

Green HRM Practices –A Review of Literature

C. Sathya* & Dr. J.JayaKrishnan** & R. Manivannan***

*Research Scholar, Dept. of Business Administration, Annamalai University.

**Associate Professor, Dept. of Business Administration, Annamalai University.

***Assitant Professor, Dept. of Business Administration, Annamalai University.

Received: August 28, 2018

Accepted: October 16, 2018

ABSTRACT

Green Human Resource Management (GHRM) is very critical in helping different organizations achieve environmental sustainability. This is a novel concept in relatively many organizations and especially in the developing countries. However, more effort is required to help organizations in the implementation of the green policy, some the organizations have already embraced the concept and have been utilizing and practicing the concept. Generally, the concept practice in the recruitment and selection, training and development, performance management and appraisal, compensation and reward, empowerment and participation, and organizational culture. It shows that HRM has a major role to play in helping turn their particular organizations green. This sets the basis of this paper, which utilizes the desk research but proposes further research in the area considering that it is still a green concept in the field of HRM. The main objective of the paper is to focus on the acquisition, development and motivational functions of GHRM in developing countries. The methodology followed to conduct the study is through secondary data.

Keywords: *Going green, green policy, business, company, GHRM*

Introduction

The recent years have been characterized by an augment with regard to the concept of the Corporate Social Responsibility (CSR) (Ahmad, 2015). Customers are concerned and conscious about businesses pursuing and fostering activities that focus on “going green” through the adoption of environmental management techniques. This has helped the business communities to achieve their sustainability goals. HRM activities are considered as one of the major drivers towards the achievement of business sustainability goals and it is in this context that many businesses, both in the developed and developing countries have turned into the concept of the GHRM (Ahmad, 2015). The concept of the GHRM denotes the aspect of the utilization of HRM policies with the primary objective of promoting the sustainable use of resources within the business organizations as well in ensuring the promotion of environmental sustainability. In other words, the GHRM focuses on the aspect of pursuing Environmentally-friendly HR practices as well as preserving the knowledge capital. The proper management of the above two concepts are optimal to the attainment of the CSR and eventual business sustainability, which is critical for every business entity. The purpose of this paper is to find out the gap of implementing GHRM between the developing and developed countries and also identify the root cause of the gap in implementing GHRM.

Present Trend in Developed and Developing Nations

Rani and Mishra (2014), Stated that the developed and developing countries aim to achieve sustainable development in the long- run, a large number of them have been implementing the GHRM policies in their strategic plans.

Pallavi & M V V Bhanu (2015) point out the top 25 green companies in the world are in the developed world with a green score of 72% to 89.2%. These companies were selected across different sectors of the economy ranging from retailing of consumer goods to production of industrial goods. They also made some comparison with the top 10 green companies in India in the same year without giving any specific green score of these companies. Since the GHRM concept is relatively a new concept in the developing countries, we anticipate the green scores to be much lower (below 40%) than developed countries.

Green Recruitment and Selection

In the context of HRM, recruitment denotes the aspect of requiring different potential candidates to apply for a particular open position in an organization while selection is the process of choosing the best qualified and suitable candidates that meet the necessary merits from the list of the job applicants. Traditionally, these processes only concentrated on the skills-set abilities of a potential candidate to drive performance. However, this has been re-coined in the recent GHRM context, whereby it refers to the

systematic hiring process, which focuses on the significance of the environment in making it a central element within the particular organization (Ahmad, 2015; Deepika & Karpagam, 2016).

Green Training and Development

Training is the concept of preparing a multi-talented lot of employees and is also concerned with the improvement of skills and knowledge necessary for innovation (Liebowitz, 2010). Zoogah 2011 (as cited in Obaid & Alias, 2015) defines green training and development as the organizational development of attitudes, behaviors as well as knowledge and skills among the employees in order to help avert the corrosion of environment. An important point to note is that there is a strong positive correlation between employee training and development with the organizational performance. It is the role of an organization's HRM department to impart the necessary training and developmental skills and knowledge among the employees in order for them to remain competitive in the job market. It is in this context, that Boromisa, Tisma, and Lezaic (2015), note that organizations have the ability to acquit the employees with relevant knowledge regarding the concepts of "going green".

Green Performance Management and Appraisal

The primary objective of undertaking this assessment is to ensure that there is the "sealing" of the performance gap so that the individual and collective employees work towards the attainment of the set organizational performance levels (Tapamoy, 2008; Odeyale, 2014). Traditionally, the performance management and appraisals were undertaken with the primary objectives focusing on the organization's abilities to achieve its income, profitability, and employee satisfaction levels. As such, the assessment left out appraisals on the ability of the particular organization to remain sustainable in the long-run.

Green Compensation and Reward

According to Ahmad (2015), compensation and rewards are the means through which the employees are appreciated for their performance. They are considered as the most powerful and influential tools through which individual's interests are linked to those of the organization. Through incentives such as accolades, different employees will be ensure full commitment to their work as well as work extra harder in order to help deliver the particular organization's goals and objectives. In the context of GHRM, the green compensation and rewards are considered as latent elements that can be used in the support and promotion of the environmental activities in the particular organization or business entity. Ahmad (2015) notes that in order to push for eco-friendly initiatives, different modern organizations are embarking on strategic reward and management approaches integrated on their strategic approaches in order to motivate the particular employees to continuously work towards achieving the organization's goals of augmenting the environmental management techniques (Ahmad, 2015).

