

Asian Resonance

Survey of Green Human Resource Management Initiatives in The Context of Indian Companies

Abstract

The alignment of human resource management (HRM) practices, structures, policies and activities with environmental control is a growing area of studies nowadays. Green HRM is known for the systemic and well planned alignment of human resource management practices with the corporation's environmental goals'. This calls for the alignment between HR and different functional regions of the organization too. Recent studies have suggested that, due to the emerging enterprises need for green environmental control, the positioning of the 'greening' characteristic performs a key function in improving the environmental overall performance of corporations. The companies therefore integrate Green HRM approach into its performance management process also. This is vital in considering the environmental effect, including, management of waste, management of resources and carbon footprint, as the businesses are accused of producing large amount of harmful and toxic waste and excessive carbon footprint. Therefore, this qualitative and empirical take a look deal with those recognized gaps within the literature and to explore the Green HRM initiatives in context of Indian Companies. The research paper starts with outlining the important facts associated with the alignment of the environment management and HRM and, the improvement of employee engagement strategies and practices in this field. At that point, the paper depicts the implication of Green HRM practices in context of Indian companies. At last, paper presents the discoveries and inferences, outlining limitations, scope for future research and implications for practice.

Keywords: Human Resource Management, Green HRM, Initiatives, Environmental Management.

Preeti Garg

Ex. Research Scholar
Dept. of Commerce, K.U.K.
Naneola, Ambala City, Haryana
India

Introduction

Incorporating Green (Environmental) Management into the Human Resource Management functions is a increasing phenomenon, that encompasses setting strategic environmental priorities and tasks, developing the 'content', and 'techniques' which explores the ways in which alignment among the Green Management and HRM takes place. Additionally, businesses are committed toward greening their procedures and embedding those in their task statements and mechanisms, as a result of which the employees are also more devoted and keen to work in a harmonious and environmentally sound atmosphere. Therefore, the alignment of the environmental and HR functions is essential to accomplish environmental performance goals as well as overall business performance. This study examines the Green HRM practices adopted by Indian Private Sector organizations. Firstly, the research presents qualitative facts to discover and provide an explanation for the link between the environment and HRM functions and the employee engagement initiatives. This includes identification and exploration of the practices concerned to attract the personnel towards environmental sustainability.

Secondly, it explores the Green HRM initiatives, the companies are seeking to develop environmental management throughout varying organizational settings, and then it finds out the degree to which employees agree or disagree with regards to implementation of those Green HRM initiatives. The results give insight into the rationale and stakeholder perceptions of the positioning and alignment of the environment and HR functions throughout the organizational settings. Thus, research is generally conceptual, with the development of principles and theoretical

propositions and empirical as it applies quantitative tools for data collection and analysis.

Green HRM

Research in the area of Green HRM is interdisciplinary, that includes integrating organizational policies with strategic environmental management which leads to improving employee's performance as well as Organizational overall performance. It also helps to improve employee engagement, promote teamwork and cooperation among workers. The following literature review specializes in the two prominent areas i.e. the Green HRM debate as recognized in advance in this study: the positioning and alignment of the environment and HR functions including the combination with employees' performance as well as organizational overall performance.

Positioning and alignment of the environmental and HRM function

The HR function has an essential role to play in developing and implementing sustainable development systems in an organization. However, the readiness on the part of HR in embedding sustainability at a strategic level is question for research as HR managers might not see themselves as strategic drivers of environmental and sustainability initiatives; alternatively, they mainly see themselves as best partners to communicate the values to inspire employees behavior towards the approach. The positioning of the 'greening' characteristic and its alignment to the company approach and organizational performance is extremely important to enhance environmental sustainability. Organizations thus may comprehend their need for sustainability through exclusive value-based principles, guidelines and practices to fulfill responsibilities towards the environmental management.

