

GREEN HRM: AN INDISPENSIBLE ASPECT OF SUSTAINABLE DEVELOPMENT AND SMOOTH FUNCTIONING OF THE ORGANIZATION - (A CASE STUDY)

Pritha Pande Samadder & Soumya Mukherjee

Assistant Professor, George College, Kolkata, West Bengal, India

Assistant Professor, Techno College Hooghly, West Bengal, India

Received: 27 Aug 2020

Accepted: 04 Sep 2020

Published: 15 Sep 2020

ABSTRACT

Sustainable development encourages us to conserve and enhance our resource base, by gradually changing the ways in which we develop and use technologies. Countries must be allowed to meet their basic needs of employment, food, energy, water and sanitation. Green HRM is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, promotes the cause of environmental sustainability. This paper proposes a model to establish how Green HRM has become an indispensable aspect of sustainable development. This paper is also based on a case study of a specific company and how it is drawing an added advantage by employing Green HRM practices. It also concentrates on how Green HRM concept contributes towards the broader corporate environmental agenda, since Green HRM involves two essential elements-Environmentally-friendly HR practices and the preservation of knowledge capital.

KEYWORDS: *HRM, Sustainability, Resource, Green HRM, Environment, Knowledge Capital*

INTRODUCTION

Due to growing concern over global environment and development of international environmental standards, there exists a dire need to re-engineer formal environmental practices. Green HRM thus plays a significant role in respect to sustainable development. Now-a days, apart from Green HRM, this necessity further invites the concept of Green Marketing, Green Accounting, Green Retailing and Green Management. Thus, the companies are formulating Green HRM practices as a means of corporate strategy. This emerging concept is nothing but the amalgamation of environment management and HRM. This concept focuses on two key aspects –friendly HR practices and preservation of knowledge capital. It is definitely a concept to adopt in the long run by the companies for smooth functioning as well.

LITERATURE REVIEW

- Opatha and Arulrajah (2014) refer that Green HRM is the use of policies, practices, and systems in the organization that provides benefit to the individual, team, society, natural environment, and the organization.
- Different researchers describe Green HRM in different ways, but somehow their intentions are the same, sustainability of Human resources and their environment. The HR function has been thus framed to achieve the goal of sustainability (Mandip, 2012; Cherian and Jacob, 2012)

- A study carries out by Harvey et al. (2012) concludes that HRM plays a prime role in execution of green practices and indicates the contribution of HRM to the green performance.
- Green performance can depend upon employee involvement and implementation of Green practices in both life domain and its result in respect to the green outcome. Green outcome points out Green innovations: new environmental initiatives, new techniques for efficient use of resources, solutions for waste reduction, pollution reduction, etc. (Callenbach et al., 1993; Ramus and Steger, 2000; Ramus, 2001; Ramus, 2002; Govindarajulu and Daily, 2004).
- Renwick, Redman, and Maguire's (2008) introduce a comprehensive compartmentalization of Green HRM practices that can be clearly understood, starting at the point of an employee's organizational entry and proceed until the point of the employee's exit. To be ecological, economical and practical at the same time is possible through by adopting Green Practices. Here are some environmentally friendly solutions to stay Green.
- Green Printing
- Green Manufacturing and Disposal of Staff ID card
- Job sharing (sharing a full-time job between two employees)
- Teleconferencing and virtual interviews
- Recycling
- Telecommuting
- Online Training
- Reduce employee carbon footprints by the likes of electronic filling, Green HR involves reducing carbon footprint via less printing of paper, video conferencing and interviews etc.
- Energy efficient office spaces
- Green Payroll
- Car Pooling
- Public Transport
- Company Transport
- Flexi-Work
- E-filing
- Although green HRM is still in the pioneering stage in India, this study outlines how green HRM and HR professionals can access a growing body of knowledge to help them on their organizational sustainability journey (Dr. S C Das Mr. Raj Kumar Singh Professor of OB & HR Doctoral Scholar Faculty of Commerce, BHU, 2016).

OBJECTIVE OF THE STUDY

- On the basis of our trivial study, we thoroughly consider these following points as the basis of our research-
- How Green HRM concept contribute towards the broader corporate environmental agenda
- How a company (SIS INDIA LTD) is getting an added advantage by employing Green HRM practices.