Green Employee Empowerment and Participation

Employee empowerment and participation, through their engagement, is a very vital element in pushing forth and increasing the levels of an organizational performance (Huq, 2010). Engaging the employees in different capacities, such as in the decision-making process, is central in the sense that the employees will feel as being part of the organization, hence developing the "ownership" culture among them. In other words, they feel valued by the top management of the particular organization eventually increasing their morale and motivation.

Green Management of Organizational Culture

Creating awareness and developing GHRM practices, is not necessarily enough in achieving the optimal green initiatives. On the contrary, there is a need for an organization to embed these initiatives and policies onto its organizational culture through continuous appraisal. Asmui, Mokhtar, Musa, and Hussin (2016), notes that organizational green culture and organizational commitment are two key tools that different organizations must understand in order for them to remain sustainable. It is in this context, that the three authors document the need of the organizations to come up with appropriate strategies of measuring the two determinants from the perspective of the employees. This will assist them to have a better understanding of the different needs of the employees so that they are able to satisfy them accordingly.

Some of the notable energy issues with regard to the implementation of the corporate green policy within different firms and organizations include the following as established by some of the

previous literatures. Firstly, there has been a lack of corporate leadership monitoring of the proper utilization of energy sources and usage within different organizations. It is the mandate of the senior leadership and management to ensure the proper utilization of energy by the subordinate and junior staff. For instance, switching off lights and machines is very critical to energy saving.

Discussion

From the review of the literature, it has demonstrated that many developed countries, a large number of organizations in the developing countries continue to embrace the concept of GHRM with some already having put in place appropriate greening initiatives with the aim of maintaining sustainable environmental performance. However, considering that most of the developing countries are still grappling with challenges of economic development, some of the companies have not yet fully achieved the CSR, which is vital with regard to going green. From the literature, it has been established that the Human Resource Management is a major stakeholder in the transformation of an organization towards moving green. This stems from all the roles that the HRM plays in an organization, which ranges from the recruitment and selection through to the management of the organizational culture. If all the above in a green way, the particular organization will help ease the environmental impacts by the organization. Although some hurdles will be faced when an organization is trying to optimally achieve environmental management techniques towards going green, the HRM practices, through the employees are very critical in achieving this goal. In the view of the above, and despite the fact that the GHRM is a new concept, more research and understanding of the concept by more organizations will help achieve organizational sustainability that it has happened in the past. The capital issue of transitioning in the implementation of GHRM will be an important challenge facing organizations in developing countries. Governments will have to provide incentive and support to subsidize organisations that implement GHRM as a corporate social responsibility. Organizations can also undertake intercompany support and social recognition for promoting and implementing GHRM in their policies and operations.

Conclusion

This research article embarks on a comprehensive study on the different implications associated with the implementation of the GHRM in the developing nations. Some of the developing nations such as Afghanistan, China, India etc have to incorporate various GHRM practices to become developed nations. However, the concentration has been on the employees, with the focus on the recruitment and selection, training and development, performance management and appraisal, reward and compensation, employee empowerment and participation, and the management of the organizational culture. The research has established how these can be managed from a “green” perspective levels and offered relevant recommendations as optimal solutions to the successful implementation of the GHRM in different organizations.

References

1. Ahmad, S. (2015). Green human resource management: policies and practices. *Management Review Article*, 2, 1-13.
2. Mankotia Randhir, Suman Shambhu and Tiwari Rajesh (2011) Green Governance in IT Companies, *Simskriti* Vol. 8, 64-69
3. Novacek Pavel (2013). Human Values Compatible with Sustainable Development, *Journal of Human Values*, Vol.19(1), 5-13
4. E. Callenbach, F. Capra, L. Goladman, R. Lutz, and S. Marburg, (1993) Eco-management: The Elmwood guide to ecological auditing and sustainable business.
5. Pillai, R., and Sivathanu, B. (2014), Green Human Resource Management, *International Journal of multidisciplinary research*, 4(20), 17-42.
6. Opatha, H. H., and Arulrajah, A. A. (2014). Green Human Resource Management: Simplified general reflections. *International Business Research*, 7, 101-112.
7. Paille, Y., Chen, Y., Borial, O., and Jin, J. (2013). The Impact of Human Resource Management on Environmental Performance: An Employee-Level Study. *Journal of Business Ethics*, 1-16.
8. Pallavi and M.V.V Bhanu, (2016). Green HRM: A Way for Corporate Sustainability. *International Journal of Human Resource Management and Research (IJHRMR)*, 6(2), 13-20.
9. Pandey, S., Viswanathan, V., and Kamboj, P. (2016). Sustainable green HRM: importance and factors affecting successful implementation in organizations. *International Journal of Research in Management and Business*, 2(3), 11-29.