

<https://doi.org/10.58419/gbs.v9i2.922312>

GREEN HUMAN RESOURCE MANAGEMENT: A COST-BENEFIT TOOL

RAVI KIRAN D

*Assistant Professor, Department of Commerce,
Vijayanagara College, Hosapete
lovlyravikiran@gmail.com*

ANSUYA ANGADI

*Associate Professor, Department of Commerce,
SUBN Theosophical Women's College, Hosapete
anutho6@gmail.com*

ABSTRACT

Business leaders all over the world have shown a strong desire to implement green initiatives in order to support sustainable practises and boost employee engagement to the problem of environmental sustainability. As a result, the contemporary HR managers have been tasked with adopting green HR policies in the businesses as well as playing a crucial part in putting the organisations' entire environmental strategy into practise. In order to execute environmental goals and sustainability, HR managers are looking for various tools and technology. In order to adopt green HRM and sustainability, this article will provide some HR managers some low-cost tools and strategies. This study offers the tools and techniques that may be applied in any business without requiring significant changes to the current infrastructure through an exhaustive assessment of the literature on green HRM practises and the collection of primary data using observational and experimental methodologies. Additionally, a number of financial and non-financial advantages of implementing green HRM have been mentioned. The report concludes by offering some doable HR managers' efforts for making the HR department green and the business as a whole.

Keywords: *Green human resource management; Environmental sustainability; Green HR initiative; Conservation of natural resources; Green building; Paperless office.*

1. INTRODUCTION

Nowadays, businesses understand that in order to be sustainable over the long term, they must take into account the social and environmental aspects in addition to their concentration on financial earnings. "The capacity to satisfy the demands of the present without compromising the capacity of future generations to meet their needs" is what sustainability means. For any business decisions they make, organisations must be aware of their obligations towards social and environmental risks and opportunities. The phrase "triple bottom line" refers to this strategy of simultaneously achieving benefits for the three Ps: People, Planet, and Profit. In order to build the skills,

motivation, values, and trust necessary to achieve a triple bottom line, HRM plays a crucial role in integrating the organization's sustainability strategy. With policies that reflect fairness, development, and well-being, it assures the long-term health and sustainability of the organization's internal and external stakeholders and encourages ecologically responsible activities. As a result, Green HRM—the integration of environmental sustainability into human resource management—is becoming increasingly important. Creating a green world where customers and workers drive change, in a nutshell. In reality, "People and Society" might be a better name for the HR department.

2. LITERATURE REVIEW

The concept of GHRM is of recent origin. Lee (2009) elaborated that the green management was initiated as a part of business strategy during 1990s yet, became widely popular in 2000s. Though green management and greener initiatives were in existence from more than past two decades, yet not many elaborated researches in the area of GHRM are available. Literature surveys have highlighted the link of HR practices and organisational outcomes such as productivity, flexibility, and financial performance (e.g., Ichniowski et al., 1997; Mendelsohn and Pillai, 1999; Collins and Clark, 2003), yet Laursen and Foss (2003) have revealed that not much emphasis has been laid on relating these outcomes to innovation performance and environmental management initiatives (Renwick et al., 2008).

Jabbour et al. (2013) studied the relationship between human resources and environmental management at 75 Brazilian companies and concluded that HRM relates positively to environmental management. Renwick et al. (2013) worked extensively in identifying literature gap in the area of EM and HRM. His work also discussed in literature on ability-motivation-opportunity (AMO) theory, revealing the role that GHRM processes play in people-management practice. The research also highlighted that some organisations limit their effectiveness in efforts to improve EM as most do not practice the wider initiatives of GHRM practices.

GHRM practices have much wider scope than just implementing EM initiatives. HR function has been acclaimed as the driver of organisations green culture by aligning its practices and policies with sustainability goals reflecting an eco-focus (Mandip, 2012; Cherian and Jacob, 2012).

Renwick et al. (2008) and Muller-Carmen et al. (2010) have explained that GHRM involves an integration of company's environmental management objectives to the HR processes of recruitment and selection, training and development,

Green HRM is the application of HRM that aims to motivate employees' behavior to help organizations achieve their environmentally-friendly goals and contribute to environmental sustainability by showing environmentally friendly behavior. Green HRM includes policies, practices, and systems that encourage employees to behave environmentally friendly for the benefits of individuals, the society, natural environment and business (Opatha & Arulrajah, 2014; Jackson et al., 2011; Nejati, Rabiei, & Jabbour, 2017; Yog et al., 2019).

3. OBJECTIVES OF THE STUDY

The purpose of this study is to:

1. Give readers a fundamental grasp of green HRM.
2. Give advice and instruction on how to adopt green HRM and create a green workplace for the least amount of money.
3. Highlight the current opinions held by various professionals on green HRM.

