

## **GREEN HUMAN RESOURCE MANAGEMENT- A REVIEW ON PRACTICE AND CONCEPTUAL PERSPECTIVE**

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### **Abstract**

Growing global environmental concerns and the development of international environmental standard are creating the need for businesses to adopt formal environmental strategies. Green human resource management (GHRM) refers to a set of HRM practices that organizations adopt to improve employee workplace green performance. Green human resource (HR) is one which involves two essential elements: environmentally friendly HR practices and the preservation of knowledge capital. Greening employees from top to bottom is not an easy task, but pro environmental plan and implementing Green human resource management (GHRM) practices practically has produced a positive result toward the Green environment. The paper focuses upon the GHRM, various Green Human Resource Practices and explains the role of green human resource process in going green. Finally, the paper concludes some social implication of Green human resource practices for green organization.

**Keywords:** Green human resource management, green performance, knowledge capital, Greenenvironment

### **Introduction**

This article reviews the contemporary literature on Green Human Resource Management (GHRM). The Green HRM literature is largely a western one and, given the importance of Asian economic development for environmental management, this is an important gap for future studies to reduce (Renwick, Redman, & Maguire, 2013). Due to Industrial revolution, climatic change and green issues in work organization is frequently discussed among the general public and regulators (De Cell es, & Dutton 2014, Sonenshein). The “Magna Carta” on Human Environment was declared in the first United Nation’s (International) Conference on Human Environment held in June 1972 in Stockholm declared that to defend and improve

the human environment for presentand future generation have become an imperative goal for mankind (Shaikh, 2010).In response, work organizations are developing and accepting many methods for reporting and certifying deleterious impacts from industrial activity including Environmental Sustainability (ES), which reflect multiple stakeholder calls for action to tackle workplace emissions, and to add green jobs and duties to existing HR processes (Renwick, Jabbour, Muller-Camen, Redman, & Wilkinson, 2016). In the past, sound economic performance of the firm was expected to guarantee corporate success by Companies and its shareholders, but now it is no longer valid; economic and financial outcomes need to be accompanied by minimization of ecological footprints and increased attention to social and environmental aspects.(Sudin, 2011)

The objective of GHRM is to enhance an organization's environmental performance through improving employee engagement and commitment towards the environment (Siyambalapitiya, Zhang, & Liu, 2018)

### **Purpose of the study**

Going green means Conservation of earth natural resources as well as supporting the "Preservation of your personal resources" i.e. your family, Friends, lifestyle, communities. So that we called Green HRM is the Conservation of Human resource their work life and Family life. It means implementing determined lifestyle changes that will help individual to live in an eco-friendly way. For this every individual should be a more aware about the environment and changing their behavior, attitude and lifestyle to minimize the practices or activities that cause the degradation of the environment. Any action that you take by keeping the sustainability of the resources it contributes a positive impact on the environment. Every small change by every individual in their lifestyle makes a Green work-life and green environment for us and for future generations.

### **Theory and Methodology for the study**

In deciding what people management concerns to include in a review of GHRM, we use Ability–Motivation–Opportunity (AMO) theory (Appelbaum, E., Bailey, T., Berg, P. and Kalleberg, A., 2000) to identify the key HRM areas that will have an impact on Environmental Management (EM) outcomes. This theory is one of the most commonly used conceptualizations of the impact of HRM practices on organizational performance in empirical studies (Boselie, J.P., Dietz, G. and Boon. C, 2005). Ability–Motivation–Opportunity theory (Appelbaum et al. 2000) suggests that HRM practices that enhance the firm's human capital via increased human capabilities translate into performance outcomes, such as higher productivity, reduced waste, higher quality and profit. According to AMO theory, HRM works through increasing employees' Ability through attracting and developing high-performing employees.