The literature with regard to the strategic positioning of the environmental characteristic emphasizes the need for integration of knowledge that generates capacities and establishes a shared vision based on sustainability amongst the individuals of the organization. Strategic integration of environmental control impacts the success of company and provides an environmental movement-based competitive benefit in a business enterprise. However, among inexperienced groups, the extent to which they may be 'performing green' can be questionable. If there may be little formalization of the inclusion of environmental goals in traditional HR practices, this can affect overall performance of groups and organizational culture. In various research studies it was discovered that despite the fact that corporations had been publically dedicated to environmental sustainability, a few HRM practices consisting of job analysis, induction, performance management of employees, compensation and reward practices, employee empowerment are found unaltered with respect to environmental control endeavors. However, enterprises that are capable to line up practices and HR dimensions with the objectives of environmental control are found successful in improving their public reputation and enhancing firm's goodwill.

Simultaneously, the recent literature relating to the strategic dimensions for environmental management aligned with HR, the focal point has been found mainly at theoretical level. Therefore, there is an important requirement for developing empirical base, which may also present insights into the dynamics of role and positioning of the environmental and HR practices and their implications on strategic environmental control and overall business performance.

The concept of Green HRM

In the current era, Green HRM is the buzz word in the business and scientific world and its significance is increasing manifold with time. With the growing environmental issues across the globe, the discipline of Green HRM is found as extensively discussed area in recent research studies. The adoption of Green HRM practices not only assists in attainment of environmental sustainability, but also well thought-out as essential way to enhance corporate image and its brand value.

Earlier than discussing about the need for Green HRM, it is imperative to know "concept of Green HRM"—"Green HRM is the use of HRM regulations, policies and resources within organizations to endorse the cause of environment sustainability". Green HRM is concerned with hiring, training and developing green personnel that are answerable for accomplishing green goals of the company using HRM functions like recruiting, training, communicating, motivating, rewarding, compensating and managing corporation's intellectual capital. It is also concerned with framing the policies, practices and structures that makes the workers of an organization devoted towards environmental sustainability for the advantage of preserving natural environment, corporations' growth and societal wellbeing.

Need for Green HRM

Recent years of this century have observed a common consensus for the need of adopting green policies and practices by associations due to pressure all over the world for environment management. This is due to the fact the harmful results of various polluting activities and toxic wastes being disposed has been deteriorating and depleting our environment and planet's beauty alarmingly. Consequently, the world is facing many environmental crises like climate change, global warming, increasing pollution, water scarcity, ozone layer depletion, natural disasters etc. Various Conferences on Environment Management stated that to protect and improve the human surroundings and fulfill the requirements of natural resources for future generations the adoption of green policies in day to day business operations is very important.

Literature review

Azorn et al (2009). [1] stated that the effect of ecological practices on corporation performance is an constant debate in which the appraisal of the prevailing literature defers no conclusive effects. Diverse strategies had been used to examine this and maximum of the analyses have focused on

E: ISSN No. 2349-9443

Asian Resonance

manufacturing groups. The paper examined the linkage between environmental initiatives and company performance among the Spanish hotel industry. Findings confirmed that industry's environmental practices impact significantly on several performance variables.

Pinkse J., Kuss M.J., Hoffmann V.H (2010). [2] This paper analyzed to what level MNCs implemented environmental strategies. The findings suggested that a shared level across subsidiaries make possible a general understanding and use of environment-related information, by letting subsidiaries to develop their absorptive capacity. Companies can efficiently adapt international environmental practices and lower their cost of implementing environmental standards.

Aust, ina, and Wes E harry (2012). [3] Analyzed the previous studies in the area under discussion of sustainability and the role of HRM. Particular attention is drawn to the range of meanings of 'sustainability' and to previous approaches to Sustainable HR Management. They observed the problems of studying the complexities of the topics especially the varying perspectives from geographical locations and from practice.

Renwick, D. et al. (2008). [4] Examined the need for the integration of environmental management into Human Resource Management (HRM) i.e. Green HRM in light of the research perspective. The paper takes an integrated outlook of the literature on Green HRM from entry-to-exit processes in HRM (from recruitment to employee exit), showing the function that HR processes play in translating Green HR policy into practice.

