

Green HRM Practices in Corporate Sectors - for Environmental Sustainability

Saylee Karande, Dr. Varsha Bihade
D Y Patil Institute of Management, Ambi. Talegaon MIDC, Pune.

Abstract:- The purpose of this study is to analyze Human Resource Management in enhancing green environment in and around the organization and its impact on ecology. It has been observed a growing cognizance among industrial and corporate communities on the importance of going green and adopting numerous environment management techniques. The corporate world is going global, business environment is changing dynamically from an ancient financial perspective to a competency based, strategic outlook to explore more green economic facets of the business. In current scenario Green Human Resource management is playing an important role to create awareness among employees to implement Go Green initiative at work place. The reasons for going green are many, and the key among them are: increasing energy consumption and cost of energy consumption, environmental responsibilities and rising stricter regulatory and compliance regulations by laws. The perception of Go Green is to attenuate environmental degradation and creating this planet fit to live in it'. The situation is so fearsome even the scientists are communicating the issues of ecological imbalances to general public. So, this is also the responsibility of the organizations to make awareness about the green practices among the employees. It emphasizes the practices on environmental friendly and reducing the carbon footprint from activities carried out in organization. The main objective of this paper is to review the level of green practices adopted by various organizations and to enlist the effective green HR strategies for adopting the same. This study will also help Top Management to make their new green HR policies for a sustainable environment.

Keywords:- Go green, Green HRM, Human Resource Management, Practices, Stakeholders, Firms.

I. INTRODUCTION

As rightly said, by Maraget Mead“ we don't have society if we destroy the environment”

The above quote rightly says that our Environment creates both threats and opportunities for the society and for business, therefore decision makers should take it in to the consideration while making decisions. Before proceeding further let us see what is green HRM: it is the use of HRM policies to promote the sustainable use of resources within the organization and more generally promotes the cause of

environmental sustainability. For long term sustainability and development firms should not only focus on profit maximization but also actively take into consideration all environmental and social aspects which are affected and controlled by them. For future generation we have to protect our environmental resources so that they can thrive on it, the concept of green Human resource management pursues us to understand the need of balancing industrial development for profit and wealth creation and protecting our natural environment. For application of green HR the vital elements are environmental friendly HR practices and the preservation of knowledge capital, it also needs technical soundness, good managerial and influential skills between employees and upper management to develop innovation-focused environmental initiatives and programs that have an imperative impact on the sustainable competitive advantage of firms. For the implementation of green HR practices there should be training programs aimed at raising the employees' environmental consciousness. Course materials should be designed in such a manner that it should address towards the development of go green initiative and also foster the innovation for implementation of green HRM. For motivation to use and implement green HR practices there should be parameters in performance appraisal one can also include incentives or token of appreciation on use of green HRM practices. Developing effective monetary incentives can be challenging due to the difficulty of accurately and fairly evaluating environmental behaviors and performance (Gupta 2008). Even after a bunch of researches on Go Green still there is a gap that exists in implementation of green practices in organizations. There is an ever increasing need for the integration of environmental management into the broader human resource management (HRM) practices, popularly known as Green HRM initiatives.

II. OBJECTIVES

To study intensities of Strategic Implementation of Green HRM in MNCs and the benefits accrued to them.

III. REVIEW OF LITERATURES ON GREEN MANAGEMENT AND GREEN HRM

The extant literature in the HR field on the topic of sustainability suggests that more and more HR executives are keen to modulate their corporation as such to become exclusive environmental champions. A great extent of empirical research highlights the impact of environment management practices on performance of the organization

using different parameters (Iraldo, Testa, & Frey, 2009; Yang, Lin, Chan, & Sheu, 2010). Literature has given importance to adoption of environmental practices as a key objective of organizational functioning making it important to identify with the support of human resource management practices. (Cherian & Jacob, 2012, p. 25). Haden, Oyler, and Humphrey (2009) comprehend that the integration of environmental objectives and strategies along with the strategic development goals of a company results in an effective environment management system. Daily and Huang (2001) proposed that organizations essentially need to balance the industrial growth as well as preservation of the environment because it has been confirmed that by endorsing green practices, the companies may profit more than before (Murari & Bhandari, 2011). The Human Resource Department of an organization plays a significant role in the creation of their company's sustainability culture (Harmon, Fairfield, & Wirtenberg, 2010). It is identified that the greater the strength of green human resource policies, the greater is the intensity of adoption of environment management systems (EMS) and policies by the different companies (Bohdanowicz, Zientara, & Novotna, 2011).