Given the aims of the paper, a systematic review using an archival method is adopted to build a reliable knowledge base of the GHRM field. Our analysis process includes categorizing and classifying the existing literature in EM and HRM (across the full range of HRM practices). Research papers were delimited from the review if they did not have a focus on EM and HRM, widely defined. In this review we focus only on those papers that report empirical findings or develop theoretical arguments for the EM–HRM relationship.

### **Literature Review on Green HRM**

#### **5.1 Green**

The Green has different meanings for a different person, but for an environmentalist or nature lover A green" as an area or land that surrounded with grass, herbs, plants, trees, fresh air and natural resources but somehow, it means something relevant to nature or natural environment. There is a growing awareness within organizations of the significance of "green" issues. A Green

Workplace is environmentally sensitive, resource efficient and socially responsible (Sathyapriya et al., 2014). In order to achieve environmental sustainability goals, most firms can use suitable human resources management (HRM) practices to stimulate their employees (Paillé, P. Chen, Y., Boiral, O. & Jin, J., 2014, Tiwari&Bangwal, 2015)

## **5.2 Recruitment**

Attracting high-quality staff is a key HR challenge in the ‘war for talent’ (Renwick, Redman & Maguire, 2013). Organizations need to focus on hiring employees who are willing to engage in environmental management activities (Renwick et al., 2013). The organization’s image as a proactively green company increases its likelihood of attracting high-quality employees as ‘a green employer of choice’ (Jackson, S.E., Renwick, D.W.S., Jabbour, J.C. and Muller-Camen, M., 2011) stated that organizations’ ‘green image, environmental policy, and environmental performance could be published in their recruitment advertisement’ to attract the most suitable talents for their job vacancies. Thus, the job description should clarify and emphasize the job’s environmental aspects, what an employee can expect from the job, and what knowledge and skills the employee needs to fulfill the specified environmental activities (Mandip, 2012; Renwick et al., 2013). Therefore, attracting a pool of capable environmental candidates is critical in the green selection process, that is, in the selection of the most appropriate candidates for green job openings. (Siyambalapitiya et al., 2018) Such individuals had high levels of skill and education, and thus firms with good reputations for EM may have a source of competitive advantage in their ability to hire potentially high-performing staff (Renwick et al., 2013)

Creating and sustaining a pro-environment organization also requires the organization to hire employees who are willing to engage with EM activities. The Green agenda appears to be impacting on the criteria that some employers require in new hires. This literature reports the use of job descriptions and personnel specifications that emphasize environmental aspects of the job and interview protocols that probe applicant environmental knowledge, values and beliefs. (Renwick et al., 2013)

## **5.3 Green Selection:**

In addition to incorporating environmental aspects in their job analysis and design, organizations should also consider whether ‘the ideal candidate has environmental competencies that are useful to the firm as well as fulfilling the specific job criteria’ (Wehrmeyer, 1996, p. 14). Thus, their screening methods have to guarantee that the candidates ‘committed to the environmental issue have a potential to be shortlisted’ compared to other candidates (Jabbour and Santos, 2008). Therefore, by attracting and selecting environmentally conscious employees, rather than investing to transform existing employees into environmentally aware ones, organizations can better strengthen their own green initiatives. Some employers, particularly major multinational companies (Ehnert et al., 2014), adopt GHRM practices as a form of employer branding to improve their recruitment’s attractiveness among the increasingly environmentally aware younger generation. (Siyambalapitiya et al., 2018)

### **Employee Training in Environmental Management**

Training is widely seen in the literature as a key GHRM intervention, not least in order to heighten staff awareness of the environmental impact of their organization's activities (Bansal and Roth,2000),to equip staff with core skills, such as how to collect relevant waste data (May and Flannery 1995), and to raise the level of 'eco-literacy' and environmental expertise in the firm (Roy and Therin,2008).

