

Green HRM and Sustainability: As a source of Competitive Advantage

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ABSTRACT

We are living in a more environmental friendly world and we are aware of our duty to contribute as much as possible to the welfare of our environment. This paper seeks to provide simplified general reflections on Green Human Resource Management (Green HRM), which is a new concept at least in the Indian context and indeed has great potential to serve the individual, society, businesses and the environment. This article focuses on the meaning of green HRM, the importance of green HRM, the need for green human resources, the greening of HRM functions and the results of some green HRM research studies. The research paper is expected to have some value in sparking interest among potential researchers and gaining a conceptual understanding of Green HRM. Ultimately, the paper proposes some research agenda for the future study.

1. Introduction

Concept of Green HRM: Green HRM was coined as a term almost 10 years ago by Renwick and D.W.S. Redman. Green HRM is a term used to all possible HR policies that could contribute to sustainable environment development. Green HRM involves environmentally-friendly human resource policies and practices that, on the one side, will help organizations achieve its monetary objectives by developing environmental branding and on the other side save environment from negative impacts that might cause by the business organizations.

Due to continuous degradation of environment, rise the concern about the use of environment friendly management practices. There is a need for companies to adopt various Green or environment friendly management practices such as Green Marketing, Green HRM, Green accounting, Green product development and Green renewable resource utilisation etc. Green management generalise as the practice of developing environmental management strategies by integrating it with various management aspects. In order to sustainable development of employees, management, company and society as a whole, there is a need of implementing Green HRM practices in company's standard Management process.

Green management initiatives have become an important factor in the advancement of business organizations around the world. Green HR initiatives help companies find alternative ways to cut costs without losing their best talent; Furloughs, part-time job, etc. There is a growing need for strategic green human resource management: incorporating environmental management into human resource management. Human resource experts suggest that encouraging employees in the workplace to be more environmentally friendly is a top practice for their organizations. This means that companies encourage their employees to make double-sided photocopies, power up computers after a few minutes of inactivity, use energy-saving light bulbs for desk lamps, lower blinds in the summer to save energy, donate / uses discounted office furniture / equipment used by employees or local charities is an environmentally responsible method.

2. Literature Review

Ongoing research confirms that the need of integration between Environment development and Human Resources Management. Need to implement such practices that directly or indirectly help to develop the sustainable environment development. Studying the relation between HRM and environmental, researchers draw the results that HRM imparts to intensify or further improve the quality, value of environmental performances (e.g. Jackson et al., 2012; Renwick et al., 2013). Green HRM has gained importance in recent years. Dr. K Mishra in paper talks about strategic management which is required in order to attain Green HRM. The strategy should apply to various dimensions of HR like recruitment, appraisal, employee compensation but the majority of role should come from Corporate Social Responsibility (CSR). He also believes that in order to accomplish Green HRM each and every employee should intervene in such a manner so that sustainable business practices and awareness regarding environment can be spread within the organization.

Pooja popli (2014)[20] carried out a study of Green HR practices in industries in Nasik. The purpose was to identify whether the organizations in Nasik are aware of the concept of Green HRM and if the organizations are aware what different initiatives and efforts they take to make their HR practices and environment green. The findings revealed that most of the organizations in Nasik are well versed about the Green HR concept that has been put forward to help them to keep the environment green but still few companies are not able to put it into practice in different functional areas of HRM.

R.K. Mishra et. al. (2014)[21] conducted a study on Indian CPSE's (Central Public Sector Enterprises) to explore the greening practices initiated over there. The study revealed that the companies have only a few existing Green HRM initiatives; the initiatives are not formally implemented yet and are not generally categorized under the Green HR technique. The companies do accept the need for greening and also support the concept of employee involvement yet; such initiatives at present do not exist in the organizations. There is high scope

for the Indian CPSE's to adopt HR initiatives to support their vision of greenlining of organizations.

Paridaet. al., (2015)[22] conducted a study to examine the various Green HRM practices and policies adopted by IT firms and to check employee awareness regarding these sustainable practices in their organizations. The findings revealed that these companies are adopting various methods towards sustainable development like double-sided printouts, less use of paper, encouraging carpooling, switching off lights and other power consuming resources like A.C after 6 pm, encouraging online application for jobs and conducting interviews through video conferencing etc. The findings further revealed that majority of the employees are aware of the practices followed and they follow such practices because of the sense of responsibility towards the environment. The HR managers agreed that GHRM policies had contributed in increasing the profit share of the company. According to the research, the major barriers to implementation of sustainable policies were the cost of implementing programs and the cost of maintaining programs.