Methodology

The study revolved around both qualitative and quantitative approach to derive a definite result. For qualitative aspect, we precisely focused case studies taking into consideration of limited responses. Keeping in mind of the quantitative approach, the primary data was collected through interviews. To make it more apt, we even conducted informal interviews with HR managers. Before framing the questions for the interview, we closely followed company websites along with sustainability report. The questions were chosen according to company background. The interviews even focused on internal and external strategies of the company for employing Green HRM practices. To find out the uses of green HRM and effects on sustainability, we even selected a renowned company named SIS INDIA LTD.

Analysis

We established certain factors which have a definite contribution towards the implementation of green principles. These factors are Recruitment and Selection, Training and Development and Performance Appraisal. A comparative study between the two concepts (Age old Concept & GHRM Practices) bring forth a clear picture on how Green HRM practices contribute diligently for the development of a company in terms of better exploitation of the situation. This exploitation helps a company to reap a rich dividend in the long run.

The SIS INDIA LTD, the growing company in security Industry, helps to evolve out the distinct differences between traditional and modern approaches.

Table 1: Green Recruitment and Selection

Before Green HRM	After Green HRM
Concentrate only on AD in newspaper	Equal emphasis is also given on online AD
Manual forms fill up	Online application form
Going to the region for taking interviews	Video conferencing interview
Send the offer letter by post	Sending Offer letter by e-mail

Table 2: Green Performance Appraisal

Before Green HRM	After Green HRM
Physical appraisal form fill up	Online Portal based appraisal form
performance review face to face	Performance review WebEx based or video conferencing
after review the feedback sent by post	Online feedback system

Table 3: Green Training

Before Green HRM	After Green HRM
Classroom training was there	Online training is given
Printed training materials	Training material available online
Employees have to attend seminar and conference to update newly introduced system	Video conferencing interview
	Online YouTube training classes
	Regular briefings and circulate newsletters to communicate with their staff about environmental issues by E mail

To adopt this Green HRM concept, training is given to the HR team. Newly joined employees are getting awareness training on organization sustainability.

FINDINGS

After adopting Green HRM, it has been evolved out that there is a definite reduction in the rate of wastage of paper, fuel consumption for Interview travel, and Rate of Environmental degradation.

The possible outcome in respect to this is thus duly depicted below:

Reduce the waste of paper

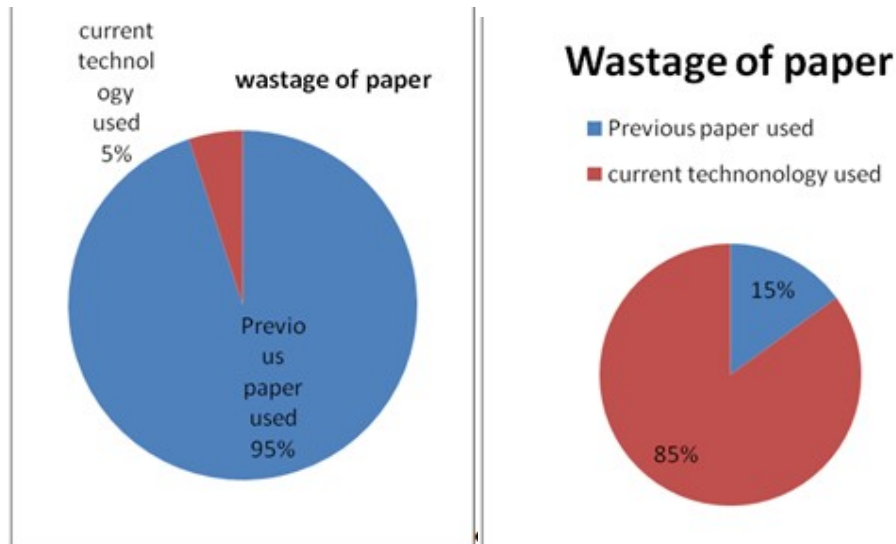


Figure 1: Denotes How the Rate of Paper Wastage Changed Due to Adoption of Green HRM..
Fuel consumption

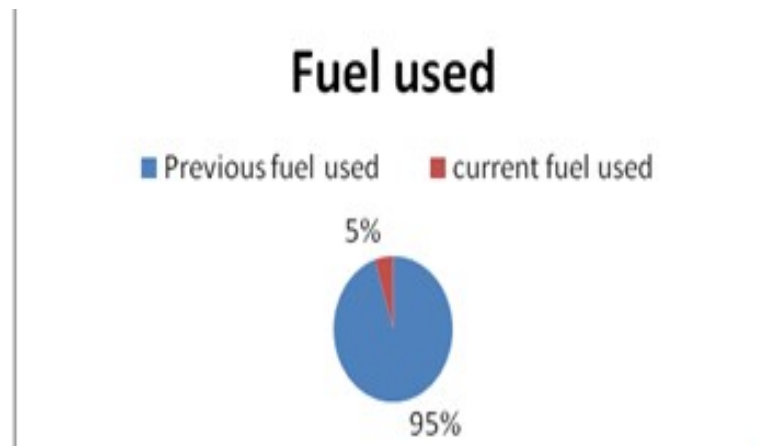


Figure 2: Denotes How the Fuel Consumption Reduced after Adopting Green HRM.. Environmental degradation