Training in Green issues is widespread now in some countries. In the US, £300m has been invested in training for Green jobs under the Obama administration (Barton 2009). Advanced EM approaches are seen to be 'people intensive' and dependent upon skill development through employee training (Brio, J.A.D., Fernandez, E. and Junquera, B., 2007, Fernandez ,E.,Junquera, B. and Ordiz. M, 2003) find that a pro-environmental approach requires increased employee awareness, knowledge and skills in both processes and materials, and that this requires integrated training in EM to create an emotional involvement in environmental concerns.

Several specific concerns arise in the literatureregarding the use of training and development in EM (Milliman and Clair 1996), including the need to counter employee cynicism regarding the importance/relevance of the issues involved. In part, cynicism arises because such training is sometimes delivered in an overly 'politically correct way', with an over-emphasis on EM enforcement and in an authoritarian manner (Rees 1996). Hence organizations may need to not only develop more training in EM, but also, as in all training efforts, to carefully assess the general effectiveness of it (Perron, G.M., Cote, R.P. and Duffy, J.F. ,2006).

Other training concerns in EM include the re-training of employees who have lost jobs in the 'polluter' industries, ensuring that managers release staff for training, and integrating training into appraisals and PM systems (Wehrmeyer and Vickerstaff 1996). To tackle training concerns, the Institute of Environmental Management (IEM) has established and delivered training workshops for environmental managers, including raising awareness and skills in EM (Bird 1996).

### **Performance Management System (PMS):**

Using performance management (PM) inenvironmentalmanagement (EM) presents the challenges of how to measure environmental performance standards across different units of the firm, and gaining useful data on the environmental performance of managers. One way in which PM systems can be successfully initiated in an organization is by tying the performance evaluations to the job descriptions mentioning the specific green goals and tasks. For eg., Performance Appraisal (PA) can cover such topics as environmental incidents, usage of environmental responsibilities, reducing carbon emissions and the communication of environmental concerns and policy(Jyoti, 2019)

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### **5.6 Green compensation**

Rewards and compensation are the major HRM processes through which employees are rewarded for their performance. These HR practices are the most powerful method which links together an individual's interest to that of the organization's, therefore incentives and rewards can influence employees' attention to the maximum at work and motivate them to exert maximum effort on their part to achieve organizational goals and hence, green culture in organizations can be encouraged

In the context of Green HRM, rewards and compensation can be assumed as potential tools for supporting environmental activities in organizations. In accordance to a strategic approach for reward and management, modern organizations are developing reward systems to encourage eco-friendly initiatives embarked upon by their employees. Study done by Forman and Jorgensen (2001) on the importance of employee participation in environmental programs, it was observed that employee commitment to environment management programs was increased when they were offered compensation to take up duties in relation to environmental responsibility. Literature review reveals that incentives encourage executives to use accounting and other works to achieve short-term results and enrich themselves (Benz & Frey, 2007; Denis, Hanouna, & Sarin, 2006) though compensation and rewards increase green initiatives in organizations.

Employee compensation programs can be modified to give bonuses based in part on the employee's appraisal ratings on the behavioural and technical competencies. In addition, employees could be awarded bonuses for their outstanding work on special projects (Liebowitz, 2010). Green rewards can include the use of workplace and lifestyle benefits, ranging from carbon credit offsets to free bicycles, to engage people in the green agenda while continuing to recognize their contribution (Pillai&Sivathanu, 2014). Last, but not the least, more emphasis should be given on researches which determine effective approaches that will help to design and implement green compensation practices and may lead to the achievement of corporate environmental goals.

### **5.7 Grievance and Discipline**

In general terms, grievance and discipline in EM has seen few firms following the lead of the British firm National Westminster Bank in encourage internal 'whistle-blowing' regarding environmental breaches. The need to raise grievances is seen in high risk operations (for their safety record), and it is logical that in such cases disciplinary procedures are attached to environmental rules and duties where non-compliance occurs (Wehrmeyer, 1996: 16-17). Indeed, expert legal opinion is that some firms may eventually move to ensure that environmental obligations are secured by including clauses in staff contracts to do so, i.e. that environmentally unfriendly behaviour may constitute a breach of contract and therefore possible grounds for dismissal (Brockett, 2006: 18).