Mandip, G. (2012). [5] Stated that Green HR is the application of HRM policies to promote the sustainable use of resources more generally, promoting the cause of environmental sustainability. Green HRM is comprised of two essential elements: environmentally-friendly HR practices and the preservation of knowledge capital. He detailed a process model of the processes involved in green HRM on the basis of available literature in the area of green HR. The paper also scrutinized the Green HRM initiatives undertaken by ITC Limited. The findings showed that company has initiated green practices in its operations largely.

Bangwal, D & Tiwari (2015). [6] Greening employees from top to bottom is not a simple task, and implementing Green human resource management (GHRM) practices practically has produced a positive result toward the Green environment management. The paper emphasized on the GHRM concept, various Green Human Resource Practices and explains the role of green human resource process in going green and suggested social implications of Green human resource practices for green organization.

Green Recruitment

Attracting staff who are dedicated towards environment is a key HR challenge. The most crucial dimensions of green HRM are recruitment and retention of green workforce. Job analysis and

descriptions are aligned with environmental elements increasingly. Green recruitment can be described as the practice of hiring individuals with knowledge, abilities and behavior that go with environmental management structures inside a company. Recruitment practices can aid powerful environmental management via ensuring that new entrants are familiar with company's environmental practices and are capable of keeping its environmental values.

Green recruiting is a tool in which the focus is laid on hiring green employees within the business enterprise. Complementing this, the recruits must also be enthusiastic, well versed with running an enterprise in an environment friendly manner. Recruiting candidates with green bend of mind make it easy for firms to train them with sustainable strategies and making them acquainted with fundamentals like recycling, conservation, and waste management of the organization.

Green Training and Development

Green Training and development is a practice that enhances employees' abilities, knowledge, skills and attitudes with respect to EM-related understanding to prevent deterioration of environment and natural resources. Green training and development educate employees about the value of EM, train them about methods to conserve nature resources, preserve environment and manage the organizational waste. It provides new opportunities to engage employees in environmental problem-solving. Green T&D make personnel aware of distinct components of environment management. It helps them to embrace special techniques of conservation together with waste control within a company. Further, it sharpens the ability of a worker to deal with distinct environmental problems. Environmental training and development creates a favorable environmental culture for the personnel in which they feel that they are the part of environmental results, is the most critical HRM strategy that facilitate the fulfillment of environmental goals. The HR Department can arrange seminars and workshops to help managers as well as employees increase their skills and knowledge regarding the importance of environmental management and the crises the world is facing with this regards and hence promote sustainability.

Concluding the above dialogue, it can be envisaged that the need of the hour is: agencies need to educate their employees on quality business practices enthused with green projects. Besides sustainable education, personnel should additionally skilled to teach the clients advantages and benefits of fetching eco-friendly and shopping green products.

Green Performance Management

Performance management (PM) is concerned with managing the personnel talents that help to attain the organizational goals and targets in a better manner. Green performance management deals with the management of the employee's performance to handle the problems associated with environmental uncertainties and problems of the organization. It also concentrates on fulfilling employees specific environmental responsibilities.

When HR managers combine environmental performance into PM structures they not only protect environment against any damage but accelerates performance of employees also as the employees feel proud to be part of sustainable business organization.

In addition to meeting the standards overall performance appraisals provide useful feedback to personnel for their further improvement. This practice will assist the employees to smarten their expertise, competencies and capability.

Green compensation and rewards

Compensation and Rewards are the major HRM components by which personnel are rewarded for their overall performance. Rewarding employees can affect employees' performance and inspire them to put forth maximum effort on their performance to achieve organizational goals. Employee compensation packages may be modified according to the worker's appraisal scores. When rewards and compensation packages linked to environment performance refers to green compensation and rewards where employees are given monetary as well as non-monetary rewards based on their green performance. In addition, workers may be provided bonuses for his or her extraordinary work on unique environmental achievements and accomplishments. Linking compensation policies and rewards to employees green performance motivate employees to work in environmentally sustainable manner.