Mousumi & Nilanjan Sengupta (2015)[23] conducted a research on junior and senior executives working in seven sectors such as IT, Banking, Airlines, Telecom, Automobile, Manufacturing, and Healthcare. The study was meant to investigate the perception of these employees about the Green HRM initiatives implemented by their respective organizations. It was found that these companies have been implementing a number of Green HRM initiatives. However, the more serious approach needs to be taken to implement them, communicate them to the employees, encourage them to adhere to such initiatives and reward them adequately.

Pavitra Mishra (2017) carried out a study to understand the status of GHRM practices in the Indian Manufacturing sector and to explore factors that may encourage Green behaviors. The findings suggest that the organizations have certain existing practices of GHRM, but these practices are neither formally organized under GHRM initiatives nor diligently followed. It further reveals though there are instances of organizations making efforts to increase awareness through informal means, only a few provided environmental training. In case of recruitment and selection, organizations are only practicing use of online portals and social media. In case of performance appraisal, there is no particular point about green behaviours.

3. Research Methodology and Objective

Research Methodology: The study is primarily based upon the secondary data. For this extant 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.

Objective: The main purpose of this study is to:

1. Provide with a basic understanding of Green HRM.
2. Elaborate various Green practices that can be developed for building a Green workplace.
3. To understand the factors affecting implementation of sustainable Green HRM practices.
4. Attempts to suggest some Green initiatives for HR developing Competitive Advantage over other companies.
5. Green HRM initiative a way towards sustainable development.

4. Go Green and G-HRM in recent scenario

Here, Green basically means something related to natural environment. This word basically emerged with the initiate with Green Movement which advocates the principal of environment sustainability, non-violence and Justice. With the growing awareness within the organisation of the significance of Green Movement most of the companies start analysing that how managerial practices in accounting, marketing, supply chain management, HRM etc. can contribute to environmental friendly management. Go Green is a concept derived from Green Movement which was a political movement. The implementation of eco-friendly lifestyle and minimising the practices or activities that cause degradation of environmental resources will lead to sustainable development. Any action that takes by keeping the sustainability of the resources it contributes a positive impact on the environment. Every small change by every individual creates a big change for future generation in sustaining the Green environment serving the natural resource for our future generations.

Sodin in 2011 discussed the positive effects of the types of Green intellectual capital on corporate environment citizenship leading to competitive advantage of the firms. In other word "wehmeyer and Parker", 1996 explains the need of redefining HR roles from HR executive to environmental executives who achieve employee Cooperation in implementing environmental policies. Healthy Green HRM is all about the application of the concept of sustainability to organisation and its workforce. Green's activities are focused on reducing and eliminating environmental waste and revamping HR product tools and processes, resulting in greater efficiency and lower cost of electronic filing, ride-sharing, job-sharing, teleconferencing, virtual interviews, recycling, teleworking. In fact, Green HRM promotes different green functions and practices in different HR functions.

Further to incorporate Green HRM, there is need to use environment friendly HR practices for sustainable use of available resources. GHRM will help companies reduce the carbon footprint of employees through green human resource management practices, which will lead to better work and private life, improve employee performance, reduce costs and retain employees. For example, there should be various Green HR practices such as the flexible working schedule for employees, use of electronic filing, car sharing by the employees, job sharing, virtual interviews, teleconferencing, recycling, telecommuting, online training courses, energy efficient office space etc (Margaretha and Saragih, 2013).

In order to promote Green HRM practices all business organisations School adopt Green starting procedures Green staffing procedures involves hiring individuals with the means of environment management techniques. In the process of Green staffing, job analysis procedures should focus on environmental aspects search as environmental duties and responsibilities identification and influence of candidates with environmental management related experiences search practices ensure that the selected candidates should possess the personality and the attitude to persuade creativity and innovation idea vis a vis the environment. It is integrate that in order to perform Green management employees and organisations must have some external creative impulse and giving the authority to do something. It promotes environmental management by aligning employee's goals capability by motivation and perception with

environmental management practices and Systems. The amalgamation of human resource management with environmental management is not just desirable but essential, assaidby "Fayazetal. 2015". HRM plays very crucial role in execution of Green practices which indicates that the contribution of HRM to the Green performance as study carried out by (Harway al ek 2012) training and development practices as a component of Green HRM must focus on development of

employee's skills knowledge and attitude about conservation of environment.