### **5.8 Paperless office**

Most of the work in the office is managed on paper but, with introduction of IT, the consumption of paper has been reduced. Today E-business and learning have changed the methods and

procedures at offices converting them into paperless offices. Paperless office is a work place where the use of paper is either restricted or eliminated by converting important official documents and other papers into automated workflows. The practice greatly reduce the consumption of paper, the costs of paper-related actions including copying, printing, and storing, and also save the time used for searching paper documents. Jamie Garratt started Idea Rebel, a Vancouver-based digital agency in 2008, which is a complete paperless office (Borzykowski, 2013). At Idea Rebel, pay stubs are emailed to employees and notes are taken on tablet devices and whiteboards. Designers are allowed to bring in a pad of paper but they have to take the pad to their home at the end of each day. Finally, we assert that by reducing the use of paper, we can directly conserve natural resources, prevent pollution, and reduce wastage of water and energy.

### **Conservation of energy**

Conservation of energy in the office has the potential for a great environmental impact. In an effort to provide more efficient and eco-friendly services, offices around the world have implemented sev-eral energy conservation initiatives to reduce the environmental impact. The HR department at the UK arm of Sky has started a campaign where the employees are asked to turn off PCs, TVs, and lights when leaving, to use 100% renewable energy, and introduced solar lighting (Davies & Smith, 2007), Whereas the HR department of other British organizations is emphasizing upon their travel policy which promotes car sharing and the increased use of public transport (Simms, 2007). In addition, HR systems such as e-HR are seen to be able to help management and employees track their own car- bon emissions (Beechinor,2007). Organizations are also promoting the extensive use of energy star- rated light bulbs and fixtures which undoubtedly consumes at least two-thirds less energy than regular ones.

### **Employee participation in green HR practices**

Every company is a mixture of employees with different characteristics, interests, Perspectives and due

to this they follow the different practices in their everyday life, which have different effects on the environment (Reusswig,1994; Soderholm, 2010). Some followed the practices that cause the degradation of environment and some followed the environmentally friendly practices in both the life sphere. It is to be recognized that employees who are energetic, vigorously involved in environmental management fundamental may play a crucial role in arriving at more desirable or effective environmental strategies to be implemented. Employees may feel the authority or power to adopt specific environmental management fundamental as a resulted of promoting human resource policies which present more desirable or satisfactory opportunities for enhancement related to depletion of waste (CherianandJacob, 2012). Employee participation in Green initiatives strengthens the possibility of effective green management.

Employee participation in Green HRM practices has result a improving Environmental management systems within the work place such as effective and efficient usage of resource (Florida and Davison, 2001); depletion of wastage (May and Flannery, 1995) and minimize the presence of pollutants which has harmful or poisonous effects from workplaces (Kitazawa and

Sarkis,2000) without the effective participation of employee the policies and practice are not implemented successfully, so employee participation is very necessary to every organization for effective implementation policies and practice, for this employee new innovative green idea, Green awareness steps, eco-friendly ideas should be welcomed that will inspire their interest in environmental issues and make best use of their practices and it will encourage or increase willingness of employees and their families to take participation and involvement in local environmental project (Wehrmeyer, 1996). This means the green outcomes done successfully with effort, skill, or courage and its procurement will largely depend on employees" willingness to collaborate (Collier and Esteban, 2007).

Employee participation is crucially influenced by identifying value, awareness and actualreaprecognized by the consumers (Sandra Rothenberg, 2003; T. Ram ayah Elham Rahbar, 2013). Forman, M and Jorgensen, MS,(2001) deals with framing the participation of employees in environmental work within the organization. The cases contribute to the recognition of those situations during the shaping of environmental work in an organization where alternative concerning employee participation are made: (1) The requirement of management to take individual in the environmental work; (2) The proficiency building among individual and (3) The stabilization of the environmental work into practice and structures(Bangwal & Tiwari, 2015).