4. METHODOLOGY

The study is primarily based upon the secondary data, for the secondary data, literature related to the topic from different databases, websites and other available sources were collected. A systematic review of collected literature was done in detail.

5. DISCUSSION

What is Green HRM?

The phrase "Green HRM" has taken off in the corporate world right now, and its importance is growing exponentially over time. Due to the expanding global awareness of environmental management and sustainable development, this phrase has also established itself as a hot issue in recent research studies.

The term "green HRM" now refers to not just an awareness of environmental issues but also to the whole social, economic, and organisational well-being of the company and its employees.

Green HRM IS the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment sustainability" (**Marhatta & Adhikari, 2013**).

GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firms human capital (**Mathapati, 2013**).

It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business (**Opatha & Arulrajah, 2014**).

Green HR initiatives

Present day In order to achieve a competitive advantage in the business sector, organizations all over the world are adopting and working toward implementing GHRM principles. Complete GHRM adoption and integration in company is not insurmountable, but it does necessitate a shift in management's and workers' approaches to current HR procedures. Assisting line managers in securing complete staff support for implementing environmental policies may be a primary responsibility for HR environmental executives. To do this, HR must cultivate supporters and build networks of problem-solvers eager to take action to alter the status quo.

The initiatives for green HRM that organizations may use to GO GREEN are listed below.

1. Paperless office

Generally the work in the office is managed on paper but, with introduction of IT, the consumption of paper has been reduced. Now-a -days E-business and learning have changed the methods and procedures at offices converting them into paperless offices. Paperless office is a work place where the use of paper is either limited or eliminated by converting important official documents and other papers into mechanized workflows. The tradition to a great extent will reduce the consumption of paper, the costs of paper-related actions including copying, printing, and storing, and also save the time used for searching paper documents. By reducing the use of paper documentation, we can directly protect natural resources, prevent pollution, and reduce wastage of water and energy.

2. Preservation of Energy

Preservation of energy in the office has the budding for a great environmental impact. In an effort to provide more efficient and eco-friendly services, offices around the world have implemented several energy conservation initiatives to reduce the environmental impact. The HR department at the upper limb of Sky has started an operation where the employees are asked to turn off PCs, TVs, and lights when leaving, to use 100% renewable energy. Organizations are also promoting the extensive use of energy star rated light bulbs and fixtures which undoubtedly consumes at least two-thirds less energy than regular ones.

3. Green printing

Printing papers leads to increased usage of paper, toner wastage and carbon dioxide discharge. Organizations are now adopting “pre-ton” saver, a software which can reduce paper demand by 20% and toner and ink demand by 50% without degrading the quality of output image or printout.

4. Green Building

The organizations around the world are significantly opting for green building as their workplace and offices as a substitute to traditional offices. The phenomenon is quite trend setting as Green buildings fulfill certain criterion for reducing the exploitation of natural resources that are utilized in their construction. Furthermore, green buildings include some enhanced features related to green practices such as energy efficiency, renewable energy, and storm water management.

5. Save water

Wastage of water in manufacturing processes and in watering the company’s lawns should be totally eliminated. Water wastage due to leakage in sinks and toilets must be carefully monitored.

6. Recycling and waste disposal

Recycling is the method of processing used up materials (waste) into new and useful products.

Recycling reduces the use of raw materials that would have been otherwise used to produce new products. Therefore, this technique saves energy and reduces the amount of waste that is thrown into the dustbins, thus making the environment cleaner and the air fresher. As a part of their green initiatives, several organizations are implementing recycling program to increase the amount of recycled products and decrease the amount of waste.

In the process, many HR professionals ascertained that green initiatives were a necessary aspect of overall Corporate Social Responsibility, now the whole corporate world is reciting the old

mantra of three Rs—Reduce, Reuse, and Recycle to save the environment. Recycling of glass, paper, plastic, metal trash and manufacturing waste materials should be adopted.

7. Green Recompense

Recompense and rewards are the major HRM processes through which employees are rewarded for their performance. In the environment of Green HRM, rewards and compensation can be unspecified as prospective tools for supporting environmental activities in organizations. Initiating green rewards to departments and individuals for innovative initiatives and green contribution through reduction of wastes, green resources and energy.

8. Saving Electricity

Electricity can be saved by taking innovative initiatives by encouraging volunteering to switch off lights and fans where and whenever required and also by installing Solar panels.

Table 1: Matrix of Green HRM Functions

	HR Functions (Doing Green)	HR Functions (Making Green)
Recruitment and Selection	<ul style="list-style-type: none"> • Online recruitment • Virtual Interview • Being environment friendly while conducting selection process such as sing minimum electricity, water and other resources. 	<ul style="list-style-type: none"> • Incorporating green job description and job specification.
Training and development	<ul style="list-style-type: none"> • Online training • Virtual Conference • Using digital material in training instead of paper 	<ul style="list-style-type: none"> • Organizing seminar and conference on environmental issues. • Training employee about recycling, energy and water conservation etc.
Performance Appraisal	<ul style="list-style-type: none"> • Restricting the use of paper in performance appraisal. • Computer base performance management system. 	<ul style="list-style-type: none"> • Setting green standards and appraise employees against them. • Green audit. • Linking green performance appraisal with reward in positively correlated manner.

