

A STUDY ON GREEN HUMAN RESOURCE MANAGEMENT (GHRM) & SUSTAINABILITY

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ABSTRACT

Green human resource management is the use of HRM policies to promote the sustainable use of an organization's resources. Green HRM includes all activities designed to help organizations implement an environmental management agenda to reduce their carbon footprint in areas such as recruitment, onboarding, performance appraisal, training and development, and payroll and compensation management. This is only possible through the effective implementation of green human resource management within the organization. These practices will improve employee attitudes and behaviors within the organization.

On the other hand, sustainability has become a key issue for the world and economy. Today more companies have recognized the value of sustainability to their competitiveness, reputation, and ability to attract and retain good talent. Utilizing the green HR skills in organizational process and change management, HRM can help create and implement sustainable business strategy throughout the organization. The study's objective is to emphasize Green HRM and sustainability and to promote the ideology important for proper alignment of human resource management principles with objectives of green management in an organization.

Keywords: Green HRM, Sustainability, Human Resource Management, Organization, Environment

1. INTRODUCTION

According to the United Nations Brundtland Commission sustainability is "meeting the requirements of the present without compromising the ability of coming generations to meet their own requirements." Companies now realize that they have to develop an important social conscience and green sense of responsibility where corporate responsibility is not a humanitarian nice to have, but a business imperative. Further of the corporate bodies' recent interest has been paid to environmentalism encyclopedically, whether arising from specific covenants or from detriment/ pollution performing from high-profile artificial accidents similar as killing and injuring numerous people to struggle climate change. In the management field, there is a growing research literature on Green marketing, Green accounting, Green merchandising and Green management in general. However, the HR function will become the motorist of environmental sustainability within the association by aligning its practices and programs with sustainability aims reflecting eco-focus. Green Human Resource Management (GHRM) is a set of programs, practices, and systems that stimulate the green behavior of a company's employees to produce an environmentally sensitive, resource-effective, and socially responsible organization. On the other hand,

sustainability in an organization refers to the company's strategy to reduce negative environmental impact from their operations in a particular market. It is a business approach to creating long-term value by taking into consideration how a given organization operates in ecological and social surroundings. Sustainability in business addresses two main orders: the effect business has on the environment and the effect business has on society.

Green Human Resource Management (GHRM) and sustainability are two concepts that have gained significant attention in recent years. The integration of GHRM and sustainability in an organization is essential for several reasons, including environmental benefits, employee retention, and increasing a company's appeal. Sustainable development is a broad term to describe procedures, projects and investments that give benefits today without sacrificing environmental, social and particularly health in the future. These policies are frequently described as green because they concentrate on limiting the impact of development on the environment. The terms Sustainability, Sustainable development, corporate sustainability and corporate social Responsibility are often interchangeable.

There is also a concept called Green Human Resource (GHR). Green human resources refer to using every employee touch point to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations. Green Human Resource plays a significant role in organization to support the environment connected problems by accepting it, and in management viewpoint, 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 (Shaikh 2010). According to Jain, 2009, Green HR schemes help organizations find

different ways to cut costs 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 members to make the organization become green.

2. STATEMENT OF PROBLEM

To determine the meaning and definition of GHRM, the importance of GHRM in an organization, and the benefits of GHRM. Additionally, to explore the concept of sustainability in an organization, the reasons why sustainability is important in business, and ways to embrace sustainability in an organization. To achieve this effectiveness, there should be a proper alignment of human resource management principles with objectives of green management in an organization, the primary means by which firms can influence and shape the skills, attitudes, and behavior of individuals required to do their work and thus achieve such goals. There are very few research studies on this new field of management striving to

achieve environmental sustainability as a present changing trend in the corporate world. Thus, there is a growing need for introducing Green HRM for sustainability of HRM.

OBJECTIVES OF THE STUDY

- To study the emphasis of Green HRM and sustainability.
- To study the relationship between Green HRM practices and Organizational sustainability.
- To explore Green HRM practices or initiatives of organizations.