### **Conclusion**

It is not a hidden fact that human resource is the most important asset of an organization that plays an important role in managing the employees. At the moment, the recent increased trend of corporate focus on greening the business, the modern HR managers have been assigned with additional responsibility of incorporating the Green HR philosophy in corporate mission statement along with HR policies. Changes in corporate perspectives related to the environmental initiatives can be seen in written policy statements, environmental job titles, marketing strategies, capital investments, auditing practices, new product design and development, and production processes (Molina-Azorín, Claver-Cortés, Pereira-Moliner, & Tarí, 2009; Sharfman & Fernando, 2008). Green process and policies are now making their way through within the HR space complementing the existing green practices and initiatives. Green HR efforts have resulted in increased efficiencies, cost reduction, employee retention, and improved productivity, besides other tangible benefits .Though the green movement and Green HR are still in the stages of infancy, growing awareness within organizations of the significance of green issues have compelled them to embrace environment friendly HR practices with a specific focus on waste management, recycling, reducing the car- bon footprint, and using and producing green products. Clearly, a majority of the employees feel strongly about the environment and, exhibit greater commitment and job satisfaction toward an organization that is ever ready to go "Green." The effects of GHRM practices are multifaceted and require constant monitoring to recognize their potential impact on HRM issues. The Greening HRM involves specific HR's policies and practices aligned with the three sustainability pillars environment, social, and economic balance (Yusliza, Ram ayah, & Othman, 2015) The responsibility of the present generations, HR managers are to create awareness among the youngsters and among the people working for the organization about the Green HRM, Green movement, utilization of

natural resources and helping the corporate to maintain proper environment, and retain the natural resources for our future generation i.e. sustainable development(Mathapati, 2013).

The future of Green HRM appears promising for all the stakeholders of HRM, be it the employers, employees, practitioners, or academicians. We propose that GHRM has substantial scope for research in management field but lacks behind in practice within academic arena; hence, there is a need to bridge the gap between professional GHRM practices and preaches in research and teaching environmental management. Pushing further, we look forward to see more research on this topic in near future, which can highlight the role of HRM activities in supporting green initiatives and to some extent even influencing environmental management strategies. Studies that observe the overall impact of GHRM systems rather than individual practices would be particularly helpful in this respect. Such studies can help organizations to reduce degradation of the environment become healthier both physically and financially and, make the world a cleaner and safer place to live. On the concluding note, we would like to add that HR is the major role player in implementing GHRM practices and policies. Apart from this, they have a crucial role to play in recruitment of new employees who are more responsible toward green business practices thus, indirectly saving the Earth. Last, but not the least, HR has significant opportunity to contribute to the organization's green movement and plays important role in enthusing, facilitating, and motivating employees for taking up green practices for greener business.

Though many scholars have highlighted the importance of GHRM in promoting environment-friendly behaviors among employees, it is still a less-researched area (Del Brío et al., 2007; Jabber and Santos, 2008; Jabbour et al., 2010; Jackson et al., 2011; Ones and Dilchert, 2012; Rimanoczy and Pearson, 2010). Moreover, the available literature on GHRM primarily provides insights in the Western context (Renwick et al., 2013). Considering the significance of Asian economic development and environmental crisis, it is equally important to explore the same in the Asian context.

The featured papers in this collection show that HR scholars are undertaking serious discussion and practical interventions that may extend global debates on the HRM role in reducing ecological degradation. For example, they reveal how the extant GHRM literature may benefit from including national culture, paradox and stakeholder theories, insights from green recruitment, competency and employee participation practices, and a greater focus on linking GHRM to financial and environmental performance outcomes. Nonetheless, these works only address part of the research agenda we outlined in our paper call. As such, our next section describes additional ideas for future research, beginning with research connections between HRM functions and EM.(Renwick et al., 2016)

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