People may believe that the global effort to go green comes only from politicians and stakeholders. Actually this is not the case! In recent years, many large companies have implemented more sustainable and environmentally friendly business practices. Here are 25 important companies leading the green revolution which is presented in the given table 1:

Table 1: List of 25 World Wide Companies Who Leads Green Revolution

Bank of America	McDonalds	Wal-Mart	Dell	Tesco
Ceres	Home Depot	Tesla Motors	Target	S.C. Johnson
General Electric	Anheuser-Busch	Coca-Cola	Brooks	Goldman Sachs
Dupont	Pratt & Whitney	Enterprise Rent-A-Car	Honda	Hewlett Packard
Innovest	Starbucks	Toyota	Continental Airlines	TJX Companies

In order to meet greater environmental challenges there is more focus requires to be given on creative way to develop and realise sustainable solutions for Green team who are responsible for generating New Green innovations and practices. As a basis for in operating environment management initiatives in HRM there are ISO 14000 standards and Global Reporting Initiatives (GRE) the ISO 14000 family includes standards for measuring the environmental performance, Greenhouse gas accounting and verification as by "Daly and wow", 2001. The compensation and reward system in an organisation should contribute to environment up-gradation. It focuses on avoidance of negative behavior, providing rewards as a motive and increase commitment from workers to be environmental friendly and responsible towards society. Many organisations in Britain, Europe and US have adopted the Greening of performance related pay GRP. In US the companies such as "Du point" base their executive compensation and bonus system for middle manager and senior officers through on environmental stewardship practices where bonus can be over 10% if they develop an environmentally friendly practice for agriculture for a non polluting product (Flannery 1995, Synder 1992).

The European companies such as "Nasty boy" in Finland include environmental performance goals as a standard part of their bonus system. Ram movies, 2001 where in Britain at ICI environmental targets would perform path of senior manager PRP assessment (Snape, Redman and Bambar 1994). Hence we can say that the top executive support is a key component to successful organisational performance and implication of organisation wide environmental management programs.

Here we can consider HCL Technologies Limited as an Indian Global IT service company which is the best example for adopting Green HRM practices in it. It offers services including software consulting remote infrastructure management, engineering, research and development services, enterprise transformation and business process outsourcing. HCL who won the Asia Pacific enterprise leadership award (APELA) in the year 2013 for having Green data centre e waste management practices employee involvement in Green management initiatives etc. The lists of some Indian companies which are following the concept of Green HRM are given in figure 1.



Figure 1: List of Some Indian Companies who adopted Green HRM

In recent years the organisations gradually become more aware about the crucial role of Green HRM Green management practices Green building while transacting with environmental issues. In this process Green building certified companies such as ITC, Tata, Wipro, Essar oil, PTC are dedicated to develop

building design principles into their buildings in order to promote the sustainability and environmental friendly resource utilisation practices. The creation of Green building by various organisations consist of having an energy efficient recycling renewable energy and strong water management and waste

management system, practices to intensify the safety of the environment. Although there is earth changing task ok to implement a Green HRM, as there is problem of lack of comprehensive plan to implement GHRM and not having obvious meaning of Green value where the environmental sustainability reinforced.

5. Need and Significance

Every business organisations the first and foremost motive is to achieve sustainability in order to achieve sustainability the business organisations have to go Green in the process Green HRM is going to play a vital role in the shift of organisational traditional culture into to a environment sustainable business. It makes the organisations to develop Green policies and programs that help them to have a competitive advantage over other business organisations. Green human resource management practices provides several advantages to the organisations search as employing Green workforce or new talent that have a clear understanding Green management policies of the business. Green organisations are most desirable as to learn and add values to their profit Green workforce. It is a Win-Win situation for organisation and society as well. On one hand, it provides competitive edge in the market to the organisations. on the other hand, it help to restrain the degradation of environment a survey by Society for human resource management found that the organisations adopting Green management policies have lesser absenteeism and higher retention of employees. It also show increase the sales volume of the companies. In the survey of 2013, found that the companies that adhere to Green practices can improve their sales and achieving higher volume of sales now-a-day various companies come ahead with Green HR policies and practices in day-to-day operations to develop them self in a global context and focus on Innovation and research of the organisation that strive in achieving practice of Sustainable Management of Green Human Resources in your business.

6. Function and Process

Various Green practices adopted by Business organisations in order to promote Green HRM. Renwick, Redman and Maguire's (2008) introduce various Green HRM practices that can be used for following environmental friendly practices to stay Green such as job sharing, Green manufacturing, Green printing, Green Marketing, Green advertising, recycling, online trading, Green payroll, use of public transport, online e-filing, flexible work profile etc.