Various contemporary scholars have augmented the understanding and studies on Green HRM in recent years (Berrone & Gomez-Mejia, 2009; Jabbour, Santos, & Nagano, 2010; Massoud, Daily, & Bishop, 2008; Renwick, 2008; Stringer, 2009). Green HRM depends on the unique and identifiable patterns of green decisions and behaviors of HR managers (green signatures; Jackson, Renwick, Jabbour, & Muller-Camen, 2011).

The incorporation of environmental objectives and strategies into the overall strategic development goals of a company helps in arriving at an effective EMS (Haden et al., 2009). There are various researchers who support the HRM practices to be effective for promotion of human capital and results in providing to contributors of organizational performance and competitive advantage (Boselie, Paauwe, & Jansen, 2001). Distinguished policies in the field of recruitment, performance and appraisal management, training and personnel development, employee relations, and reward systems are considered powerful tools for aligning employees with a company's environmental strategy (Renwick, 2008). Several workers argue that in order to implement an effective corporate green management system, it is important to promote a great deal of technical and management skills among all employees of the organization (Daily et al., 2007; Unnikrishnan & Hegde, 2007), whereas, others propose that organizations look at development of innovative tools and initiatives of environment management (EM) which will significantly impact sustainability of the firm and promote a competitive advantage (Hart, 1997; Lin, Jones, & Hsieh, 2001). Therefore, to expand such a framework, it becomes definitive to have effective human resource management practices including presentation of strict recruitment strategies (Grolleau, Mzoughi, & Pekovic, 2012),

appraisal, and reward systems which include environmental awareness and implementation in their evaluation process (Jabbour, Jabbour, Govindan, Teixeira, & Freitas, 2013) and training and empowerment programs (Unnikrishnan & Hegde, 2007) which will facilitate the evolution of new set of skills and competencies among the employees of "pro green" organizations. It is evident from the mentioned statements that whatever the method of research they apply, all of these researchers promote the ideology that is important for proper alignment of human resource management principles with objectives of green management in an organization.

Primarily this study concentrates on GHRM, which according to Dutta (2012) includes two major elements namely, environmental-friendly HR practices and the preservation of the knowledge capital. Green human resources refer to using every employee touch point/interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability (Mandip, 2012). HR department of an organization plays a major role in making environmental responsibility a part of the corporate mission statement. Green HRM focuses on employee's environmental behavior in the company, which in turn, employees can carry on such pattern of consumption in their private life (Muster & Schrader, 2011). The main objective of green HRM is to make the employees aware of the intricacies of environment management i.e. what action is needed, how it functions, and how does it help the environment. The exercise really motivates the employees and develops a sense of pride in them for being a part of the going green program.

IV. METHODOLOGY

The study is mix of both (i) exploratory and (ii) descriptive approaches. The sample size of respondents is kept restricted to senior 100 executives, more or less evenly distributed in three companies as 33, 33, and 34 and contacted under snowball methods of interviewing. The selection of senior executives is the criterion for interviewing, since such executives are found much knowledgeable and experienced in sharing their information over Green HRM. Thus it is judgment sampling technique with commonsensical amalgamation above two research approaches.

V. DATA MAPPING

Average Perceived Intensity API in %: - The same is an extension of 5 Point Likert scale to 100 Point scale model used for measuring the value of given statements. This measurement technique is on par with marking system as used by an examiner to assess the value of answer book out of 100 marks where "0%" Means Nil and 100% means full Positivity (intensity) and any % in between these two extremes shows the "Degree" of intensity against given measurable statement. In our case there are eight statements (T-1) on green HRM implementation strategies and 7 statements (T-2) on Green HRM advantages. An average value of each statement from

the eyes of 100 sampled respondents is worked out for the individual statement and then average perceived intensities (APIs) for all the statements included in the concern table is worked out.

