



WWJMRD 2017; 3(11): 56-59
www.wwjmr.com
International Journal
Peer Reviewed Journal
Refereed Journal
Indexed Journal
UGC Approved Journal
Impact Factor MJIF: 4.25
e-ISSN: 2454-6615

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Appraising Literature of Green Human Resource Management

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Abstract

The establishment of human resource policies and practices that lead to the protection and preservation of natural resources is termed as green human resource management. Under this environmental friendly initiative are taken by the human resource department in order to reduce cost and indeed to increase the efficiency of the employees. It indirectly has a positive impact on the employee commitment, engagement and employee retention. The main purpose of Green Human Resource Management is to adopt eco -friendly techniques in the management terms. This can be accomplished by implementing HR policies and practices, issuing laws related to the protection of environment and providing training to the people. The main goal of green HRM is to sustainably use the available resources and to enhance the sustainability of the environment. This helps in increasing the awareness and involvement of the employees towards the process. The core elements of green HR are to preserve the knowledge capital and at the same time to enhance the environment. The green human resource management helps in creating awareness among the employees towards establishing a sustainable environment among the existing employees and the new talent. The organization should encourage their employees to assist organization to reduce the causes of environmental degradation through green policies and procedures. This will help in saving resources for the future generation.

Keywords: Green human resource management, eco-friendly techniques, sustainability, employee retention

Introduction

The establishment of human resource policies and practices that lead to the protection and preservation of natural resources is termed as green human resource management. Under this environmental friendly initiative are taken by the human resource department in order to reduce cost and indeed to increase the efficiency of the employees. It indirectly has a positive impact on the employee commitment, engagement and employee retention. There are many initiatives which are taken by the human resource department to save the environmental resources. Few of them are virtual interviews, job sharing, online training, car sharing, teleconferencing, online training, etc. The utmost aim of green human resource management is to implement eco -friendly policies/ environmental friendly policies that help in saving the environmental resources and at the same time boosts the commitment of the employees and motivates them to stay in the organization. There are two main elements of green human resource management. One is to preserve the knowledge capital and the second is to preserve environment. Over the past few years the Go Green concept has increased. Now-a-days the eco-friendly concept has great impact in our daily activities on the environment and the desire to go green has expanded from individuals to organizations. Many business enterprises are showing keen interest in shifting towards green policies.

The main purpose of Green Human Resource Management is to adopt eco -friendly techniques in the management terms. This can be accomplished by implementing HR policies and practices, issuing laws related to the protection of environment and providing training to the people. ISO 26000 is strictly implemented by green HRM and this will indeed help in building organization with good brand and image. Environmental audit can also be performed and this will also improve the thought process of the employees towards waste

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management and eradicating pollution. The term Green HRM may sound simple, but it involves many functions. Mainly eco-friendly techniques are adopted in the organization to reduce paper usage. And the technique is also used in planning, recruiting, selecting, training, employee management and maintaining employee relationship. All these help in increasing the effectiveness and efficiency of the organization and at the same time reduces the cost incurred and increases employee engagement and employee retention rate. By implementing green human resource management in the organization the value of the employees as well as the organization is increased.

Through the implementation of Green HRM the environmental sustainability is achieved by implementing policies in such a way that the resources are used sustainably. The main aim of going green human resource management is to encourage the use of products and process that will not affect the environment in a negative way by polluting the environment (Robinson, 2008). Green HRM indeed has two main benefits. In one hand it helps in increasing the brand image of the organization and on the other hand it helps in saving the natural resources which in turn saves the environment. The main goal of green HRM is to sustainably use the available resources and to enhance the sustainability of the environment. This helps in increasing the awareness and involvement of the employees towards the process. The core elements of green HR are to preserve the knowledge capital and at the same time enhance the environment. Eco-friendly initiatives help in saving the resources of the organization, increasing the branding which at the same time help in increasing the employee's commitment, involvement, and engagement and mainly increases the retention rate. The main aim of green human resource policies is to develop environmental corporate culture. When Green HRM is introduced in the organisation it will have direct impact on the consumption pattern of the employees in their private lives (Muster and Schrader 2011). In order to implement environmental management system the organization should recruit right people with right skill and right competencies (Daily and Huang 2001). Implementing the eco-friendly policies within organization is not so simple, it requires lot of technical and management skills from the employees (Callenbach et. al., 1993) and hence green HR is initiated in major areas of human resource department namely recruitment and selection practices, training programmes, performance appraisal and compensation.

Literature Review

Green HRM

Human resource policies when used in order to preserve and protect natural resources is termed as green HR (Prasad, 2013). Green HRM involves human resource practices that helps in achieving environmental sustainability. Green HRM helps in increasing the satisfaction of the employees towards the job which in turn increases the engagement level of the employees at the same time increases the employee's productivity towards the organization. Green HRM helps in decreasing the carbon foot print, lowering the cost, increasing the efficiencies and helps in instilling awareness among the employees regarding eco-friendly policies and this will create a green work-life balance (Nijhawan, 2014).