How Green HRM works? Sustainable culture is required practicing Green HRM HR department is responsible for developing sustainable culture within the organisation hence search Green HR practices can be adopted through considering Green policies into HRM process Data 2012 in this paper we briefly describe the Green HRM process through Green recruitment, performance appraisal, training and development, pay and rewards and employee exit. Let's talk about Green recruitment, what is Green recruitment? Green recruitment has no particular definition generally means the recruitment without use of paper so that the impact on environment can be minimized. For paper free recruitment process various online means can be used such as online application form, online and telephonic interviews and so on so conducted to reduce the wastage of paper and oil consumption related to travelling for interview. It helps to decrease the rate of environmental degradation. Under the process of Green recruitment new talent who are aware of sustainable environment system can be recruited so that the Green practices can easily be adopted by organisations. Green recruitment can help to improve the environment cultural and values because as it is very clear to the new talent. There are various green HRM modal/practices adopted by Indian companies emphasizing on sustainability of natural resources which is presented in the figure 2 given below:

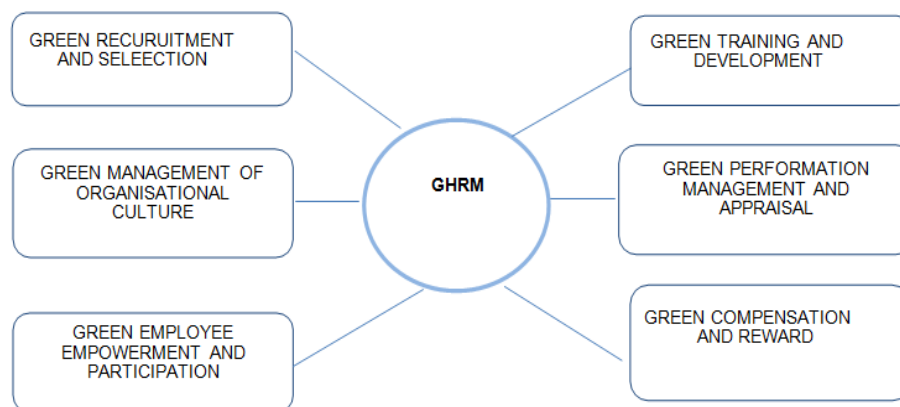


Figure 2: Functions/Modals of Green HRM

Green performance management is the linkage between Green job description and performance management. The performance management is the integration of performance management system into to environment management system in order to improve the quality of environmental performance (Jackson et al, 2012 Renwick et al, 2013).

Green training and development practice: - Training and development place a very crucial role when there is a change in the market scenario in order to adopt that change each and

every organisation have to change themselves and this can be done through training and development of employees. A survey of 437 employees was conducted by daily it in 2007 explains the formation of effective Green management system was directly related with environmental training of employees in an organisation. Through the process of training and development employees can improve skills and knowledge so as to prevent environment degradation.

Green compensation and reward:- The compensation and reward is basically the amount, that maintain the interest of employees into the organisations where the Green compensation and reward is a tool for supporting environmental based activities that helped to make it for attaining environmental goals Ramas, 2002 examined in his research that defines environmental behaviour and attitude of employees. It can be given in different ways such as use of non-monetary base environmental reward, use of monetary base environmental award search as cash bonus etc. The compensation and reward are the major source of HRM process. Since 2001, identified that employee more interested to work for environment management programs when they get compensation take environmental responsibilities.

Employee participation in Green human resource management practices:- Employee participation is very important for every organisations if it want to effective implementation of policies and practice for or environmental friendly management. The employee should be invited for innovative Green ideas, Green awareness steps, eco-friendly ideas and should motivate and inspire them to participate in environmental issues that will encourage them to take participation and involvement in local environment (Wehrmeyer, 1996). There are different types of employees working in an organisation some of them are highly concerned with environment on the other hand others are not some of them usually follow the practices that cause degradation of environment on the other hand those who are concerned with the environment follow the environment friendly practices in their life employees who are vigorously involved in environmental management practices play a crucial role for effective environmental management strategies to be implemented in an organisation. In order to strengthen the Green initiatives employee participation is essential in Green HRM practices hence, to improve environmental management system and work effectively and efficiently for the uses of resources (Florida and Davison,2001).

7. GHRM and Sustainability

The concept of sustainability evolved over the last three decades "Dial and Hawker" 2002, and the word sustainability is one of the most widely used word in the scientific field 2000. Various researches admitting that there is a link between the sustainability and HRM. On the one side sustainability focuses on long run availability of human resources, on the other hand HRM Human Resource Management practices to use different human resource policies and practices to maintain the sustainability and reduce the degradation of environment. It focuses on the use of methods techniques that are environmental friendly, effective and efficient for the business organisations.

