

Green Human Resource Management Practices in Indian organizations

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Abstract—Green HRM practices are evolving rapidly because of changing global requirements with respect to global warming and climatic changes. Environmentalists and scientists worldwide are warning the Governments and Public about the severe consequences and worsening situations global warming is bringing. Many countries already started repairing their systems and are moving forwards in creating and maintaining a better environment. After observing the global changing scenario's India is also slowly taking steps towards these changes for betterment. This paper concentrates on studying the present Green Human Resource Management practices adopted by the organizations, their awareness and implementations, and growth rate in Indian scenario. This study explores the success rate of implementing Green Human Resource Management practices in Indian Organizations. It also highlights the need for Green Human Resource Management, and factors required for implementing Green Human Resource Management. It also covers the problems faced by the Indian organizations in implementing Green Human Resource Management.

Keywords: Green Human Resource management, GHRM Practices, SHRM, Environment and HRM.

I. INTRODUCTION

Twenty first century is witnessing many changes in the environmental issues. Recently the concept of environmentalism is having highest priority to combat climatic changes. Environment is facing many consequences from pollution, bio waste, e-waste, techno waste etc. which are damaging the environment badly resulting in destruction of natural resources, negative effect on human life and health, and society as a whole.

HRM plays an important role in dealing with the most valuable assets in the organization. HR managers these days are thinking that the concept of HRM is completely focussing on the sustainability factor. Green HRM mainly focuses in engaging the environment within the organization. Green HRM mainly concentrates on implementing green HRM policies and practices. Many argue that what is there to be green in HRM, but they forget that any policies, procedures and methods which are planned in the organization are to be implemented by the people in the organization. Without them any best policy is a waste.

What is Green HRM?

This term is being explained by many in different ways. According to Anton et.al, green HRM practices are the actual green HRM programs, processes and techniques that actually get implemented in the organisations in order to reduce negative environmental impacts or enhance positive environmental impacts of the organisations. Ultimately it is said that green HRM practices will improve the organisation's sustainable environmental performance.

Green HRM has been defined as the use of HRM policies, philosophies, and practices to promote sustainable use of business resources and thwart any untoward harm arising from environmental concerns in organizations (Zoogah, D. (2011)).

Need for Green HRM:

Green HRM helps to create green workforce in the organization, which will be able to understand and implement the green culture in the organization. It also helps the employees to take initiation in attaining green recruitment, hiring, and training, compensation, developing and advancing the firm's human capital (Dutta, 2012).

Last few decades of the century has spoiled the environment with many pollutants in the name of industrial growth. They were with no proper foresight of environmental effects. Industrial waste is the major factor which has depleted the nature and natural resources evidently. After many debates and discussions it is concluded that the major element to concentrate right away is the human factor. In 1972, in an International conference on Human Environment held in Stockholm concluded that improving human environment is the requirement for a tomorrow. Educating the people regarding environment friendly methods of work and developing and adopting the eco-friendly techniques will solve the problem. From then onwards researchers around the world are analyzing new management practices which can facilitate the achievement of green HRM.

II. OBJECTIVES

1. To understand the basics of green HRM practices
2. To know the works happening on green HRM
3. To discuss about the current practices in green HRM
4. To suggest any initiatives for green HRM

III. METHODOLOGY

This study is mainly based on secondary data. In this regard extensive literature review is done from different sources like websites, print and online journals. All the collected data is systematically reviewed.

IV. LITERATURE REVIEW

In the present situations organizations have found out ways and techniques to deal with reduction in ecological paths than dealing with the economic issues. In order to gain success within the corporate community and to facilitate profits to the shareholders, organizations these days are concentrating on social and environmental factors along with economical and financial factors. (Daily,

Bishop, & Steiner, 2007; Govindarajulu & Daily, 2004). Green management is defined as the process whereby companies manage the environment by developing environmental management strategies (Lee, 2009) in which companies need to balance between industrial growth and conservation the natural environment so that future generation may thrive (Daily and Huang, 2001). GHRM is a manifesto which helps to create green workforce that can understand and appreciate green culture in an organization. Such green initiative can maintain its green objectives all throughout the HRM process of recruiting, hiring and training, compensating, developing, and advancing the firm's human capital (Dutta, 2012). Shaikh (2010) confirmed that Green Human Resource plays an important role in organization to support the environment connected problems by accepted it, and in management view point, HR policies and practices, training people and implementation of rules linked to Environment Protection. It will also create employees and society associates aware of the operation of natural resources more economically and support eco-friendly products.

Mandip (2012) opined that Green HR talks about promoting sustainable practices with effective employee responsiveness and commitments on the problems of sustainability. He even felt that green HRM engages activities which are environment friendly HR programs resulting in greater efficiencies, lower costs and better employee engagement and retention which-in-turn, help organizations to job sharing car sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, reduce employee carbon footprints by the likes of electronic filing, energy-efficient office spaces and etc. According to Jain, 2009, Green HR schemes help organizations find different ways to cut cost without losing their top talent; unemployment, part time work. From the definitions confirmed more than, it can be concluded that Green HR needs the involvement of all the organization member in order to make organization becomes green.

