

An Overview of Green Human Resource Management Practices: A Critical Review

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Abstract

"Green human resource management, or green HRM, is a recently developed term that refers to HRM activities, which create positive environmental outcomes." Green HRM is an innovative and evolving concept in today's world. Because of the global environmental movement and the development of worldwide standards and protocols for environmental management, environmental plans and actions are becoming more and more crucial for commercial enterprises. A new capacity-based system is being implemented by the corporation in place of its traditional financial structure, in light of the corporate world's globalization and readiness to explore sustainable economic aspects of business. It is widely acknowledged in this burgeoning topic that more needs to be said about the existing literature from the standpoint of HRM functions. Examining green HRM practices in light of the body of existing literature is the goal of this review. The archival technique of the literature review was adhered to in the study. This article's contribution aims to summarize the body of research in this field, highlight notable contributions from other authors, and conclude with a few recommendations for green HR initiatives.

Keywords: Green HRM, Environment Management, Green Economy, Green Initiatives, Going Green.

1. Introduction

Initiatives pertaining to sustainability and environmental awareness have increased at never-before-seen rates throughout this time. Governments from all over the world meet to debate issues related to climate change, global warming, carbon credits, and earthquakes, frequent floods, melting glaciers, and extinction of specific plant and animal species. As a result of certain climate change treaties, the need for sustainable development has grown globally, making it even more crucial for business organizations to operate responsibly. Businesses must strike a balance between protecting the environment and the unavoidable growth of industry in order to save it for future generations. Companies worldwide have started using philosophies that could be highly helpful in accomplishing this goal in spite of the current conditions. Among the several types, green human resources management is the most popular and cutting edge. Mampra (2013) defines "green HRM" as the implementation of HRM practices that promote environmentally conscious business practices and

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sustainable resource utilization, both of which boost morale and employee satisfaction. The application of HRM practices, mindsets, and policies to promote sustainable utilization of company resources and guard against any negative consequences arising from environmental challenges in enterprises is also referred to as "green HRM."

Opatha and Arulrajah define GRHM as the collection of protocols, guidelines, and rules that make an organization's workforce environmentally conscious for the benefit of people, companies, and society at large. To create a workforce that encourages green behavior within the organization, GHRM uses a variety of HRM techniques, such as performance reviews, training, pay scales, and hiring and selection. Efforts in green human resource management are part of bigger CSR programs. The protection of knowledge capital and ecologically conscious HR practices are the two primary pillars of green HR. It will also be successful when its organizational methods for environmental management and sustainable growth align with its workforce practices. Collins and Clark go on to say that a company's processes and human resources are its most important components, regardless of how successful or long-lasting it is. It is their responsibility to plan and implement the eco-friendly actions that promote a sustainable environment. Therefore, achieving green would be challenging without providing support for human resources and implementing sustainable policies. Considering the aforementioned factors, this study is a meager attempt, based on existing literature, to provide summarized views on a few common green HRM methods and their implementation worldwide, with an emphasis on India. The aims, study methodology, literature review, and, at last, the green actions that must be carried out in order to embrace the green HRM idea are all briefly covered in the overview that opens this article.

2. Objective

The main objectives of this study are to:

- Advance the concept of green HRM.
- To provide methods and techniques for green projects;
- To highlight various notable works on sustainable human resources management by other specialists.

3. Methodology

Using an archival strategy, a systematic examination of the literature was carried out with the aim of achieving the previously mentioned goals. This work uses a methodology to examine papers on "green HRM" or "environmental HRM" that are found in various databases, websites, and other accessible sources. Because of this, the research for this work is now desk research rather than survey or any other type of research that draws inspiration from the body of existing literature. The archival technique of literature review was used in this study to help the researcher organize the data, identify any gaps in the literature, identify areas for more research, and build an authentic

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knowledge base in the topic. Through the compilation of existing research studies, archival research in this study offered information on current GHRM practices. As a result, a thorough systematic review of the body of literature was completed.