CONCEPTUAL FRAMEWORK

An organization's human resources department should be able to contribute significantly to the creation of its sustainability culture. The usefulness and success of any management innovation and strategic tools are dependent on the quality and capability of their human resources, according to many authors, especially in the field of HRM. Green HRM is the practice of leveraging every employee to support sustainable practices, raise employee commitment to sustainability issues, and increase employee responsiveness. Sustainable development is a broad term to describe procedures, projects and investments that give benefits today without sacrificing environmental, social and particularly health in the future. These policies are frequently described as green because they concentrate on limiting the impact of development on the environment. The terms Sustainability, Sustainable development, corporate sustainability and corporate social responsibility are often interchangeable.

In his research, Wehrmeyer (1996) made a substantial contribution to the field of green human resources management (HRM) with his book "Greening People": "Human Resources and Environmental Management" (Jackson et al., 2011). To cultivate, enhance, and sustain greening among all employees within the company is the driving force behind green HRM. Green HRM is still a relatively new idea, and not many corporations have adopted it. Green HR management prioritizes developing a green workforce, comprehending, identifying, and engaging in green activities. It also focuses on human resource management procedures, such as hiring, acquiring, preparing, correcting, creating, and advancing organizational human capital, as well as sustaining its green goals. Following green policies is a method that protects the environment from harm while enhancing worker morale and productivity, which in turn builds a brand's reputation.

The three R's of going green are reduction, reuse, and recycling. As a response to the difficulties and disasters that climate change has brought about and continues to threaten, sustainability initiatives are rapidly expanding within thousands of businesses today. In the struggle to halt climate change, the private sector is essential. A top-down strategy is

necessary for businesses to prosper and advance in their sustainability journey, as is the support of vice presidents and senior management, including people and HR.

According to Fayyazia et al. (2015), environmental management must be integrated with human resource management (HRM) since it is fundamentally or extremely significant as opposed to merely appealing.

3. RESEARCH METHODOLOGY

This study is completely based on secondary data collected from different sources. The data is gathered from published research by various researchers provided on their site or reports. Apart from this, data has been taken from different books, journals, e-articles, research papers and other print media. The current study was undertaken to understand GHRM and sustainability as well as its practices in the organizations.

Sushma Rani and Dr. K. Mishra, in their study, Green HRM: Practices and Strategic Implementation in the Organizations writes about how the 1990s saw the emergence of the new strategic issue, corporate environmentalism, also known as green management, which became a catchphrase in the 2000s (Lee, 2009). According to Lee (2009),

green management is the process by which businesses create environmental management plans to protect the environment. For future generations to prosper, businesses must strike a balance between industrial development and environmental preservation (Daily and Huang, 2001). For businesses, particularly multinational corporations that conduct business worldwide, this idea becomes a strategic primary issue (Banerjee, 2001).

To summarize, green management pertains to the oversight of a company's relationship with and influence on the environment (Lee and Ball, 2003). It has transcended the realm of legal compliance and must now incorporate theoretical instruments like product stewardship, pollution prevention, and corporate social responsibility.

The development of the organization's supportive culture has been greatly aided by the HR division (Harmon, 2010). It is acknowledged that an organization's ability to select environmental management frameworks (EMS) and arrangements increases with the significance of the green human resource quality.

4. REVIEW OF LITERATURE

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HR plays a vital role in pursuit of green business practices such as contribution in saving nature, recruiting, training and development of a green workforce and enforcement of environment friendly green practices and amendments in environment unfriendly behaviors. Application of new technology could improve the environmental decline by developing and by searching for alternative energy to reduce the use of finite natural resources. Environment friendly HR processes give better efficiency, minimize costs and manage to develop and nurture an environment of engaged employees helping organizations to operate in an environment friendly and sustainable manner.

G-RECRUITMENT

It is believed that new hires must undergo induction to make sure they comprehend and treat their corporate environmental culture seriously.