According to Daily and Haung (2001), organizations should concentrate on industrial development by protecting and preserving the environment with the help of green organizational practices. They even endorsed that the research has already proved that industries can gain more profits and competitive advantage by doing so. Many researchers and scholars like Berrone & Gomez-mejia (2009), Jabbour santos & Naganoo (2010), Massoud, Daily & Bishop (2008), Rennick (2008), Stringer (2009), and others felt that Green HRM completely depends upon the decisions and behaviours of HR Managers.

V. GREEN HRM INITIATIVES

In the developing countries like India, the natural environment, and HR management are the developing areas (Jackson et al., 2011). According to Ulrich, Brockbank, and Johnson (2009) there is a need to align HR systems to increase the efficiency of the organizations strategic achievement ability. Cherian and Jacob (2012) has identified that recruitment, training, employee motivation, and rewards are the important human dimensions contributing to the development of green

management principles. In order to make sure that the organization gets right employee green inputs and right employee green performance of job, it is indispensable that HRM functions are adapted or modified to be green (Opatha & Arulrajah, 2014, p. 107). Below, are the briefly description about few HRM activities which identifies the sustainability and the natural environment at the workplace.

➤ Green Building

Today organizations are preferring green buildings where natural resources are used properly and no wastage of resources happen, having renewable energy mechanisms, facility to accommodate storm water management, proper sewage systems etc.

➤ Paperless offices

Moving towards paperless offices and work environment is a better way of green management. Employees should be educated in using less paper or no paper. Most of the IT companies already have converted their organizations in to paperless organizations; Documents are saved online, or in worksheets. With this energy and time both are saved as there won't be copying, printing, and filing. Many organizations are going digital and are using emails, whiteboards, pay stubs etc. to pass the information. With this act natural resources are preserved and also wastage and energy were reduced.

➤ Conservation of Energy

It has a great environmental impact. Many organizations have taken initiation towards it and it is a mandate for newly constructed offices. With the implementation of technology enabled sensors they are able to operate the lights, fans, air conditioners and everything according to the necessity. Employees were strictly instructed to switch off the PC's while leaving the work. Solar panels are installed, vehicles were being shared by many.

➤ Wastage disposal and Recycling

Employees are given clear instructions regarding the wastage disposal, Strict rules and regulations were designed for the disposal of industrial waste. Installing proper recycle, reuse, and reduce strategy.

➤ Green Recruitment & Selection

It mainly focuses on the recruiting and selection criteria. Using no papers, no time and resource wastage. Also taking people who are environmental friendly. They should possess qualities on par with the organizational culture. They should respect the organizational policies regarding environmental protection. Candidates must be passionate about green way of doing things. This will benefit the organizations to gain competitive advantage and be ahead of their competitor.

➤ Green Appraisal and Performance Management

While appraising the performance of the employees along with the job related factors they should also test environmental friendly attitude of the employee. Environment related standards should be specified before in hand as per the task allotted. Auditing the performance based the set standards and giving feedback and rewards.

Managers should suggest environment friendly methods to the employees and must be responsible for the proper implementation of those policies. Even managers should focus on issues like environmental issues, environmental incidents and green information system etc. Performance management should also include parameters like teamwork, collaboration, innovation, and diversity etc.

➤ Green Training and Development

This speaks about development of employee's skills, knowledge and attitudes. Green training & development focuses on providing training to the employees in methods like saving energy, reducing waste, minimum usage of resources, environment way of problem-solving. This also educates the employees and customers regarding the advantages of becoming eco-friendly seller and eco-friendly buyer of green products.

➤ Green Rewards & Compensation

Green rewards means encouraging employees to take up eco-friendly initiatives. Rewarding employees who are having high green behaviour, commitment towards environmental management programmes, participation in

environmental related programmes. Increasing compensation for employees providing green ideas.

➤ Green Employee Relations

It benefits the organization with motivated employees, increased productivity, participation, teamwork, collaborations, and empowered employees. It resolves many job related problems and helps in green management, aligns goals, and enhances environment friendly achievement of goals.

➤ Green HRM Initiatives in Indian Organizations

India is making rapid growth with Industrialization. Many environmentalists are showing great concern for the environment because of the damage created by the industries and the repercussions to be faced. Companies they themselves are realising the need to protect the environment. So they are taking initiatives in changing the work scenarios for the betterment of environment, and to protect the natural resources for a long duration. Recently many top companies have realized the need for eco-friendly business for their sustainability. Below mentioned are few Indian organizations who are taking steps towards green.