4. Review of the literature

Upon the publication of his book, Wehrmeyer endeavored to establish a connection between environmental and managing human resources, so creating the phrase "green HRM." It is therefore a relatively novel concept in the field of management. According to Prasad, green HRM is the HR practices' contribution to environmental preservation and conservation. The primary objective of green HRM is sustainable development. It has broadened the scope of conventional HRM strategies to incorporate more sustainable and eco-friendly methods. The phrase "green HRM" now encompasses a broader knowledge of social and economic well-being of the organization and its employees in addition to environmental concerns. It can be used to save costs, boost output, reduce carbon footprints, improve employee awareness regarding environmental issues, and launch eco-friendly work-life balance programs. Ahmad stresses how important it is to establish a connection between the principles of green HRM and the rules and practices that now govern HR in order to promote sustainable growth. He argues that green HRM can become a key competitive advantage for a corporation if the HR department actively supports it.

In essence, Green HRM is a mindset that encourages Green employees to develop. Four roles have been identified by Opatha and Arulrajah as necessary for becoming a Green employee. They are creators, stewards of the environment, conservationists, and preservationists. Therefore, the objective of green HRM is to cultivate, preserve, and enhance green insights in every employee of the organization so that they may maximally contribute to each of these duties. They continued by saying that green HR requires green abilities, green attitudes, green actions, and green outcomes. They contend that they are essential to achieving the corporate environmental goals. According to Renwick, GHRM has been enhanced to support employees' environmentally conscious behaviors, attitudes, and skills; encourage environmentally conscious thinking among employees; and give staff members the chance to acquire knowledge and skills related to environmental sustainability. GHRM, according to Renwick and Muller-Carmen, entails integrating the environmental management goals of the organization with the HR procedures of hiring, screening, training, and development, as well as performance management and assessment, awards and recognition, and so on. By dissecting the research on the management of the environment and HRM independently, Renwick produced an overview of Green HRM activities. Opatha and Arulrajah contend that in order to guarantee that the organization obtains the appropriate employee sustainable inputs and the appropriate employee sustainable performance of the work, it is imperative to adapt or change human resources management services to be green. Several green HRM techniques are discussed below:

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Employing and Choosing Green Personnel

It talks about how an organization hires people who recognize their responsibilities to environmental sustainability. They must have a strong desire to work for a company that respects the environment. The job description should be in line with the sustainability plan, and the business's online presence and other research tools should give candidates a comprehensive picture of its green initiatives. Ensuring that new hires understand an organization's environmental culture and are able to uphold its environmental ideals is one way that recruitment procedures can promote good environmental management. According to a British Carbon Trust survey of 1,018 prospective employees, more than 75% of them think it's critical that a company have an active policy to decrease carbon emissions.

Two components of Green hiring and selection were recognized by Pavitra Mishra:

- (1) Using paperless recruiting and selection processes and online resources are examples of environmentally friendly hiring practices.
- (2) Assessing eco-friendly attitudes during the selection process, taking into account those who respect eco-friendly behaviors and adhere to fundamental eco-friendly actions like recycling, reducing paper use, and conserving energy.

Green Education and Training

Green programs for training and development are designed to raise staff members' understanding of environmental issues, foster a positive attitude, encourage proactive action toward environmental challenges, and help them acquire the skills necessary to save energy and cut down on waste. Social and environmental issues should be covered in employee training and development programs at all levels, from technological shop floor safety and health concerns to executive management-level strategic sustainability issues and board-level broad sustainability issues. A crucial component of the training and development process should be the introduction of green initiatives to recently hired staff members. All Siemens workers in Germany are provided with environmental training, with particular attention to those handling hazardous waste and other substances, as well as interested professionals. Employees at the facility provide 5,000 recommendations annually about environmental protection as a result of this type of in-house training, which takes place during working hours and lasts at least one day. Reduced waste, efficient resource use, and energy conservation are the outcomes of all of this.

Evaluation and Management of Green Performance

Performance management, which promotes green performance, is thought to be one of the most crucial human resource strategies for promoting sustainable development and environmental behavior. Gholam. Opatha & Arulrajah advocate using ecologically relevant standards to assess work performance and add a separate component in performance evaluation interviews for greening

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advancements. Because people are more likely to attempt to follow a behavior when it is assessed by them, green performance ratings may be significant. Thus, incorporating eco-friendly procedures into the performance assessment procedure will motivate employees to adopt them. Environmental events, the application of environmental duties, and the dissemination of environmental regulations and concerns are just a few of the subjects covered by green performance management. Companies like the Tata Group of Companies have established corporate-wide sustainability standards into place to keep an eye on environmental performance criteria. They have also created green audits and information systems to gather valuable information on organizational environmental performance.

