

## NEW ERA OF HUMAN RESOURCE MANAGEMENT – GO GREEN

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**Abstract**— New era of HRM is to go green. There is an increasing need to combine management with environment. Several research studies have highlighted that organizations are in a transitional phase, that is, they are moving away from traditional perspectives of HRM to Green HRM. Green management is seen as one of the best methods that organizations can perform to save earth. The contribution of this paper will help understand the concept of green HRM and to identify HR practices & policies adopted by organizations.

**Keywords:** HRM, Eco Friendly Environment, Green HRM, Green Practices, Green Policies

### I. INTRODUCTION

GREEN is the colour of nature – associated with positivity. It represents the symbol of hope, freshness, safety, fertility, growth and living. It is the colour of happiness. *Green card* in US permits permanent residency & the *green light* of traffic signal means go ahead. There is a light of prosperity all around due to beautiful & healthy environment. But due to misuse of natural resources, it has led to major problems like reduction in ozone layer, forest cover, global warming, melting of ice mountains and glaciers. Now is the time to move for eco-friendly environment. The ways through which these natural disasters can be prevented are by implementing proper environmental policies, introducing solar lights, promoting car sharing, using public transport, recycling and waste disposals. Organizations are run & managed by human resources – which are its main assets. Human Resource Development (HRD) plays a key role in designing the organization's sustainability culture. The HR department of organization should also adopt steps like green recruitment, green training, green compensation, green performance management and green employee relation.

The green moment will introduce new ways of virtual interviews, job sharing, car pooling, on-line training, etc. etc... Today, the Green HRM not only involves awareness towards eco-friendly affairs, but also stands for economic & social well being of employers & employees. To effectively implement green management, organizations will require a high level of management & technical skills. Thus, green HR is an employee who is well aware about environment-friendly activities and is dedicatedly committed to solving environmental issues by practicing green habits in his/her

professional & personal lives.

Recently, there has been an increasing awareness among business houses on the importance of going green and adopting various environment-friendly management techniques. The paper suggests a research agenda that could begin to investigate these propositions.

### II. LITERATURE REVIEW

**Callenbach, et al (1993)** suggested that in order to practice green management successfully, employees must be empowered, motivated & environmentally responsive. Whereas, **Stephen King (2004)** concluded that the future of HRM will be built on innovation and creativity.

**Buck Consultants (2009)** proposed the types of environmental-friendly “green” initiatives – which companies are carrying out with their workforce & HR practices. Organizations must make efforts towards adopting green policies in order to save our environment (**Liu, 2010**).

**Suhaimi Sudin (2011)** explained that employees must be made aware of ‘going green’ concept. This would inspire & further motivate them to run green management initiatives. The author also focused upon creating & developing strategic models of ‘Green HRM’.

**Prathima & Sheelan (2012)** said that the main ideology behind organizations going green & thereby initiating green processes is to gain competitive advantage & fulfill their corporate social responsibility.

**Gill Mandip (2012)** has focused towards improving operational effectiveness by linking participation & involvement in ‘going green’ program.

As per **K Sharma (2016)**, limited organizations have environment-friendly formal & informal policies. Many organizations are heading towards ‘Go Green’ and practicing it to improve their operational effectiveness & competitiveness (**Rajpal Rao, 2016**).

### III. OBJECTIVES

- To understand the concept of Green Human Resource Management
- To identify green practices & policies adopted by the organizations

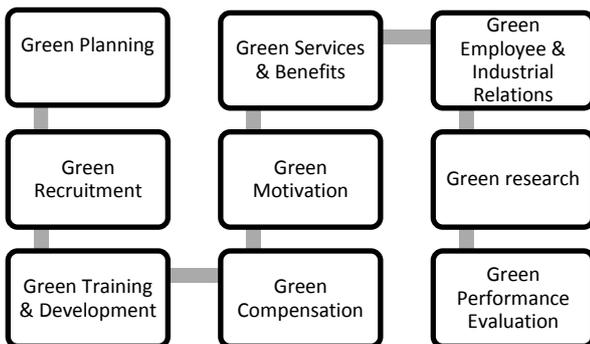
#### IV. RESEARCH METHODOLOGY

The research is completely based on secondary data. Here, the data from various research journals, websites and articles is collected in order to understand the significant work done on Green HRM. Some of the best policies & practices adopted by the organizations have been identified. This paper primarily focuses on the practices & policies adopted by organizations 'going green' & to give a better understanding of 'Green HRM' concept.