S.No.	Company Name	Programme Name	Initiations Taken towards green
1.	Suzlon Energy	The suzlon One Earth One Campus	<ul style="list-style-type: none"> • Taken green banking initiative • Constructed energy efficient building • Introduced renewable energy based hot water systems • Water Management and waste management treatments.
2.	Wipro technologies	The Eco Eye	<ul style="list-style-type: none"> • Recycling waste • Minimizing usage of hazardous substances. • Following green practices in all • Replacing CRT monitors with LED monitors. • Establishing green testing lab to measure carbon footprint.
3.	ITC		<ul style="list-style-type: none"> • Introduced Ozone treated elemental chlorine free bleaching technology.
4	TCS		<ul style="list-style-type: none"> • 11th worlds greenest companies • Turning waste into kitchen fuel
5.	HCL	Go Green	<ul style="list-style-type: none"> • First to launch Antimony & Beryllium free laptops. • Collecting e waste from customers through HCL green bags campaign.
6.	ONGC	Mokshada Greem Cremation	<ul style="list-style-type: none"> • Saving 60-70% of wood in cremation by saving fourth of burning timer per cremation.
7	BHEL		<ul style="list-style-type: none"> • Creating awareness through newsletters

			<ul style="list-style-type: none"> • Corporate gardens with natural fertilizers. • Rewarding Bicycle users. • Zero waste policy.
8	Idea Cellular	Use Mobile, Save Paper Campaign	<ul style="list-style-type: none"> • Green pledge to save paper and trees • Setting up bus shelters with plotted plants.
9	IndusInd Bank		<ul style="list-style-type: none"> • Solar based ATM's
10	Tamil Nadu Newsprint & Papers limited	Bio-methanation Project	<ul style="list-style-type: none"> • Own power generation facility • Exporting excess power to state grid • Recycling & reusing solid and liquid waste
11	Tata Metaliks Limited	Every day is an Environment Day	<ul style="list-style-type: none"> • No Saturday working • No lights on day time. • Plantation, Ground water maintenance, and Power generation
12	Maruthi Udyog Limited		<ul style="list-style-type: none"> • Green supply chain • Energy saving manufacturing facilities
13	MRF Tyres		<ul style="list-style-type: none"> • Producing ZSLK eco-friendly tubeless tyres.

Indian entrepreneurs are not stopping here. Even the new start-up's are helping the Nation to Go Green. Few start-up's have started their business for a social good. They

started ventures for sustainable development by focusing on waste management, alternative sources for energy and awareness programmes.

S.No.	Start-up	Programme	Initiation
1	Digital Green	Multimedia solutions for rural education	<ul style="list-style-type: none"> • Supports agriculture with the blend of technology. • Creates and shares videos on agriculture, livelihood, health and nutrition.
2	Waste Ventures	Waste management	<ul style="list-style-type: none"> • Pick ups waste by employing wate pickers • Produces nutrient rich organic compost.
3	EnCashea	Collecting waste in exchange of cash	<ul style="list-style-type: none"> • Pays cash for segregated waste • Recycles the waste
4	Fourth Partner Energy	Making Solar energy accessible	<ul style="list-style-type: none"> • Provides finance for solar projects • Builds rooftop solar project
5	Banyan Nation	Recycling Plastic	<ul style="list-style-type: none"> • Collects plastic waste from industries • Recycles the plastic waste for reuse
6	Say Trees	Tree Plantation Drives	<ul style="list-style-type: none"> • Passionate nature lovers plants trees • Works on weekends
7	Priti International	E-Commerce for products made out of waste	<ul style="list-style-type: none"> • Recycles industrial and consumer waste into useful products • Designs and manufactures handmade products from waste materials

8	Help Us Green	Recycling waste flowers	<ul style="list-style-type: none"> • Produces 'flower cycled' products • Collects flowers from temples and other places and repurposing them as bathing soaps, luxury incense, and vermicompost etc.
9	Jhatkaa	Campaigning platform	<ul style="list-style-type: none"> • Campaigns environmental issues by collaborating with locals
10	D&D Ecotech	Rain water harvesting	<ul style="list-style-type: none"> • Helps households and organizations adopt rainwater harvesting. • Designs and customizes rainwater harvesting.
11	The Ugly India	Citizen activism platform	<ul style="list-style-type: none"> • Volunteers cleaning the premises • Beautification of walls and premises
12	Feeding India	Distributing left-over food	<ul style="list-style-type: none"> • Collects left-over food and helping the needy
13	The living greens	Rooftop farming	<ul style="list-style-type: none"> • Setting up rooftop farms & kitchen gardens • Growing organic vegetables
14	Green Ventures	Sustainable energy solutions	<ul style="list-style-type: none"> • Creates green technologies and innovative business models. • Provides solutions to large scale energy generation projects.

VI. CONCLUSION

It is evident that HR plays a key role in the organization. The changing focus of the organizations towards green business is posing new challenges to the present HR managers. HR managers should take the extra responsibility in taking the initiative to incorporate the environmental issues in the corporate mission. By understanding the necessity of Green initiatives, organizations should bring in many more changes as it offers many benefits to the organizational sustainability. Especially for a country like India Green HRM is the most useful element. Even though Green HRM is still in the growing stage in India organizations, more number of organizations should adopt themselves for it to become world class organizations, through which employees, organisations and country all are benefited.

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