An eco-friendly system of rewards and compensation

It makes sense to think about remuneration and rewards in the bigger picture of Green HRM as a tool to support environmental activities within enterprises. These days, companies are developing incentive schemes to encourage their workers' eco-friendly initiatives as part of an overall strategy to reward and management. In a UK survey conducted by CIPD/KPMG, it was found that 8% of the UK's companies offered cash incentives or awards for environmentally responsible behavior. These techniques can be helpful in motivating employees to develop eco-initiatives. According to Mandip, providing employees with a benefits package that incentivizes them to change their behavior should be a way to include the achievement of particular sustainable initiatives into the compensation structure. Pay can be linked to eco-performance to add a variable pay component to the compensation plan. Giving staff both monetary and non-monetary prizes for their excellent green performance is something that Opatha and Arulrajah support.

Involvement of green employees

Green employee involvement is defined as creating a work environment in which employees have the ability to influence choices and actions that affect their jobs. Employee involvement is the process of getting feedback from employees about various environmental solutions. To enhance the current procedures, it also entails getting employee input. This serves as a tool for employee incentive to become more accountable and enhances their collaboration in the company's greening efforts. "The use of employee participation in green HR has been noted to help prevent pollution from workplaces," Phillips clarified. Identifying and recruiting eco-intrapreneurs—enterprises with a social or environmental focus—is a crucial strategy for promoting employee engagement and participation within the firm. They possess the capacity to arrange the company's current natural, financial, and human resources in a way that enhances the value of its goods and services in markets where they were previously undeveloped. According to reports, when employees are involved in organizational greening, important environmental management outcomes including resource efficiency, waste reduction, and workplace pollution reduction improve. A study assessing the involvement of employees in 110 Spanish ISO 14001 accredited enterprises indicated a positive correlation between manager-rated environmental result metrics and staff engagement in environmental management.

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5. Renowned Indian empirical studies on green HRM

Mandip examined the nature and extent of ITC Limited's Green HR initiatives as a case study. According to the findings, ITC has achieved the significant milestones of being carbon positive, waste positive, and having almost 100% biodegradable solid waste.

Pooja Pli conducted research on green human resources strategies in Nasik businesses. The goal was to find out whether or not Nasik's firms understood the notion of green human resource management (HRM) and what steps they were taking to make their HR policies and surroundings more environmentally friendly. The findings demonstrated that although most Nasik businesses are mindful of the Green HR idea, which has been suggested to assist them in maintaining a green environment, very few of them have been unable to put it into practice in different HRM functional areas.

In order to investigate the greening initiatives implemented by Indian CPSEs (Central Public Sector Enterprises), R.K. Mishra carried out a study. According to the report, the organizations only have a small number of Green HRM efforts in place, and those that do exist are not typically classified as Green HR practices and have not yet been properly adopted. Although the businesses recognize the importance of going green and encourage employee involvement, they do not currently have any such programs in place. The Indian CPSEs have a lot of room to embrace HR initiatives in order to fulfill their goal of green lining their enterprises.

In order to investigate the various Green HRM policies and practices that IT companies have implemented and to gauge employee knowledge of these sustainable practices in their workplaces, Parida undertook a study. The results showed that these businesses are implementing a range of sustainable development strategies, such as printing documents on both sides, using less paper, promoting carpooling, turning off lights and other energy-hungry appliances like air conditioning after 6 p.m., encouraging job applications online, holding video conferences for interviews, etc. The results also showed that the majority of employees are aware of the procedures being followed and that they do so out of a feeling of environmental responsibility. The HR managers concurred that the company's profit share had increased as a result of GHRM regulations. The research found that the costs associated with starting and maintaining programs were the greatest obstacles to the adoption of sustainable policies.

An investigation by Mousumi & Nilanjan Sengupta focused on executive and junior managers from seven distinct industries: information technology, banking, airline companies, telecom, automotive, production, and healthcare. The purpose of the study was to learn more about these workers' opinions regarding the Green HRM programs that their individual companies had put in place. Numerous Green HRM initiatives have been implemented by these companies, it was discovered. But in order to put them into practice, inform the staff about them, motivate them to follow through, and fairly compensate them, a more serious strategy must be used.

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In an investigation of the state of GHRM practices in the Indian manufacturing sector, Pavitra Mishra looked into potential motivators for green behavior. The results indicate that while some GHRM practices are present in the organizations, they are not strictly adhered to or explicitly organized under GHRM efforts. It also demonstrates that while there are examples of organizations using unofficial methods to raise awareness, very few offered environmental training. Organizations exclusively employ online portals and social media for recruitment and selection purposes. There is no specific mention of green behaviors in the performance review process.

