

## GREEN HUMAN RESOURCE MANAGEMENT: NURTURING SUSTAINABILITY IN THE WORKPLACE

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### ABSTRACT:

Green HRM is the application of HRM policies to support the cause of environmental sustainability and, more broadly, the sustainable use of resources within business organizations. The study's goals are to investigate how green HRM practices are implemented in businesses and to advance the philosophy that's necessary for correctly coordinating HRM practices with green HRM goals within an enterprise. This descriptive approach uses data from primary and secondary sources. Green HRM includes all initiatives meant to assist a company in implementing its environmental management plan and lowering its carbon footprint. These initiatives include hiring and onboarding new employees, managing performance reviews and incentives, providing training and development, and handling pay and benefits.

**KEYWORDS:** Organization, Environment, Image, Green HRM and Recruitment.

### INTRODUCTION:

Several advancements in the industrial sectors over the past decades have completely shaped the management practices at large. In the present scenario of globalization, It is imperative that businesses ensure of taking care it from the organic ecosystem so that no harm is caused to environment. Much attention to environmental issues has seized the limelight of geographical boundaries. The present topic regarding climatic change has been in discussions extensively among the citizens, government, and policy makers across the global territories. In present times

business firms are facing various pressures as an example of political, economic and societal concerns to hoist the issues pertaining to ecology and improve their environmental sustainability computation (Sarkis et al, 2010). Due to which the organizations are opting for several alternative management practices as an effort to match the shareholders expectations.

In some studies, it was pointed that environmental factor with regard to organizational practices has been frequently reported as an attempt to strike the ideal balance between the conservation of national environment and expansion of industries for the generations to come (Zibarras & Coan, 2015). The leading issue concerned by the global business had thought that leaders are environmental execution of the company and its efficiency management (Guerci et al, 2016).

Green management strategies are under consideration as the most effective way of dealing the environmental worries of the organizations. Over the years green issues related to workplace settings are apparently gaining much thrust (Sonenshein et al, 2014). Green management is explored to various aspects such as in the areas of marketing management, retail management and finance (Peattie, 1992; Bebbington, 2001 & Kee-hung et al, 2010).

The main objective for selecting green management execution is to use the products and activities that don't to any sort of illness to the environmental surroundings through pollution or change the natural resources and will cause adverse results at end (Sardana, 2018). Globally approved MNC's are accepting green HRM management practices as a measure to improve the organization's brand reputation to enhance the selectivity quotient by the pro-environment ages, precisely the modern workforce (Ehnert, 2009).

Green management practices gather multi-fold well-being for the organizations and the society. These measures aspire to safeguard then natural world from the damaging impact of industrialization. Studies found that the human resource policies are mainly designed to deal with the environmental concerns of the firms that have a direct effect on the organizational outcomes (Harvey et al, 2013). Noted was the fact that environmental performance appears to guide a few numbers of pragmatic outcomes such as rise in profit margins, healthy financial results, and greater stock market performance (Flammer, 2012). At enterprise level primary green management initiatives act as condemning deciders in evolving the regard image of the business corporations by the civil society members.

## REVIEW OF LITERATURE:

For every company's human resource division is being the most integral part. This department ultimately possess the industries human assets who contribute towards the organizational advancement in the long run. Many of the academicians and researchers had spotlighted the key role stating that HRM can play in designing the best strategies to impact the prevailing firms'

practices in shaping the environmental management framework of worker who is not required to focus or researched (Jabbour & Santos, 2008). The increasing importance of green management has created a renewed boost up to explore the significance of HRM in every business firm to fulfil the sustainable growth. Many studies had explored green HR systems and their impact on the employee behaviour along with the various dimensions and perspective along with the new theoretical point of view (Renwick et al, 2016). Huge number of factors plays a primary role in shaping the people's perception towards the business firms' brand image. One such exemplar is regarding recruitment and selection of the workforce in organizations. It was found from the earlier studies that potential job seekers likely get determined by the business firm's green brand value, notably when the firms are widely perceived to be an environmentally enduring workplace (Chen, 2008). Additionally, numerous studies have shown that business organizations with clear policies of environment and regulations appears to bring out suggestible attention of the prospective workforce and accordingly enterprise gather the confidence of the most certified applicant pool in the process of selection and recruitment (Albinger & Freeman, 2000).

With the review it is being appeared from past literature that green HRM plays a larger role at both society and organizational level for the enhancement of the natural surroundings.

#### Green HRM Significance in the Organizational Context

Green HRM related research is primarily focused on the organizational and industries level practices (Ones and Dilchert, 2013). Some researchers had also attempted to investigate green HR systems and its effect on the employee behaviour along with multilayered and new theoretical approaches. Additionally, there are numerous studies through which the relevance of green job is understood with respect to green HRM (Cassio & Rush, 2009; Llewellyn & Golden, 2008). It was emerged from literature that there are many remarkable strands of Green HRM practices, plays a crucial role in shaping then organizational management.

