

## **"Green Hrm: A Path For Becoming A Sustainable Organization"**

*Ramesh Chandrasa*

Assistant Professor  
Institute of Management Studies  
Davangere University, Davangere  
drrcmay@gmail.com

*Navya S T*

Research Scholar  
Institute of Management Studies  
Davangere University, Davangere  
navyasusal95@gmail.com

### **Abstract**

The world 'green' has become the buzz word nowadays because it's considered as universal color which represents the environment. In present scenario "Going Green" approach is gaining the enormous importance as the individuals and corporate started understanding that using up of resources is more than what is available. We are accountable for protecting the environment. Hence, it becomes our foremost responsibility to protect and preserve our environment from any kind of disaster for the future generations. Henceforth the concepts of green and sustainability comes into context.

The corporate organizations started modifying itself from traditional profit aimed businesses to the business model which aim for profit through sustainability. In present scenario the business organizations are giving more importance for amalgamating 'environment' and 'people' management which can be achieved from green HRM. The green HRM mainly deal with promoting the sustainability use of resource and engagement of each employee to support and to adopt sustainable practices. Green HRM provide an helping hand to the organization in attaining profit through sustainable and environmental practices and helps in enhancing the good will in the society. Green HRM helps in creating the green workforce which can support the green culture in organization.

Hence present study aims at discussing the green HRM concept, practices by the corporate, benefits & challenges.

**Keywords:** *Green HRM, sustainable organizations, practices, green workforce.*

### **Introduction**

The term "green" has become synonymous with the environment in the current context. The "green movement" is becoming more prominent throughout the world as people and business organisations become aware that resource consumption is exceeding supply. The resources will run out and nothing will be left for the future generations if this situation persists (Dingra & Padmavathy, 2019). From the above, the concept of 'green' and the 'sustainability' come to light.

Business enterprises must transform their current operations into environmentally friendly operations in order to implement green practices and assure sustainability (Sharma & Gupta, 2010). The environment has a significant impact on how humans develop. The expansion of the workforce and the organisation is facilitated by environmental sustainability (Saifulina, Carballo & Ruzo, 2020). Consequently, commercial organisations all around the world are merging environmental management with management of human resources, or "green HRM" (GHRM).

Along with economical and financial considerations, effective GHRM practice execution is essential for the corporate organisation. Competitive advantage is also influenced by environmental preservation. The majority of commercial organisations today recognise the value of using green management principles within their operations. All of the organization functional areas are aware of green practice, and the human resources department actively serves as the link that unites them all (Patel, 2018). The organization's human resource policies make sure that resources are used sustainably without endangering the surrounding environment. Every company's new credo is "Profit via sustainability" (Yong, Sehnem & Mani, 2020).

The sustainable business, sometimes known as "green business," is a company that has little or no detrimental influences on the local or global environmental, community, society, or economy. In other terms, it is process of controlling opportunities, obligations, and economical, social, and environmental hazards. Peoples, planet, & profits are other names for these three impacts (Mehta, Chugan, 2015).

Green HRM increases an organization's reputation in society and helps it make money through sustainable environmental practices. The goal of GHRM is to develop green personnel that can comprehend & support organization's green culture. The integration of green HRM practices is crucial in current situation to maintain the corporate organization's long-term sustainability.

In light of this context, the current study attempts to analyze the idea of Green HRM, its history, development, benefits, and several green HRM approaches used by the corporate, as well as difficulties associated with its implementations.

## **Study Objectives**

The main purpose of this paper is to study:

1. The concept of Green HRM and its functions.
2. Green HRM practices followed by the corporate for the sustainable business.
3. Benefits and the challenges of Green HRM.

## **Research Methodology**

The current study uses secondary data sources that were gathered from numerous publications, websites, and news articles.

## **Discussion**

### ***Origin & Growth of Green HRM***

The global Green Movement helps Green HRM become more well-known. The Green Movement was founded in New Zealand in 1972 and focused on environmentalism (Kamili, 2018). Its main objective is to raise public awareness of the need to avert future deterioration and degradation of natural resources. Following Green Management, Green Market, and Green Accounting, comes Green HRM. Because there

are more resources consumed than there are resources accessible, green HRM is growing in popularity. The globe is grappling with numerous problems, including pollution brought on by high-profile industrial accidents and climate change, carbon credits, and global warming. That might cause environmental issues, climatic changes, earthquakes, and floods. Hence this advocates for industry adoption of green human resource strategies. Green HRM is a result of the growing need to combine green initiatives with human resource management techniques (Jayashree & Selvarani, 2019).