Conclusion

The literature assessment presented here provides substantial evidence of the innate ability of HRM functions to make employees and organizational activities more environmentally friendly. From employee interactions to the role of job design. Understanding the scope and intricacy of green HRM is the main challenge facing HR professionals who want to turn their organizations into eco-friendly businesses. The organization's environmental performance improves as a result of this endeavor. It takes green HRM practices to help employees develop the right mindset for greening as well as to support, adopt, and maintain creative environmental behaviors. The literature currently available on EM, human resources management, and environmental HRM reveals that employee behaviors play a critical role in achieving a company's sustainability and green management goals. Workers will only agree to work for an organization if they believe it will enhance their values. According to a 2009 Hewitt Associates study, 86% of workers in highly engaged firms said they were employed by a company that was environmentally and socially conscious. The 2009 study also discovered that "Green HR practices contribute to higher or sustained employee engagement, a positive organizational reputation, and the elimination of waste/reduction of their environmental impact." The same conclusions have also been supported by recent studies. Therefore, we claim that firms can operate in a more ecologically friendly manner than ever before if they have a thorough awareness of the breadth and depth of green HRM practices. In conclusion, according to the CIPD, "a green employer may improve the brand of an employer's business image and is an effective way to attract candidates who have environmental orientation."

The analysis that was done above leads one to the conclusion that using green HRM practices is a more effective way for businesses to go green with their operations. Through the implementation of green HRM methods, human resources' green competences, green habits, and green performance can be shaped and changed. Green HRM has an obligation to protect resources for future generations, in addition to motivating employees to help the organization lessen environmental damage through green initiatives, programs, and practices. It also has to encourage both new hiring and existing staff to be environmentally conscious. Employees that are inspired, willing, and committed to Green HRM practices are more likely to provide their thoughts and efforts toward raising knowledge of and implementing Green HRM practices inside their firm. By using green HRM, an organization can reduce employee carbon footprints by improving job-related attitudes, reducing costs, improving work/private life, increasing efficiencies, using resources sustainably, wasting less, improving

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employee performance, and improving retention. As a result, it is recommended that businesses prioritize making every HRM function green.

Ecological actions

From the time of hire to retirement, human resources are essential to the administration of staff. The corporate emphasis on greening the company has placed an additional responsibility on the human resources department: putting green HR practices into place. It appears that green HRM has a bright future for all parties involved, including employers, employees, practitioners, and academics. Although Green HRM is still lagging behind in academic practice, our suggestion indicates that it offers a considerable opportunity for management study. Consequently, it is imperative to bridge the information gap between studies in management of the environment research and training and professional Green HRM practices. Further research should be done empirically to fill in the holes in the literature, according to the current study's recommendations. These research projects could address a variety of subjects, including environmentally friendly human resources management in manufacturing as well as service companies (particularly those that cause environmental pollution), a comparison of green human resources management actions in nations with developed economies, both managerial and staff attitudes toward green HRM, green opinions and awareness, and obstacles to its adoption. Employers should adopt green HRM practices for a number of reasons, including the fact that they will benefit both the workers and the organization overall. By using green methods, it's possible to be practically sound, affordable, and environmentally beneficial all at the same time. Businesses should be assisted in maintaining sustainable operations by implementing the following environmentally friendly initiatives and solutions:

1. The use of green printing
2. Environmentally Friendly Production
3. Job sharing, in which two employees split a full-time job
4. Virtual interviews, video conferences, and teleconferences
5. Reusing
6. Working from home
7. Virtual Instruction
7. Energy-efficient workspaces
9. Eco-friendly Payroll
10. Sharing a car
11. Public Transportation
12. Business Transportation

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13. Work from Home
14. Electronic filing
15. Employees can ride their bikes to work for free in instead of driving a car.
16. Purchasing computers from businesses that use recycled parts in one way or another.
17. Purchasing goods from nearby merchants (again minimising the carbon footprint of anything that is transported too far).
18. Some employers even go so far as to utilize every page that an employee prints for their performance review.
19. Office furniture that has been recycled and certified exists.

Thus, let's define "green HR" as any employee action, interface, or touchpoint (literal or actual) that supports the company's environmental initiatives and pertinent pledges.

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