Green Employee Relations

Employees of the organization are intellectual capital and intangible asset that provides competitive advantage to the business development. Employee active participation in Green projects increases the possibilities of better green control as it

aligns employees' desires, abilities and perceptions with green management practices and structures. Involving personnel in EM has been evident in enhancing EM structures including efficient usage of resources; reducing waste; and lowering pollutants from workplaces. Empowerment of employees with greening activities leads to establish good employee-management relations. It further improves coordination among employees and undoubtedly impacts productivity and overall business performance. Eco-friendly opinions and suggestions ought to be welcomed from all members of staff irrespective of their designation so as to encourage their interest in solving environmental problems.

Research Methodology

The study has been undertaken to analyze the extent of various Green Human Resource Management practices implemented in the Indian Private Sector companies. The nature of research used in this paper is descriptive. Primary data from 100 respondents has been collected from employees of 13 private sector companies in India on random basis. Data has been collected by means of structured questionnaire comprising of 11 statements. Answers are gathered from respondents on 5 point likert scale ranging from strongly disagree to strongly agree to find extent of Green HRM practices implemented in the Indian companies. Data has been analyzed using statistical tool namely percentage.

Results

Table 1 reveals responses from 100 respondents to 11 statements on Questionnaire for the extent of various Green Human Resource Management Practices with Ratio of Answers (in percentage).

Table 1: Extent of Green Human Resource Management Practices Implemented in Indian Private Sector Companies

S. No.	Questions	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
1	Company Initiate green jobs with specific green title	52%	20%	18%	4%	6%
2	Companies integrates green values in company's mission, vision and goal statements	6%	4%	5%	25%	60%
3	Company express environmental values in recruitment efforts	65%	15%	3%	7%	10%
4	Company provides Training and development programs for environmental management	1%	4%	12%	18%	65%
5	Company considers environmental roles and responsibilities in employee performance evaluation	56%	7%	21%	12%	4%
6	Company has environment management information system (EMIS) to communicate environmental information to the employees	1%	2%	12%	21%	64%
7	Company gives rewards to employees for their contribution in environmental practices	1%	8%	6%	29%	56%
8	Company encourage green consuming habits like minimum use of energy and less wastage	13%	9%	12%	23%	43%
9	Company organize Tree plantation campaigns for employees	7%	29%	0%	20%	44%
10	Company Initiate cleanliness campaigns for employees	0%	15%	23%	24%	38%
11	Company raises feedback and suggestions from employees on green programs	14%	50%	10%	24%	2%

Source: Primary Data

Statement 1 shows the Answers of Respondents for the question 'Company Initiate green jobs with specific green title'. It is clear from the table that more than half of respondents (52 percent) strongly disagree with the statement. Thus most of the companies have not initiated green jobs with specific green title.

Statement 2 shows the Answers of Respondents for the question 'Companies integrates green values in corporation's mission, vision and goal statements'. It is clear from the table that more than half of respondents (60 percent) strongly agree with the statement. Thus most of the companies have integrated green values in their mission, vision and goal statements.

Statement 3 shows the Answers of Respondents for the question 'Company expresses environmental values in recruitment efforts'. It is clear from the table that more than half of respondents (65 percent) strongly disagree with the statement. Thus most of the companies do not express environmental values in recruitment efforts.

Statement 4 shows the Answers of Respondents for the question 'Company provides Training and development programs for environmental management'. It is clear from the table that more than half of respondents (65 percent) strongly agree with the statement. Thus most of the companies provide Training and development programs for environmental management.

Statement 5 shows the Answers of Respondents for the question 'Company considers environmental roles and responsibilities in employee performance evaluation'. It is clear from the table that more than half of respondents (56 percent) strongly disagree with the statement. Thus most of the companies do not consider environmental roles and responsibilities in employee performance evaluation.

Statement 6 shows the Answers of Respondents for the question 'Company has environment management information system (EMIS) to communicate environmental information to the employees'. It is clear from the table that more than half of respondents (64 percent) strongly agree with the statement. Thus most of the companies have environment management information system (EMIS) to communicate environmental information to the employees.

Statement 7 shows the Answers of Respondents for the question 'Company gives rewards to employees for their contribution in environmental practices'. It is clear from the table that more than half of respondents (56 percent) strongly agree with the statement. Thus most of the companies have Company gives rewards to employees for their contribution in environmental practices.