Benefits of Green HRM in the Organizations

Green HRM has its prime importance in the achievement of broader objectives such as cost saving, corporate social responsibility, talent acquisition and management and gaining advantage over the competition. It further has the following benefits:

1. It increases employee morale.
2. It helps in employee retention and reduces labour turnover.
3. It provides lucrative opportunities for quality human talent.
4. It helps in building company image to attract good human resource.
5. Improves brand image of the company in the market.
6. It can also be used as a marketing strategy.
7. It improves the quality of the overall organization both internal and external.
8. It improves relationship of the company with its stakeholders- customers, suppliers, vendors, shareholders, government agencies, employees and the media.
9. It reduces the overall cost of the company as costs are largely influenced by the size of the company and steps taken to make it environment friendly.
10. It provides competitive advantage to the company in industry as well as the market.
11. With increasing global issues, many organizations are becoming vigilant of their activities and their impact over the environment.
12. Green management practices are also beneficial to the companies as it helps to save money and reduces ill-effects on the environment, hence avoiding much government interventions.
13. It stimulates innovation facilitating growth, improvement in quality and enhancement of procedures and methods.
14. It helps in efficient use of resources and manages risks more effectually.
15. It develops green learning environment in the organization.
16. It leads to refinement of employee behaviour in order to develop eco- friendly habits in their private and professional lives.
17. It serves as a helping hand in realization of the self actualization needs of an employee.
18. It helps in generation of employment opportunities.

6. CHALLENGES OF GREEN HRM

Human resources play very important role in managing employee from access to egress. Now the corporate are focusing on greening the business, so the Human Resource Department has the additional responsibility of 'go green' along with HR policies. Green HRM highlight certain challenges, they are:

1. It is very difficult to change the performance and activities of employees in a short duration of time.
2. To develop the culture and traditions of Green HRM in entire organization is a burdensome and long lasting process.
3. Recruitment and Sourcing of green employees with excellence talents is a challenging job.
4. All the employees are not equally goaded to contribute in the promotion of Green HRM practices in an organization.
5. It is easier said than done to measure the efficiency of green HR practices in employees' behavior.
6. Green initiatives require a lot of support and dedication not only from the Management of an organization but also from the Government.
7. In the initial stage it requires high investment and relatively slow rate of return.
8. HR professionals faced problems of being likely to provide the essential green structures, green processes, green tools, and green philosophy to make the best selection and build up the future green leaders of the organization.
9. Using green materials can lead to more expensive raw materials for manufacturers and hence more expensive products for consumers.
10. Switching to solar power will need panels to be installed at business facilities. The cost reduction in energy savings gained by going green is not always enough to offset the initial conversion costs.

7. CONCLUSION

The green notion is now being actively pursued by business groups for inclusion in their corporate strategies. Both to comply with different international conventions and to cut costs, business organisations wish to adopt the green approach. In this regard, human resources are of

utmost importance. As a result, the HR function has the added duty of integrating the business strategy and HR policies with the green HR concept. Green HR implementation results in higher productivity, cost effectiveness, and employee retention. This essay seeks to provide some low-cost solutions that will aid the HR manager in putting green policies into practise. More tools and their application, as well as cost-benefit analyses for each tool, will be revealed via further study. Green HRM can greatly help the company decrease environmental pollution and create a productive workplace that is both physically and financially healthy. However, the top level of authority must be willing to execute green policies, and the government must provide a legal framework.

REFERENCES

- Ahmad, S. Green Human Resource Management: Policies and practices Management | Review Article, Cogent Business & Management (2015), 2: 1030817
- Deshwal .P, Green HRM: An organizational strategy of greening people, International Journal of Applied Research 2015; 1(13): 176-181.
- Deshwal, P. (2015). Green HRM: An organizational strategy of greening people, International Journal of Applied Research, 1(13), 176-181.
- Dutta, S. (2012). Greening people: A strategic dimension. ZENITH: International Journal of Business Economics & Management Research, 2, 143-148.
- Mandip (2012) 'Green HRM: people management commitment to environmental sustainability', Research Journal of Recent Sciences, Vol. 1, No.1, pp.244-252.
- Swaty & Madan, S. Green HRM: A Requirement for 21st Century, Volume-6, Issue-4, July-August (2016) International Journal of Engineering and Management Research Page Number: 239-243

Webliography

1. <http://talentmanagementinitiatives.com>
2. <http://turninggreen.com.au/services-4/talent-management-3/>
3. <http://www.talentmgt.com/>