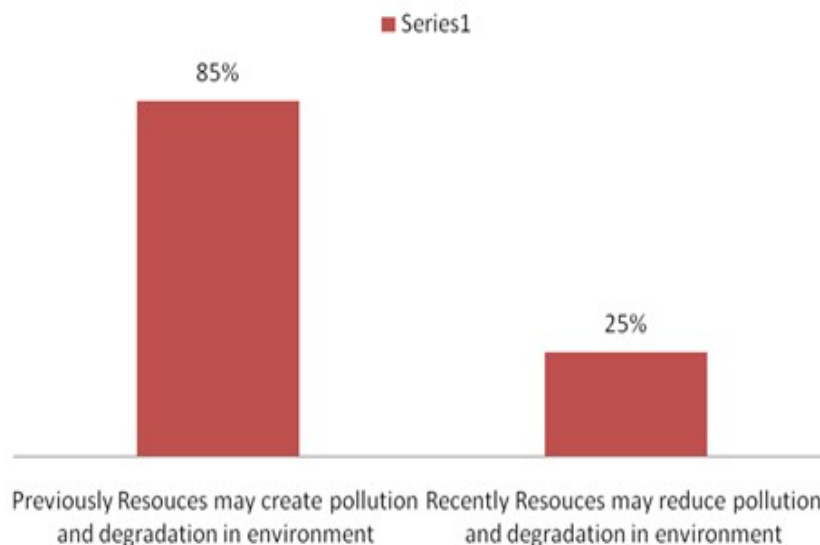


Figure 3: Denotes the Effect of Green HRM on Environmental Degradation.

Emphasizing long-term employment security to avoid disruption for employee is also part of sustainable HR practices. This company not only implements the strategy of giving good medical benefits but also rewarding the employees for using the ecofriendly initiatives within the organization. The company also assists the employees in identifying ways to recycle products that can be used for further reuse.

Considering various cases, this study proposed the following structure of green HRM on organizational sustainability