Statement 8 shows the Answers of Respondents for the question 'Company encourages green consuming habits like minimum use of energy and less wastage'. It is clear from the table that maximum respondents (43 percent) strongly agree with the statement. Thus most of the companies

encourage green consuming habits like minimum use of energy and less wastage.

Statement 9 shows the Answers of Respondents for the question 'Company organizes Tree plantation campaigns for employees'. It is clear from the table that maximum respondents (44 percent) strongly agree with the statement. Thus most of the companies organize tree plantation campaigns for employees.

Statement 10 shows the Answers of Respondents for the question 'Company Initiate cleanliness campaigns for employees'. It is clear from the table that 38 percent respondents strongly agree with the statement and 24 percent respondents agree with the statement. Thus most of the companies have initiated cleanliness campaigns for employees.

Statement 11 shows the Answers of Respondents for the question 'Company raises feedback and suggestions from employees on green programs'. It is clear from the table that maximum respondents (50 percent) disagree with the statement. Thus most of the companies do not raise feedback and suggestions from employees on green programs organize tree plantation campaigns for employees.

Conclusion

Green human resource management refers to using HR policies to promote sustainable practices and increase employee awareness on the issues of environment sustainability. It comprises undertaking environment-responsive HR initiatives resulting in better efficiencies, low business costs and improved employee engagement and retention which in turn, assist organizations to decrease employee carbon footprints by implementing the activities like e-filing, car sharing, tele-conferencing, virtual interviews, recycling, waste managing, telecommuting, E-HRM, online training etc. From the results of the study it can be observed that many Indian companies have implemented several Green practices as well as policies in their HR management functions. Even though companies have not initiated green jobs with specific green title to large extent but companies were found involved largely in other green practices like initiating tree plantation campaigns, cleanliness campaigns, recruiting green staff, imparting training on environmental practices, rewarding green performance of employees etc. Thus HR has become the important part of sustainability within the organizations by supporting its practices and policies with sustainability efforts and eco-focus.

Limitations

The scope of this study is restricted to India, so the results may not generalize to other countries. The study has been undertaken in regard to private sector companies only, companies from other sectors can be explored in further studies. The results may also subject to personal biasness of respondents.

Another limitation lies in its small sample size; therefore, the results may not be generalised well.

Green HRM Future directions

The Human Resource Department of any organization is largely capable of playing an extensive

role of enhancing sustainability. HR plays a crucial position in translating Green HR strategy into practice; therefore, human resources and its management are influential to the achievement of EM goals. Corporations have integrated several green practices in their HRM functions and can play crucial role in enhancing sustainability by utilizing their maximum potential towards sustainable future and keeping planet clean and green. This study has been undertaken in regards to private sector companies in India. The area of green HRM can be further explored in other sectors and industries in India and abroad.

Endnotes

1. Molina-Azorín, J. F.; Claver-Cortés, E.; Pereira-Moliner, J.; Tarí, J. J. *Environmental practices and firm performance: an empirical analysis in the spanish hotel industry. Journal of cleaner production*(2009), 17(5), 516–524. Google scholar, crossref
2. Pinkse J., Kuss M.J., Hoffmann V.H.: "On the implementation of a 'global' environmental strategy: The role of absorptive capacity" *International Business Review* 19 (2010), 160–177
3. Aust, Ina, and Wesley Harry. "Recent developments and future prospects on sustainable human resource management: introduction to the special issue." *Management revue* (2012): 221-238.
4. Renwick, D. W, Redman, T., & Maguire, S. (2008). *Green HRM: A review, process model, and research agenda. University of Sheffield Management School Discussion Paper* (2008.01).
5. Mandip, G. (2012). *Green HRM: People management commitment to environmental sustainability. Research Journal of Recent Sciences, (ISC-2011), 244-252.*
6. Bangwal, D., & Tiwari, P. (2015). *Green HRM – A way to greening the environment. IOSR Journal of Business and Management (IOSR-JBM), 17(12), 45-53. Retrieved from <http://www.iosrjournals.or>*