VI. SCOPE OF STUDY

100 senior executives are selected from the reputed three MNCs located in Pune region.
Tech Mahindra, Hinjewadi, Pune.
Infosys, Hinjewadi, Pune.
Syntel, Tathawade, Pune.

STATEMENTS OF TABLE NO. 1

GREEN HRM

- Online advertisement and invitation of online application
- Green recruitment and selection of candidates
- Green Orientation
- Green Performance management and evaluation
- Green learning and development
- Green compensation and reward system
- Green health and safety management
- Green employee discipline management

A. *Online advertisement and invitation of online application:*

Due to advancement in technology now it's possible to post job advertisement online on job sites and on their own company websites. Even we can reach through SMS on mobiles and through different mobile apps. This process is easy and time saving. The only thing that is needed is candidates should have Internet access. The main benefit in this process is applicant can examine and gather the information of company he/she is interested otherwise it would have not been possible.

An API of practicing this is worked out to be 69% away from bench mark by 31% and hence requiring additional efforts.

B. *Green recruitment and selection:*

Green recruitment and selection of candidates means paperless recruitment process which will have minimal environment alimpact. In this type of recruitment focus is more on environmental sustainability and making it major element within the organization. In this process the mediums used are e-mail, online applications, resumes from different job portals etc. The company can select resumes of appropriate candidates and download them. Interview's observations can be maintained in softcopies. While recruiting the candidates some questions should be included to check the environmental awareness among the candidates and candidates who have strong determination and motivation to

VII. STRATEGIC IMPLEMENTATION OF GREEN HRM

There are several HRM functions that can be linked with Green HRM. The Practices under Green HRM that are usually exerted by the MNCs are expressed by the Majority of MNCs executives; the same are as follows

keep the office and environment green and natural as it is, should be recruited. If such candidates with green initiative are recruited it is easier for firms to train them as they are aware of recycling, conservation of energy and creating more sustainable world.

An API of practicing this is worked out to be 68% away from bench mark by 32% and hence requiring additional attention.

C. *Green Orientation*

The induction, orientation, ice breaking sessions etc. should be designed in such a manner that they focus on environmental consciousness. Induction or orientation program should focus on organization approach for green workplace, clean environment, healthy and clean local areas considering health and safety of employees etc.

An API of practicing this is worked out to be 74% away from bench mark by 26% and hence need more awareness towards it.

D. *Green Performance management and evaluation.*

In performance evaluation process, green practices should be included in Key performance index and in key performance areas and which can be considered for appraisals as well.

An API of practicing this is worked out to be 58% away from bench mark by 42% and hence it requires more focused and rigorous efforts towards it.

E. Green learning and development:

Different training and development programs, workshops, seminars, presentation session should be designed to develop and help employees to obtain awareness in green management skills. Different web modules can be used for training programs.

The program should include awareness about the current problem faced and how can their small steps bring drastic changes in it. Training supervisor should include issues like employee safety, waste management, recycling energy efficiency etc.

The trainer should use more online course material rather than printed books and Broachers to reduce use of paper. An API of practicing this is worked out to be 78% away from bench mark by 22% and hence it requires a bit stronger execution.

F. Green compensation and reward system.

Compensation and reward policy of the Organisation should include special reward in the form of monetary or non-monetary benefits for the employees who have shown an outstanding initiative and efforts to keep workplace clean and green.

An API of practicing this is worked out to be 56% away from bench mark by 44% and hence it's alarming situation which need more efforts.

G. Green health and safety management:

Green health and safety management not only includes the traditional health and safety management but also some added features of environmental management of an organization. That is why nowadays many organizations are redesigning post of "health and safety manager" as "health, safety and environmental manager". This includes a wider job scope as compared to traditional post of health and safety manager in an organization. The main role of green health and safety management is to ensure a green workplace for all. Green workplace is defined as a workplace that is

environmentally sensitive, resource efficient and socially responsible. At present there are companies who have taken lots of initiatives to reduce work stress and occupational diseases caused by hazardous work environment.