As a result, considerations of sustainable development must be included in the hiring process. This entails keeping an eye on the organization's long-term competency requirements, educating prospective hires about sustainable development policies and commitments, and utilizing recruitment practices that promote the fair representation of candidates and hires with regard to gender, age, racial and ethnic groupings, sexual orientation, disability, and other pertinent categories. For this reason, the company's website and other research tools that are accessible to candidates should clearly outline the company's greening initiatives, and job descriptions should reflect the sustainability agenda. Lastly, the interview questions should be designed to elaborate on possible alignment with the green objectives of the business. Many environmental aspects can be specified in the common sections of job descriptions. The job title and chain of command must specify health and safety responsibilities, environmental reporting responsibilities, and the extent to which staff members may be exposed to hazardous materials or emissions. The job purpose must mention sustainability; the job functions list the main responsibilities of the role and emphasize its unique environmental aspects; and the job matches individual qualities to the required environmental competencies, such as investing in training or acquiring new hires with specialized environmental skills.

Wehrmeyer (1996) suggests the following:

- The sets of responsibilities should determine the environmental announcing job, wellbeing and security errands, and other environmental effect related jobs.
- The meeting should be customized to measure the potential similarity of the competitor with the organization's green objectives.

G-ORIENTATION

Organizations should provide the crucial orientations as part of the corporate environmental management approach, framework, and practices when selecting candidates for open positions. Organizations occasionally explicitly welcome newcomers with a green light. They provide new hires with information about environmental direction programs that are specifically related to their jobs. Worker direction initiatives ought to be set up to facilitate the integration of new hires into an environmentally conscious culture. An organization's concern for green issues pertaining to its employees, such as their safety, well-being, and green working conditions, should be included in acceptance projects (Deshwal, 2015).

G-TRAINING & DEVELOPMENT

Social and environmental issues should be covered in staff development and training programs at all levels, from technical health and safety concerns on the shop floor to strategic sustainability issues at the board and executive management levels. They ought to address every aspect of the business's social, environmental, and economic risks, opportunities, and methods for identifying them. The development of competencies for various business functions and seniority levels ought to be the main priority. As part of the training and development process, new hires should participate in green orientation programs. Employee education regarding green policies and procedures should cover topics such as the company's vision and mission statement, sustainability-focused benefits, and corporate-wide projects like producing green products and lowering greenhouse gas emissions..

It is suggested that "green teams" be formed in every department to raise general awareness of EM and provide specialized training aimed at encouraging employees to take personal responsibility. Other suggestions include having general public speakers such as nearby green building contractors, recycling coordinators, or authorities on alternate modes of transportation, greenhouse gas reduction, green product development, etc. To keep staff members informed about the newest developments in sustainability, the company can also subscribe to well-known industry-based sustainability journals. Answers to everyday sustainability queries, such as what can be recycled, where to buy eco-friendly office supplies, how to print on both sides, etc., can be assigned to one person in the workplace. Additionally, a training needs analysis (TNA) can be used to evaluate the environmental management training requirements.

G-PERFORMANCE MANAGEMENT SYSTEM (GPMS)

