental sustainability.
- Reward, honour and compensation should be provided to those employees who achieve their green targets. Incentive can be of both cash and non-cash incentives.
- Environment policies and programmes of the company to sustain the environment should be clearly mentioned in the job description.
- Green performance management should be a part of the system to measure the performance of the employees.
- Every organisation should have proper place in their premises for the plantation of trees, plants and gardens to make the work area and surrounding pollution free.
- HR personals can use social media sites to spread awareness on the environment ethics they adopted to sustain the environment. They also promote their eco-friendly product among masses by using these social sites.
- The employees' orientation programme should be conducted in a manner that new employees get motivated to get green by knowing about the green concern of the employer.
- Reuse and recycle waste items of office such as bags, bottles etc. rather than to throw them out in the open area.
- Train and evaluate employees' performance based on environmental criteria.
- Stimulate continuous education in environment management.

Conclusion

The Green HRM is very essential for the organization and is based on the green movement. It is the crucial need of the present time to save the earth and natural resources from wastage and pollution. Many Business organizations, companies etc. have concern for environment sustainability. Several companies are doing well in green sector e.g. Google, Infosys, Hewlett Packard (HP), WIPRO, HCL, TATA, IBM, Reliance, Idea, Walmart, ITC, ONGC etc. are contributing in the environment protection and sustainability. It will help the organisation in creating Green environment. Green HRM practices can develop inspiration, willingness and commitment among employees to contribute their ideas, efforts for the greening of their environment. This study is done to discover the concept of Green HRM, green practices, green process and challenges facing HR personals and management applying in the organisation.

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