An API of practicing this is worked out to be 78% away from bench mark by 22% and hence it requires some more attention to get 100% fulfillment.

H. Green employee discipline management:

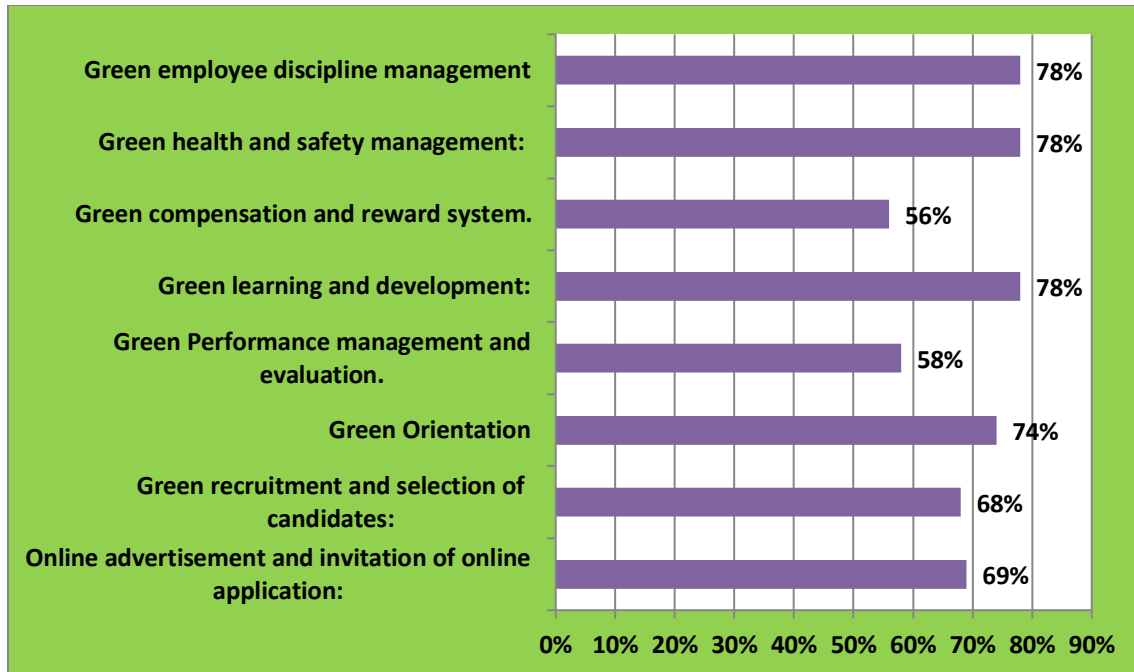
Companies needs to include policy manual in employee discipline management and also in rules regulation to self-regulate employees in environmental protection activities of the organization. In case, employees don't follow the rules and regulation for them disciplinary actions (warning, memo, fines, suspension etc.) can be taken.

An API of practicing this is worked out to be 78% away from bench mark by 22% and hence it shows more steps should be taken towards its implementation.

Strategic Implementation Practices	APIs in %
1. Online advertisement and invitation of online application:	69%
2. Green recruitment and selection of candidates:	68%
3. Green Orientation	74%
4. Green Performance management and evaluation.	58%
5. Green learning and development:	78%
6. Green compensation and reward system.	56%
7. Green health and safety management:	78%
8. Green employee discipline management	78%
Mean	70
SD	8.89
CV	12.7%

Table 1. APIs of Strategic Implementation of 8 Green HRM Practices in MNCs as envisaged in % by sampled (n=100) senior executives.

Source: field study



Graph:-1 Gravity of Green HRM Practices in MNCs

It is seen from the above Table and Graph that there are 8 practices by MNCs under Strategic Implementation for enhancing green HRM Milieu. However, an intensities of their implementation stand with varying scale perceivable from the worked out mean value in terms of API in between 56% (6) and 78% (5 or 6 or 8) with resultant 70% APIs for all (8 Practices) which indicate that the MNCs have fairly large quantum of diverse efforts in implementing Green HRM

(T-1). However, their accrued advantages are not coping with Strategic Implementation in the same zest (vide T-2).