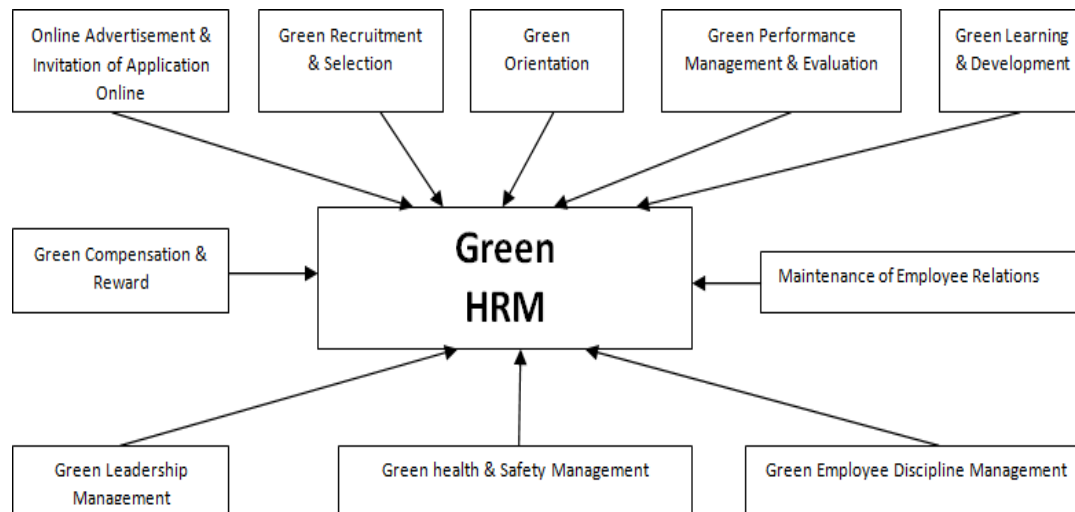
The challenges of measuring environmental performance standards across the firm's units and obtaining relevant data on managers' environmental performance arise when integrating

performance management (PM) with environmental management (EM). Linking performance reviews to job descriptions that include mention of specific green tasks and goals is one method of successfully implementing PM systems in an organization. For instance, environmental incidents, the use of environmental responsibilities, cutting carbon emissions, and communicating environmental concerns and policy¹ are all examples of topics that Performance Appraisal (PA) can cover. HR technologies, like electronic HR, can be implemented to assist management and staff in monitoring their individual carbon emissions⁵. It is recommended that if environmental considerations are incorporated into the staff appraisal procedure (by incorporating these duties into every employee action plan, EM can foster a culture of learning. Managers may also request that staff members submit specific green ideas. in relation to their respective roles and performance meetings for evaluation. They can be discussed further jointly to incorporate them into the future goals a year. Reaching these goals would serve as the foundation for assessment of performance.)

G-COMPENSATION

The integration of specific sustainable initiatives into the remuneration scheme ought to involve providing employees with a benefit package that incentivizes them to modify their behavior. By connecting the pay to eco-performance, the compensation plan can include variable pay. Rewarding teams for developing waste reduction techniques can be advantageous for workplaces. Reward packages are linked to gaining specific competencies and skills (rather than just performance), as they are considered to be crucial components in long-term performance, for instance, is that familiarity with environmental laws or chemistry stop major mishaps or unlawful emissions from happening. To achieve desired behaviors in EM, such organizations are generally thought to need to create reward systems, which calls for the skillful application of both incentives and disincentives. Disincentives are negative reinforcements such as warnings, criticisms, and suspensions. They may be required to persuade staff members to improve the environment, for example, if they fail to handle hazardous waste properly. Organizations may want to provide positive reinforcement to staff members in the form of verbal comments from managers; this informal feedback, both written and verbal, may inspire staff members to make environmental improvements.

The following figure show the different practices supporting GHRM:



5. ANALYSIS & INTERPRETATION

Based on the secondary data it is analyzed that improved employee morale, green HRM practices, and potential environmental preservation are all advantageous to the business and the employee. By incorporating green HRM into the company, employees and the organization can gain a number of advantages. The business community is becoming more and more conscious of the important role that green buildings play in addressing environmental issues. An office that is paperless restricts or completely does away with paper by automating workflows for critical official documents and other paperwork is another example. Organizations all over the world have implemented a number of energy conservation initiatives to lessen their environmental impact, with the goal of providing more eco-friendly and efficient services. A number of organizations are introducing recycling programs as part of their green initiatives in an effort to reduce waste and increase the number of recycled products. Companies are trying to attract the most creative and innovative workers by increasing their recruitment potential and offering environmentally friendly practices. This is how they hope to attract talented employees through raising awareness among those employed by the company of the Green HRM concept, green practices, responsible use of natural resources, and preservation of natural resources for future generations.