#### V. FINDINGS

'Green' denotes environment-friendliness and due to the productivity & cost-cutting benefits of 'Going Green', it simply cannot be ignored. Software giants like: Google, Microsoft etc. etc. are not only 'going green' & practicing it but also publicizing their environmental approach & records. Nowadays, organizations are making environmental efforts to 'go green' by integrating their traditional corporate business strategies with it. Few companies like Honda, Starbucks, Timberland, S. C. Johnson, Goldman Sachs etc. etc. have successfully used green policies to sell their products and gain media exposure.

##### Functional Area of HRM – Green Policies & Practices



**Green Planning:** It suggests having right person at the right place, at the right time, in the right number, and doing right things. Many companies going green are forecasting their manpower so as to place them at desired positions in future. They are hiring experts to forecast demands via environment & energy audit.

**Green Recruitment:** This refers to paperless recruiting process. Organizations should use advanced technology like internet to post jobs on the website for recruitment of suitable candidates. The website would also be used by candidates to search for specific jobs, post resumes online & being selected online by the HR for job interviews. This green process would help reduce waste by promoting paperless transactions. Sites like: Monster.com,

Timesjob.com, LinkedIn.com, Freshers.com, etc. are used to employ candidates. This facilitates improving environmental performance, thereby enhancing green recruitment process.

**Green Training and Development:** It is an era of introducing training with green management. Training contents are developed with skills & competence. Green training & development includes online teams to train employees in a way that doesn't harm environment. Trainers must consult online course material and case studies for training employees. Organizations must frame environmental committee with HR representatives, professionals & some executives to impart knowledge about going green.

**Green Compensation:** Here, HR in organizations should adopt green programme to reward employees for their efforts in promoting eco-friendly environment to the organizations in the following ways:

- Reward workforces arranging office car-sharing or bike services to commute to & from the office.
- Reward workforces who help recycle unwanted papers, use reusable water bottles.

**Green Motivation:** It is important for organizations to motivate employees in the following ways:

- Putting out to electronic media regarding their green efforts in promoting eco-friendly environment.
- Pay bonuses to workforces who share & impart knowledge to their younger peers about the 'going green' objective of the organization.

**Green Services & Benefits:** Most of the organizations give financial benefits by crediting their employees' accounts. As a result, the paper work is reduced. Some companies conduct Yoga & Health classes so that employees understand value of green.

**Green Employee & Industrial Relations:** Conflicts may arise when two or more employees are working together. In order to have a fast resolution process, the records must be maintained on computers, counseling must be done through emails etc. etc.

Also, in order to have better industrial relations, teams must be set with contrary views on informal events like gardening, sports, hobbies etc. etc. which may create a friendly environment & thereby promote organization's going green campaign.

**Green Research:** In today's world, the companies should go ahead with 'growing green' campaign. Most of the organizations are already implementing green research since there is so much that could be done & explored with it. There is extensive research conducted in product designing, services, recruitment, advertising, marketing, production & financial aspects as per the satisfaction of employees, customers & suppliers.

**Green Performance Evaluation:** Green Performance Evaluation is a challenge for the organization to analyze performance of their employees – by which they can prevent recurring problem, gain information & feedback on past and future performance. Green targets, goals and responsibilities should be set for managers, so that they help achieve great results.

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## VI. CONCLUSION

This paper has reviewed various literatures on eco-friendly environment within organizations, their acceptance of the green movement – thereby implementing green policies & eliminating environmental discrete.

*Going green* is in everyone's mind – be it concerns related to saving our beautiful earth from harmful effects of pollution or implementing green policies within organization to get rid of unnecessary wastage & promote paperless work. It makes sense to go green for the well-being of society - be it consumers, employees, suppliers, stakeholders etc. The benefit of Going Green towards an organization includes sustainability, cost-cutting benefits – thereby increased savings, improved social image and greater focus on Corporate Social Responsibility (CSR).

Therefore, green strategies should be framed by promoting employee participation within organization in gathering ideas and motivating them for recycling opportunities – thereby promoting reduced paper work & replacing it with CD, Pen Drive etc. etc. to store & retrieve data.

From this study, it can be concluded that green business practices and processes can not only help protect the environment but also improve company's bottom line of fulfilling corporate social responsibility.

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