The enquires over this revealed that the MNCs are not spending much on implementation of the above 8 practices or (ii) there is not either full time staff taking care of Strategic Implementation Practices or (iii) the employees awareness over this is inadequate or mix of all (i, ii & iii)

VIII. BENEFITS UNDER GREEN HRM

STAMENTS OF TABLE NO. 2

BENIFITS OF GREEN HRM

- Ensure healthy working environment and raising employees morale.
- Preservation of natural environment.
- Gain competitive advantage through ensuring corporate social responsibility
- Cost saving
- Increase company goodwill
- Intervention from the government and other law enforcing agencies is reduced to some extend
- Change in behavioral attitude of employees

Initially it may be difficult to implement Green HRM in MNC. However, it entails many advantages besides the meeting a legal task of CSR i.e. Corporate Social Responsibility under the newly enacted company law, 2013. There are also plentiful competitive advantages over

competitors through the preservation of positive environmental milieu and the development of natural resources; that lead to enhance ethical social values. The benefits that company can gain through green HRM are discussed ahead.

A. Ensure healthy working environment and raising employee’s morale:

The lush green environment increases enthusiasm and mental satisfaction. It is medically proved that after working for the long hours on the computer if a person looks towards a green trees panorama for a few minutes, it provides a calmness to eyes and peace to mind. Working place can be made smoke-ban, clean, hygienic, ventilator friendly, sunny, dust/gas free etc. which makes the work place healthier to sustain.

An API of practicing this is worked out to be 56% away from bench mark by 42% and hence which is very high and requires major steps towards it.

B. Preservation of natural environment

Natural resources that can’t be generated like Sea, river, rain, trees, forest, etc. but these are to be safeguarded and protected. Green HRM practices of MNCs like paperless recruitment, online training, vehicle pooling, using solar energy etc. may aid in preservation of natural resources and may be a small help globally since the whole world is confronting the Global warming tribulations.

An API of practicing this is worked out to be 58% away from bench mark by 42% and hence it requires lots of efforts.

C. Gain competitive advantage through ensuring corporate social responsibility.

Each company has to take ingenuity in CSR activities, by implementing the Green HRM company contributes towards the society which gains a competitive advantage to the company against their competitors.

An API of practicing this is worked out to be 59% away from bench mark by 41% and hence several efforts are required.

D. Cost saving

If the working environment is fresh and healthy it reduces the fatigue in employees which results in lower absenteeism rate and employee turnover which in turn saves the cost of the company. Also the paperless documentation and records eliminates cost of paper, furniture and printing.

An API of practicing this is worked out to be 67% away from bench mark by 23% and hence some more steps can be taken.

E. Increase company goodwill:

It is obvious that a company which has green management/HRM practices will have a higher goodwill in the market as green HRM practices comes under Corporate Social Responsibilities which is still not being adopted by many of the organizations. Thus company following such

green practices gains added competitive advantages which raise their goodwill in the market.

An API of practicing this is worked out to be 59% away from bench mark by 21% and hence it requires lots of efforts.

F. Intervention from the government and other law enforcing agencies is reduced to some extend:

Adoption of proper green management/HRM practices can reduce the chance of intervention by the central/local govt. and other law enforcing agencies.

An API of practicing this is worked out to be 63% away from bench mark by 27% and hence it requires more focus.