### **Green HRM Functions**

**Green Planning:** The evaluation of the organization's employees' present and future needs is known as HR planning. Currently, some businesses anticipate the number and type of workers required to carry out their corporate environmental management programmes. Initiatives for corporate environmental management call for some new professions and a particular set of skills. Planning for green human resources becomes necessary in this situation.

**Green Recruitment:** Businesses that care about the environment typically establish their specific environmental policy frameworks. Business needs environmentally conscious employees in order to execute the specified environmental regulation. Businesses will have two possibilities in developing a workforce that is environmental conscious: The initial step is to prioritize the green hiring in the business. The second is to ensure that current workforces receive the necessary environmental protection-related awareness, training, and development. The initial solution is more cost and proactive efficient than the latter one. Therefore, finding the finest green hiring methods is crucial for businesses. The employer can request applications online for hiring new staff, which will cut down on the amount of papers (carbon foot prints) and other stationery that is wasted within the company.

**Green Selection:** Some employers use candidates' concern for the environment and interests as selection criteria when choosing candidates for open positions. The Company ought to make an effort to choose candidates who support the green movements. Candidates who are prepared to assume responsibilities for environmental activities are selected.

**Green Induction:** To make sure they comprehend and treat their company's environmental culture seriously, it appears that new hires need to go through an induction process. In order to greet new hires and train them for their future roles, the company conducts an induction programme. When it comes to green human resources management, induction programmes are run in a way that makes new hires aware of the green business practice used by the companies. Induction programmes should concentrate on company's green capabilities, work environment, and green policy and introduce new hire to the environmental orientation programmes tailored to their position.

**Green Training & Development:** An essential part of green HRM is offering environmental training to organisational members so they can acquire the necessary skills and knowledge. The company's corporate environmental management initiatives can be implemented with the help of this. In order to lessen the negative environmental effects of the organisations, training programmes that promote recycle and waste management, flexible hours and telecommuting, and a reduction in lengthy business travel are all highly helpful. A session on the organization's green practices and how employees can contribute in meeting the green standard set by organisations should be included in the process of training and development. All levels of staff should receive training in order to decrease resource wastage and increase resource usage.

**Green Evaluation:** One of the main tasks of green HRM is to measure the employee's green job performance. Without this procedure, no organisations can guarantee the very long term environmental

performance that is reasonable. The business can establish "green performance standards" as part of "go green" process to gauge staff performance. The business should consider whether or not employees achieve the organization's "green goals" while evaluating their performance.

**Green Rewards:** Green HRM which also include green incentive management as crucial component. The green rewards managing practices used by the organisation will have a significant effect on the environmental performances of the organisation. Green reward management made a big contribution in motivating staff on corporate environmental responsibility activities. Employees who develop green competencies and support the company's green initiative received both monetary & non monetary prizes. The non-monetary benefits are top-level acknowledgment, gifts, and holidays planning for the employees and their families. The monetary rewards are a rise in pay, a bonus, and incentives.

**Green Employee Relations:** The organisation's employee's relations and union management practices have been impacted by the emergence of green HRM. Employees' relations and union support are crucial in green HRM when it comes to putting corporate environmental management policies and programmes into practice. Some businesses have plans in place to win the expected backing of the labour movement for their corporate environmental management activities. Really, improving a company's environmental performance is a smart idea.

### **Green HR Practices Followed by the Selected Corporate**

Following are a few examples of green business practices used by Indian corporations:

#### ***TCS (Tata Consultancy Services)***

- The Company's environmental strategy focuses on four main areas:
  - a. **Energy management:** Green infrastructure that saves energy and operational effectiveness.
  - b. **Carbon footprints reduction:** Increasing energy efficiency and utilizing renewable energy sources would help reduce carbon footprints.
  - c. **Water management:** Utilizing water wisely, recycling, and collecting rainfall.
  - d. **Waste management:** Reduction, Reuse and Recycling
- Per capita, footprint reduced by 48.8% and 8.1 MWp on-site rooftops solar capacity.
- TCS presently occupies more than 60% of their total available office space, and more than 60% of that space is built to LEED green building standards.
- Four facilities in India successfully underwent ISO 50001: 2018 Energy Management Systems extensions of certification assessments in FY 2021.
- As part of its efforts to promote sustainability and go green, the company uses paperless HR practices.