NEED AND CHALLENGES OF G-HRM

The need for GHRM arises from several important considerations:

Environmental Sustainability: As the world faces increasing environmental challenges, it has become imperative for organizations to take responsibility for their ecological footprint. GHRM aligns HR practices with environmental goals, reducing an organization's negative impact on the environment.

Corporate Social Responsibility (CSR): Companies are expected to demonstrate social and environmental responsibility. GHRM helps organizations contribute to CSR initiatives by promoting eco-friendly HR practices.

Regulatory Compliance: Governments and regulatory bodies are enacting stricter environmental regulations. Organizations need to ensure compliance with these regulations in their HR practices, such as sustainable sourcing and waste reduction.

Attraction and Retention of Talent: Many employees, especially younger generations, are increasingly concerned about environmental and social issues. GHRM can help attract and retain top talent by showing a commitment to sustainability.

Brand Reputation: Embracing green HR practices enhances an organization's reputation, making it more attractive to customers and partners who value sustainability.

Cost Reduction: Sustainable HR practices often lead to cost savings in areas such as energy consumption, waste reduction, and resource efficiency.

Challenges Of Green Human Resource Management

Supervising employees' work from the point of hire until their resignation is a crucial responsibility that human resources handle. Since the company is currently dedicated to green business, the human resources department must practice environmental awareness in addition to traditional HR techniques. The human resource strategy is formulating guidelines for individual surveillance. They explain the organization's approach to managing individual estimates and theories. A concise guide for managing human resources is provided by the human resources strategy.

It is challenging to modify employees' behavior in a short amount of time.

- It is not possible to convince every employee in the company to be equally interested in the implementation of green HRM practices.
- Developing an environmentally conscious approach to human resource management across an organization is a cumbersome and protracted process.
- High speculation at the bottom stage and a nearly medium rate of return are necessary.
- It is not an easy task to find and hire green employees with gifts of high quality.
- Assessing the viability of environmentally conscious HRM practices in employee behavior is a challenging task.

6. FINDINGS

The findings of this research paper is that, GHRM is such a concept that plays a significant role in the Human Resource Management field as well as in Environment Management globally. It also provides a deeper understanding of Green Human Resource Management, sustainability and sustainable development and how to achieve a culture of green innovation among their workforce. It is discovered that globally GHRM is flourishing. It will drastically alter people's lives and have a profound effect on businesses, society, and the environment. It gives an important lesson about the value of being kind to the environment and nature not only to business organizations but also to future generations. However, it is also found that Green Human Resource Management is such a concept which is not being studied largely and there is a scope to do more research on it. There is also a need to spread awareness in the organization about GHRM and sustainability and how they can implement it or take initiatives. Apart from this, GHRM and sustainability leads to producing positive effects on business performance, employee morale, and productivity, and improves a company's reputation in the eyes of society.

7. CONCLUSION

The purpose of this paper is to educate readers on the ways in which green human resource management (HRM) can benefit workers, organizations, and the environment. In terms of onboarding and acquisition of human resources, their induction, performance appraisal and management, training and development, and pay and reward management, green human resource management (HRM) comprises all activities intended to assist an organization in carrying out its agenda for environmental management to reduce its carbon footprint. Only when green HRM is successfully implemented throughout the company will this be achievable. Offering Green HRM practices would logically draw people to an organization, and putting these practices into effect would enhance employee attitudes and behaviors within the company. The main goals of green HR initiatives have been to increase process competency, decrease and eradicate environmental degradation, and restore HR tools, products, and procedures that result in increased productivity and lower costs. As people's awareness of the environment grows, businesses are beginning to integrate green initiatives into their daily operations. Environmentally friendly HR initiatives boost productivity, cut expenses, and improve employee engagement, all of which support businesses in conducting their operations in an environmentally responsible manner.

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