G. Change in behavioral attitude of employees

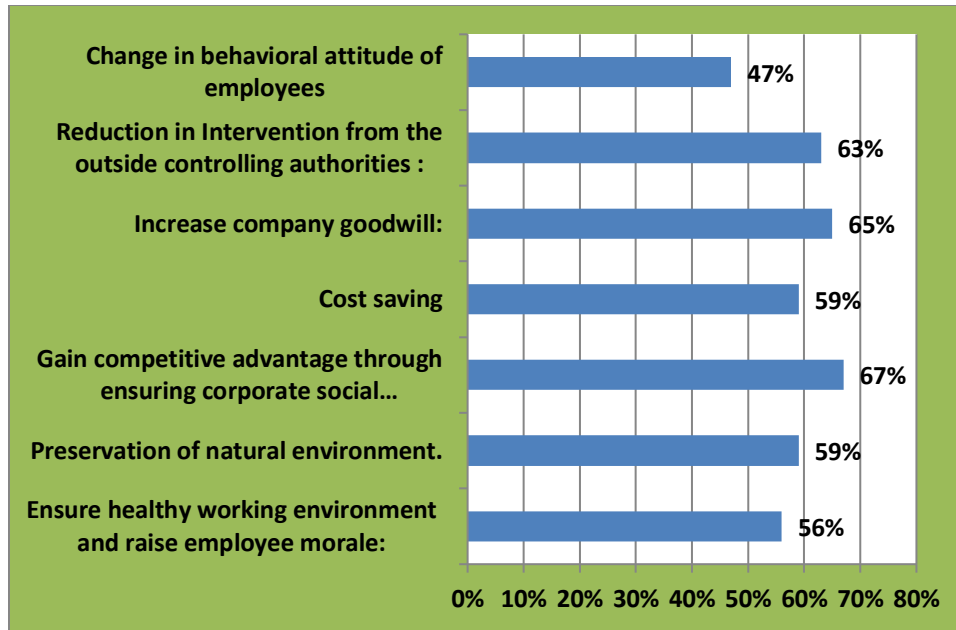
The constant efforts of organization bring out a positive approach of employees towards work and shape their behavior to develop ecofriendly attitudes in their personal and professional lives.

An API of practicing this is worked out to be 59% away from bench mark by 21% and hence it requires more attention.

Advantages of Green HRM	APIs in %
1. Ensure healthy working environment and raise employee morale:	56%
2. Preservation of natural environment.	59%
3. Gain competitive advantage through ensuring corporate social responsibility.	67%
4. Cost saving	59%
5. Increase company goodwill:	65%
6. Intervention from the government and other law enforcing agencies is reduced to some extend:	63%
7. Change in behavioral attitude of employees	47%
• Mean	59%
• SD	6.7
• CV	8.80

Table 2. APIs of advantages of Green HRM as envisaged in % by sampled (n=100) Sr. executives in their companies

Source: - field study



Graph:-2 Gravity of Green HRM advantages in MNCs

It has been observed from the above Table and Graph that there are seven advantages accrued to MNCs under Strategic Implementation for enhancing green HRM Milieu .However ,an intensities of these advantages stand with varying scale perceivable from the worked out mean value in terms of API in between 47%(i) and 67% (iii) with resultant 59% APIs with 6.7 SD for all (7 Practices) which indicate that the MNCs though have fairly large quantum of diverse efforts in implementing Green HRM (T-1),their accrued advantages are not coping with the same zest (vide T-2)

IX. CHALLENGES FACED IN IMPLEMENTATION OF GREEN HRM

Though one can get a number of benefits from green HRM practices but there are few challenges that are faced by MNCs for implementation of such practices; some of these challenges are mentioned below.

- Recruiting and training an employee on green practices is a challenging task.
- It is difficult to set the parameters to appraise the employees on the performance of green practices.
- Some employees may show reluctant behavior towards the green HRM practices adopted by the Organisation.
- Initial investment in green HRM is high and may bring a low return thus it may be difficult to get top management support for it.
- Maintaining and developing the green culture with in the MNCs are time consuming and lengthy process.

X. FINDINGS

It is seen from the above Table and Graph that there are 8 practices by MNCs under Strategic Implementation for enhancing green HRM Milieu .However ,an intensities of their implementation stand with varying scale perceivable from the worked out mean value in terms of API in between 56%(6) and 78% (6 or 8) with resultant 70% APIs for all (8 Practices) which indicate that the MNCs have fairly large quantum of diverse efforts in implementing Green HRM (T-

However, their accrued advantages are not coping with Strategic Implementation in the same zest (vide T-2).