So sustainability is a important concern for every business organisation the HRM department of a company play a significant role in development of companies sustainable culture (Hormone, Firefield and Wirtenberg2010).

8. GHRM- A Manoeuvre to Competitive Advantage

Human resource constitute the driving power for change and renovation in business they also play a distinctive role in economic social and environmental sustainability of the business. GHRM orient the environmental practices towards

protection of environment for the competitive advantage mostly gained through exclusive capabilities Green business practices pave the path for an atmosphere with the competitive advantage through economic and environmental sustainability as a result it business performance is improved, Cost reduced employee commitment and other organisational outcomes are improved and the carbon footprint of the companies is reduced with GHRM. Green human resource practices help to increase employee Awareness of sustainability the practices related to electronic filing, car-pooling, job sharing, teleconferencing, virtual interviews, recycling, telecommunication Technologies, online training, optimum utilisation of efficient energy sources for the office space etc. are efficient in reducing the carbon footprint of the business. The productivity gained through GHRM practices reduce the operational cost and help the business to be aware of the organisational and social responsibilities. GHRM strictly implemented by ISO 14000 standards environmental instructions into account alters the organisation culture and help the employees to develop procedures in creating a business image and provide competitive advantage as compared to their competitors. the similarities and the differences in this practices in different industrial fields and cultures can be elucidated in future for the further studies.

9. GHRM Management Practice in India

Green Human Resource Management i.e. Green HRM is the integration of environmental management practice with human resource management where Human Resource Management policies of the business organisations are used to promote environmental sustainability, corporate social responsibility and allow organisations to divide and judicious use of conventional source of resources in order to reduce CO², carbon footprint, improve health and safety of employee and various social, economic and environmental issues. There is need to develop and focus on Green practices now the recent scenario gaining the demand for don't just search for a job but search for a Green job Green candidates and Green recruitment process, Green training programs, Green auditing, Green advertising, Green development and Green training programs etc. There are many companies adopted such as Infosys and eBay India adopted these policies. The government has also taken steps to provide rebate on Green initiatives taken by the business organizations. Set on more than 10 acres in Pune, Adaspur, the unique corporate headquarters building "Suzlon Energy" is the most energy efficient building ever built in Pune, India.

We can say that India is also moving ahead in Green HR practices and policies. Many companies are the examples of Green HRM practices ITC also come ahead with the Ozone treated element chlorine free bleaching Technology where on other hand HCL has focuses on Go Green concept, Tata Consultancy Service is the 11th greatest Greenest companies in the world. Idea also come up with the slogan used mobile save paper pore the plants at the bus stop, solar power ATMs are the also the examples stated by indusInd Bank India. There are various challenges before India in order to fight with Technical difficulties but still it is in the process to achieve the goals.

Various researches are shown that there is a direct relationship between HRM, Environment and Organisation. The

Green HRM practices help organisations to develop employees moral and help to save environment that will be beneficial for company employees and society as a whole. There are various social implications directly or indirectly related to the adoption of Green HRM in business organisations. Green HRM reduce the practices that cause the degradation of the environment, improve productivity, help to attaining better employees in the organisation, build public image, increase the rate of retention of employees in the organisation, reduce the utility cost of use of energy efficient Technology, save environmental impacts through recycling and long lasting procedures, companies can get rebate and text benefits by Central Government and state government in form of subsidiaries and tax incentives. It also increases opportunities for the business organisations to do all those specific Green activities that might have done by government organisations or non-profit institutions only in India.

Some Examples of Green HRM Practices:-

- Providing free bicycles for employees to come to work instead of driving.
- Organizing car-pools service.
- Buying things from local vendors.
- Companies take incentives to Go Green practices
- Companies can save power by start their work in early morning
- Conduct an internal energy audit in the organization

- Create eco-friendly attitudes among employees
- Reduce the paper work by doing it online
- Recycle the wastage of firm
- Teleconferencing can reduce the time and energy
- Monitor water supply to save water
- Using alternative resources.

10. Conclusion

It is concluded through this paper that the Corporate should focus on additional responsibility of Go Green along with HR policies of Human Resource Management. Green HRM can help employees as well as business organisations to achieve their environmental goals effectively and efficiently under the predetermined specified time the management is responsible to create awareness of Green management practices to the new talent and the existing employees. In any organisation Greening the environment must requires Green HRM for inspiring and developing employees to contribute their efforts, ideas towards environmental management practices. The Green HRM efforts results in increase efficiency sustainable use of resources reduction of wastage, increased job related satisfaction, upliftment of work life and private life low cost of manufacturing, management enhancement of employees performance and retention of employees which help Organisation to reduce employee carbon footprints by the means of Green HRM.

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