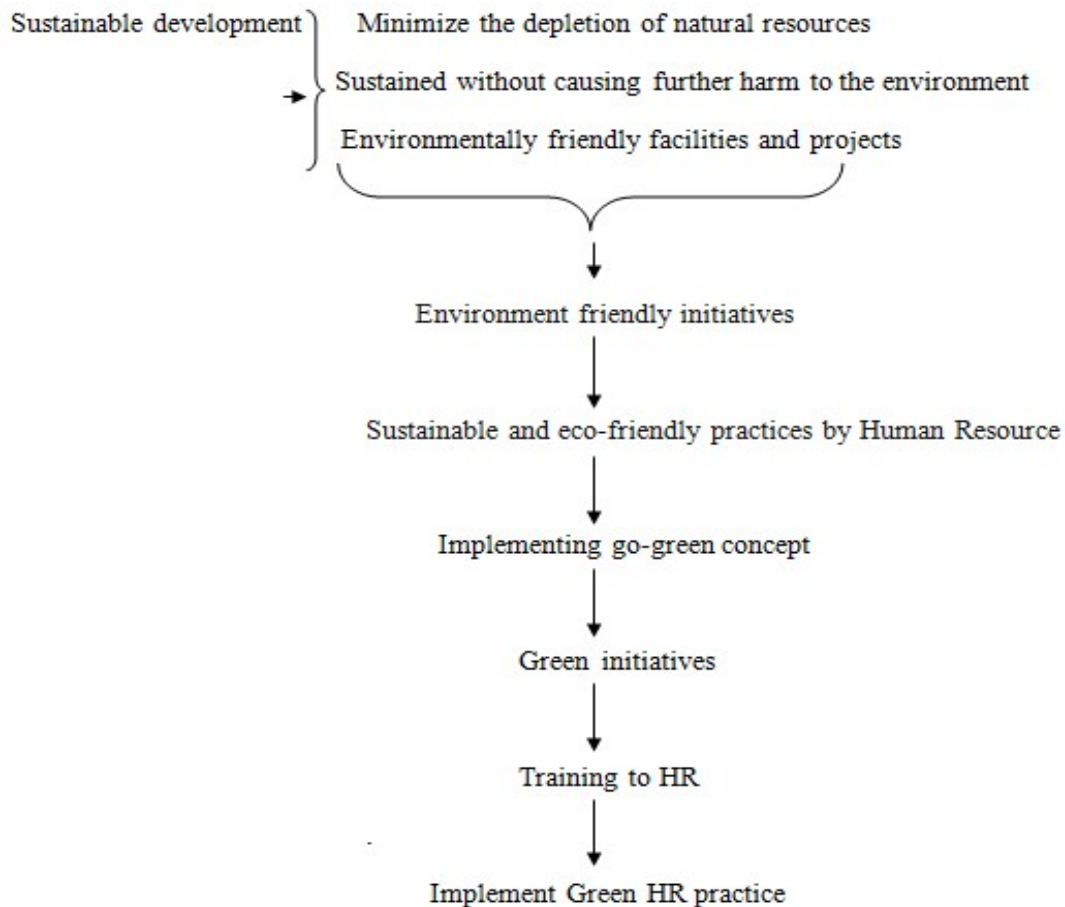


Figure 4: Proposed Conceptual Framework.

CONCLUSIONS

HR dept has a great role behind sustainability. HR dept creates eco-friendly policies, take green initiatives and implement it. This is the absolute responsibility of HR dept to create green HR practices.

On the basis of case study and interviews, we infer that GHRM practices are eco-friendly and helpful to retain employees. As Sustainable development encourages us to conserve and enhance our resource base, by gradually changing the ways, in which we develop and use technologies, GHRM is the best way to do that. GHRM creates eco-friendly practices to preserve knowledge capital. In a nutshell, we can conclude that Green HRM is an indispensable aspect of GREEN HRM.

LIMITATIONS

- While undergoing this research, we came across this obstacle which is duly depicted below:
- Time constraint is there. It would have been better if we could afford more time on the research.
- We manage to interact with one company, as time is limited. It would have been beneficial if we could have had detailed discussions with few more.

- As Green HRM is very new concept in INDIA, which is why it is really tough for us to interact with different companies as well.

REFERENCES

1. Fernández, E., Jonquiere, B., & Ordiz, M. (2003) *Organizational culture and human resources in the environmental issue: A review of the literature. The International Journal of Human Resource Management*, 14, 634–656.
2. Harmon, J., Fairfield, K. D., & Wirtenberg, J. (2010) *Missing an opportunity: HR leadership and sustainability* *People & Strategy*, 33, 16–21
3. Harvey, G., Williams, K., & Probert, J. (2012) *Greening the airline pilot: HRM and the green performance of airlines in the UK. The International Journal of Human Resource Management*, 23, 1–15.
4. Deepak Bangwal a*, Prakash Tiwari (2015) .*Green HRM – A way to greening the environment, IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 17, Issue 12, PP 45-53* www.iosrjournals.org
5. Renwick, D. E., Redman, T. & Maguire, S. (2013). *Green human resource management: a review and researchagenda. International Journal of Management Reviews*, 15 (1), 1–14.
6. Renwick, D., Redman, T. & Maquire, S. (2008). *Green HRM: A Review, Process Model, and Research Agenda, Discussion Paper Series, University of Sheffield Management School, The University of Sheffield.* <http://www.sheffield.ac.uk/content/1/c6/08/70/89/2008-01.pdf>.
7. Ramus, C. A. (2001). *Organisational support for employees: Encouraging creative ideas for environmental sustainability. California Management Review*, 43, 85–105.
8. Ramus, C. A. (2002). *Encouraging innovative environmental actions: What companies and managers must do . Journal of World Business*, 37, 151–164.
9. Harvey, G., Williams, K., & Probert, J. (2012) *Greening the airline pilot: HRM and the green performance of airlines in the UK. The International Journal of Human Resource Management*, 23, 1–15.
10. Mandip, G. (2012). *Green HRM: People management commitment to environmental sustainability. Research Journal of Recent Sciences*, 1, 244–252.
11. Opatha, H. H., & Arulrajah, A. A. (2014) *Green Human Resource Management: Simplified general reflections. International Business Research*, 7, 101–112.
12. Dr. S C Das Mr. Raj Kumar Singh (2016) *Green HRM and Organizational Sustainability: An Empirical Review. Kegees Journal of Social Science Vol.1&2 Pages: 227–236*