The enquires over this revealed that the MNCs are not spending much on implementation of the above 8 practices or(ii) there is not either full time staff taking care of Strategic Implementation Practices or(iii) the employees awareness over this is inadequate or mix of all(i, ii& iii)

It is seen from the above Table and Graph that there are 7 advantages accrued to MNCs under Strategic Implementation for enhancing green HRM Milieu .However ,an intensities of these advantages stand with varying scale perceivable from the worked out mean value in terms of API in between 47%(i) and 67% (iii) with resultant 59% APIs with 6.7 SD for all (7 Practices) which indicate that the MNCs though have fairly large quantum of diverse efforts in implementing Green HRM (T-1),their accrued advantages are not coping with the same zest (vide T-2) .

XI. SUGGESTIONS

- HR managers can motivate employees to follow green practices.
- In depth training can be provided to employees for implementation of green practices.
- New innovative ideas of green practices can be welcomed and appreciated.
- Monetary rewards can be included for green practices
- Strict disciplinary actions can be taken against who violets the rules of Green Practices.

XII. CONCLUSION

From the above findings and researches, it can be concluded that with an appropriate planning, controlling, organizing and leading we can implement green HR practices in organization. Most popular outcome of green HR practices include: telecommuting, online training, teleconferencing electronic filing, and virtual interviews, job sharing, recycling, and developing more energy efficient office spaces. With society becoming more environmentally conscious, businesses are starting to include green proposals into their everyday work environment. Though it's tough in initial stages to implement green HRM practices but once they are implemented company gains sustainability and competitive advantage through ensuring corporate social responsibility. Thus firms should adopt green HRM practices into day to day HRM activities.

REFERENCES

- [1]. D. Renwick, T. Redman, and S. Maquire, Green HRM: A review, process model, and research agenda, Discussion paper series, 2008, University of Sheffield Management School, The University of Sheffield.
- [2]. . K. Peattie, Environmental marketing management: Meeting the green challenge (London: Pitman, 1995).
- [3]. . D. Owen, Green Reporting: Accountancy and the Challenge of Nineties (London: Chapman and Hall, 1992).
- [4]. . P. McDonagh and A. Prothero, Green management: A reader (London: Dryden Press, 1997).
- [5]. www.iosrjournals.org.
- [6]. . Y. Saraswat, Green HRM- A contemporary issue to be discussed and followed, International Journal of Innovative Research & Studies, 4(4), 2015, 211-229.
- [7]. . R. S. Prasad, Green HRM, A requirement of 21st century, National Journal of Research and Management, 1(1), 2013, 15-18.
- [8]. N. Govindarajulu and B. F. Daily, Motivating employees for environmental improvement, Industrial Management and Data Systems, 104(4), 2004, 36.
- [9]. Banerjee, S. (2001), Managerial perceptions of corporate environmentalism: interpretation from industry and strategic implications for organizations, Journal of Management Studies, Vol. 38, No. 4, pp 489-51.

- [10]. Harmon J, Fairfield KD, Wirtenberg J. Missing an opportunity: HR leadership and sustainability. *People & Strategy*. 2010; 33:16-21.
- [11]. Holtom BC, Mitchell TR, Lee TW, Eberly MB. 5 Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. *The Academy of Management Annals*, 2008.
- [12]. Liebowitz J. The role of HR in achieving a sustainability culture. *Journal of sustainable development*. 2010; 3:50-57. [CrossRef].
- [13]. Opatha HHDNP, Anton Arulrajah A. Green Human Resource Management: A Simplified General Reflections, *International Business Research*. 2014; 7(8):101-112.
- [14]. Phillips L. Go green to gain the edge over rivals. *People Management*, 2007, 13(9).
Ramus CA. Organisational support for employees: Encouraging creative ideas for environmental sustainability. *California Management Review*. 2001;43:85-105. [CrossRef], [Web of Science®].
- [15]. Ramus CA. Encouraging innovative environmental actions: What companies and managers must do. *Journal of World Business*, 2002; 37:151-164.
- [16]. Renwick D. Green HRM: A review, process model, and research agenda (Discussion Paper Series). The University of Sheffield, 2008. Retrieved from <http://www.shef.ac.uk/content/1/c6/08/70/89/2008-01.pdf>.
- [17]. Stringer L. The Green workplace. Sustainable strategies that benefit employees, the environment, and the bottom line. New York, NY: Macmillan, 2009.