#### **Reliance Industry Limited**

Sustainability is seen by Reliance Industry Limited (RIL) as environment and social responsibility which enables the company to meet the stakeholder expectations. RIL's objective is to create value for the country and, through sustainable means, improve people's quality of life across all socioeconomic spectrums. Reliance's business strategy supports sustainable development objectives and aids the organisation in overcoming sustainability obstacles. On the technical aspect, they are collaborating with the top technology licensors to maximize the usage of sustainable energy and reduce carbon footprints.

- The corporation incorporated E-HR, online assessment, performance management, 360° evaluation systems, and training via e-learning facility as the component of its green HR function.
- The relevance of 3R (Reduce, Reuse, Recycle) philosophy is outlined in RIL's environmental policy, which will help minimise waste and lower water impact.
- RIL's sustainable sourcing philosophy emphasizes essential factors:
  - Green packaging
  - Energy efficiency operations
  - Environment protection
  - Regeneration/Safe disposal
  - Water management
  - Waste managements
  - Renewable/alternative energy
  - Digital inclusion
  - Community development

### Infosys

At Infosys, we advocate for the digital path –the digital path to sustainable and inclusive growth. Sustainability is one of Infosys' primary corporate values, which motivates its employees daily as they perform their jobs. They work to create sustainable value across sectors and regions through digital transformation.

- Infosys has achieved carbon neutral across all emissions by dramatically decreasing energy use through energy-efficiency measures, green construction practices, and the utilisation of renewable energy sources, as well as by establishing carbon offsets projects in the local community.
- LEED certified green building in campuses.
- 44.3% of total electricity across India campuses is fulfilled from renewable sources.
- A goal to put into practice a Greening Strategy that uses resources wisely.
- Across the campus, sustainable waste management techniques are implemented.

### Benefits of Green HRM

- **Sustainable use of resources:** Resource management, control, and efficient usage that do not undermine meeting the demands of future generations are the sustainable use of resources.
- **Tax benefits:** The government encourages businesses to adopt environmentally friendly practices by providing tax breaks and refunds.
- **Increases productivity:** Productivity is the measure of how effectively an industrial process operates. Less waste and effective resource use are made possible by production efficiency.
- **Reduced environmental degradation practices:** The green guidelines set forth by the businesses aim to lessen resource waste, pollution, and environmental harm.

- **Customer retention:** The green idea is becoming more and more important today. It assists the business in keeping customers and pleasing investors. The company will become more effective and environmentally responsible as a result.
- **Better working cultures:** Working culture is a representation of how an organization's traditions and beliefs influence its working environment. GHRM aids in creating a workplace that aims to lessen its detrimental effects on the environment.
- **Reduced utility costs:** Utility costs will be reduced via the usage of technology that is less wasteful and more energy-efficient. The costs of using utilities like power, water, trash removal, sewage, and heating is referred to as a utility cost.
- **Greater advantage in the marketplace:** Businesses that adopts the green practices will have a competitive advantage over those which do not have. The former will be preferred over the latter by both customers and employees. Businesses who successfully adopted green practices were able to cut waste and utilise resources more effectively. It will lower their expenses and provide them a competitive edge.
- **Public perception of a company improves:** Businesses that uphold green standards will receive more media attention.

### Challenges of Green HRM

The following obstacles stand in the way of business enterprises implementing green human resource practices effectively.

- The business has not developed a detailed plan to accomplish the green HRM.
- The implementation of the green technologies is complicated and challenging for numerous organisations.
- Infrastructures for managing human resources in a sustainable manner are lacking.
- The effect of green HRM strategies on employee behaviour is challenging to quantify.
- It takes a long time to instill a green HRM culture throughout a whole organisation.
- Organizations are lacking in providing environmental education and training to their employees.
- Organizations may face problem to transform the employee's attitude towards green HRM from the traditional HRM in very short span of time.
- Other limitations can be included as- lack of cooperation and time limit and unfamiliarity among experts about the issue, lack of green culture.

### Conclusion

The idea of "green human resource management" is becoming more and more significant. The organization's nerve system, the human resources division, must coordinate with all other functional divisions to successfully implement greener practices. Organizations in the business world now prioritize increasing profits while meeting their environmental duties. People in society are becoming more environmentally conscious, which encourages businesses to use green techniques to gain a competitive edge and ensure long term sustainability. Sustainable human resource management approaches encourage resource conservation and environmental protection. For the organisation to be implemented effectively and reduce carbon footprints, each employee must be involved. Therefore, now is the time to

take action for a greener future by making sure that every employee participates in the organization's greener practices for a long-term sustainable company life.

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