To succeed in environmental management within the organization, enhancement of human resource management policies and procedures is really essential (Rothenberg, 2003). According to (Jabbour and Santos (2008)), in order to have an effective environmental performance results, the human resource practices should be designed in such a way that it helps in the preservation of organisation's environmental management. If Organizations frame their human resource management practices with the aim of environmental management then corporate environmental management can be easily achieved (Jabbour, 2011). Renwick et al, (2008), specified that in order to align employees with environmental strategies of employees, eco-friendly policies in the field of recruitment, selection, training and development, pay, performance appraisal and management, employment relations and rewards act as powerful tools. According to Jabbour et al, (2011), when competitive and functional dimensions of human resource management are considered in greening the human resource practices within the organization it is termed as green HR. Translating green HR policy into practice is not easy task. The human resource department plays a very crucial role in this part. (Renwick, 2008).

Green Recruitment

Implementing green recruitment in the beginning is the most cost effective and proactive method. This can be achieved by selecting the best green recruitment practices in the organizations. In order to implement green HRM many companies are integrating the corporate environmental recruitment policies with the organisation's recruitment policy (Clarke, 2006).

The process of recruiting people who are aware of sustainable environment, conservation and environmental system is termed as green recruitment. The recruitment process should focus on recruiting people who are familiar with green environmental policies and practices so that it will help in effective environment management of the organization (Wehrmeyer, 1996). Recruitment in general is attracting pool of talented candidates and in the race of attracting most innovative, talented and creative employees, hiring talented staff is very crucial challenge and it requires lots of potential recruiters (Renwick et al., 2013). Many companies are there which adopt green recruitment process, one excellent example is Google. In general, Green Recruitment in simple term is recruiting candidates without the use of papers in order to minimize the environmental impact. And, paperless recruitment involves methods like online application form, telephonic/ online interviews are conducted to reduce the paper wastage and on the candidate side it helps in saving the fuel due to the travel during interviews. The environmental degradation is drastically reduced (Stringer, 2009).

Green Selection

While selecting candidates, companies give importance to candidates who have interest and concern towards environment. Environmental related questions are asked while interviewing and evaluating candidates (Revill, 2000).

Green Induction

Organizations play a key role in ensuring that the newly recruited employees are familiar with their environmental

responsibilities, they should be aware with health and safety arrangements, they should develop a sense of appreciation towards the corporate environmental culture, their adaptability towards the company's environmental policy and practices must increase and finally they should be aware of the respective contact persons within the organisation (Revill, 2000; Renwick et al, 2008; Renwick et al, 2013).

Green Performance Evaluation

Implementing the green performance standard along with the existing standard is not enough in for green performance appraisal. The performance standards, green schemes and the indicators should be communicated to the staff at all levels through performance evaluation system (Renwick et al, 2013). Managers play a crucial role in setting green goals, targets and responsibilities for their respective departments and green policies can be formulated and communicated based on their scope (Renwick et al, 2008).

Performance management is the process in which the managers and supervisors frequently communicate in order to set the targets and achieve them. Green performance management includes the policies and procedures to be followed while appraising the employees. When integrating environmental management strategies into performance management system it will help in improving the quality and efficiency of environmental performances (Jackson et al., 2012). It helps in protecting environmental management against any damage (Epstein and Roy, 1997).

Green Training and Development

The most important function of green HRM is to provide training to both managerial and non-managerial members to develop their knowledge, skills and abilities and indeed the raining helps in implementing corporate environmental management programme (Cook and Seith, 1992). Training can be provided in variety of areas be it in flexible working schedules, tele-commuting to reduce long distance travel, car sharing to save fuel. To encourage recycling and waste management help in reducing the negative environmental impact in the organisation (Jackson et al, 2011).

Green training and development practices also includes activities in training staff to produce green analysis of workspace, provide training on environmental safety, waste management and energy saving, application of job rotation to train green managers of the future. To survive in the highly competitive fast paced environment everyone should learn to manage the change and it will be done by training and development. Training helps imparting useful competencies among employees and it also helps in preventing the decline of environmental management knowledge, skill and attitudes (Zoogah 2011).

The study by Perron et al., (2006) proved that providing employee environmental training helps in promoting business value. A case study on two companies where considered. One company developed a training program for all their employees while the other company which was considered as a control element did not give training to the employees. Results revealed that the knowledge on environmental strategy was similar for the employees in both the companies. This reveals that the money spent and the time incurred has gone waste. It can be inferred that customized and specialized environmental training to the employees is vital to suit the employees.

Conclusion

From the review it can be concluded that organisation can improve their environmental performance which will help the employees to understand the scope and depth of green HRM practices and their importance. The green HRM practices act as very vital tool in making an eco-friendly organization. The green attitude, behavior, performance and green competencies of human resources can be shaped and reshaped by adopting green HRM practices. The organization should focus on making all human resource practices green. The green human resource management helps in creating awareness among the employees towards establishing a sustainable environment among the existing employees and the new talent. The organization should encourage their employees to assist organization to reduce the causes of environmental degradation through green policies and procedures. This will help in saving resources for the future generation.

Insert acknowledgment, if any. The preferred spelling of the word "acknowledgment" in American English is without an "e" after the "g." Use the singular heading even if you have many acknowledgments. Avoid expressions such as "One of us (S.B.A.) would like to thank...." Instead, write "F. A. Author thanks...." Sponsor and financial support acknowledgments are also placed here.

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