#### Green HRM Initiatives:

The natural environment and HR management are emerging fields in developing nations like India. Certain researchers claim that to increase an organization's strategic achievement efficiency, HR systems must always be aligned. It was also determined that the key human factors fostering the expansion of green management concepts are hiring, employee motivation, training, and rewards. HRM functions must be changed to be more environmentally friendly to guarantee that the organization receives the proper employee green inputs and green job performance. The following is a discussion of a few HRM initiatives that highlight workplace sustainability and the natural environment.

- Green Recruitment and Selection: It is the most effective and efficient tool for attracting qualified candidates to the company, focusing on the recruiting and selection criteria

(Lievens & Highhouse, 2003). Green recruitment gives sufficient scope to the organization to give detailed facts regarding the activities when compared with the media traditional outlets like print media (Renwick et al, 2013). The findings of studies which are based in U.S. show that students are mainly willing to join companies which have friendly environment brand image (Bauer & Aiman, 1996). Through research it was found that U.S. graduates are inclined to join firms subscribing to green practices (Anderton & Jack, 2011). It was noticed in a study that French firms are integrating voluntary green favourable standards to have an effortless ride in the complete recruitment drive (Ones & Dilchert, 2013). It was also observed in a survey conducted by UK Survey of business houses stated that dynamic involvement of management related to HR practice plays a crucial role in governing the workforce to become green friendly. In other case it was evident that increased degree of workforce.

- **Green Training and Development:** Green training and development is the development of behaviours, attitudes, knowledge, and skills necessary for innovation (Liebowitz, 2010). It is one of the main functions of green HRM as it provides environmentally friendly training to the members of organization in developing skills and knowledge required. This helps the companies to implement environmental management programs (Cook and Seith, 1992). Providing awareness among workforce on environment by organizing workshops and seminars is crucial to attain good environmental performance. If the education on environment is provided to workforce, will result in switch of behaviour and attitude among them which is needed for the organization (North, 1997). Organizations need to provide training on certain practices such as recycling, energy efficiency, green personal skills development, waste management, and re-training the workforce who lost job in polluter industries (Renwick et al, 2013).
- **Green Performance Management:** The process of encouraging staff members to develop their professional abilities to better meet the goals and objectives of the company is known as management (PM). The PM is the result of the corporate strategy being acknowledged. Because it guides employee performance to the environmental performances required by the organization, green performance management is crucial to the effectiveness of green management work overtime (Jabbour and Santos, 2008). To measure environmental performance standards and develop green information systems and audits, companies such as Tata Group of Companies have implemented corporate-wide environmental performance standards. These standards cover on-site use, waste management, environmental audits, and the reduction of waste.
- **Green Reward Management:**

The main components of the HRM process are reward and compensation; this component is crucial for preserving employees' interest in the company. The goal of reward policies is to

improve organizational commitment (Daily and Hang, 2001) and attract, retain, and motivate employees to achieve organizational goals.

Green HRM also includes green reward management as a crucial component. The long-term viability of an organization's ecological performance is closely linked to its green reward management strategies. Green reward management plays a major role in inspiring managers and non-managerial staff to support corporate environmental management initiatives. There are two ways that organizations can implement it: financially and non-financially. Certain companies offer financial rewards to their employees, such as cash bonuses, incentives, or recognition for their excellent environmental performance. Employees that perform well in the environment are given non-monetary rewards (prizes, awards, special recognition, honours, etc.) in some other companies. Dow Chemical is an excellent example of a company that offers rewards and compensation for its employees who come up with creative ideas for reducing waste.

## CONCLUSION:

The article tends to educate readers on the ways in which green human resource management (HRM) benefits or harms workers, organizations, and environmental practices. Green HRM refers to all activities that are meant to help an organization carry out its environmental management agenda to lower its carbon footprint. These activities include hiring and onboarding new employees, inducting them, managing their performance, training, and development, and pay and reward systems. Only when green HRM is successfully implemented throughout the company will this be achievable. It stands to reason that a company that offers green HRM practices will draw people in, and that putting these practices into practice will enhance employee attitudes and behaviours. For Green HRM to produce the desired results, future research must present empirical data. Green HRM can improve a company's brand and image. Green HR will be crucial in raising employee awareness of and concern for the preservation of natural resources as well as in helping to manage waste, reduce pollution, and produce eco-friendly goods. The suggested process model will make it easier for upcoming researchers and managers in the field to implement green HRM practices.

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