

# Green Human Resource Management: A Conceptual Study

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**Abstract**—As we are moving towards industrialization it increases business production, technology and other business activities. Increment in number of industries had given rise to the use of machinery and other heavy equipments - which in turn, used fuels as source of energy, which is the reason for environmental degradation. To save our environment from hazards and to achieve environmental sustainability by adopting green practices it is a high time to become aware about the green concept. The paper tries to explain about Green HR Concept, its importance, its meaning, what are the reasons for greening, ways to make Human Resource functions green and some previous studies on Green HRM conducted by various researchers. The paper will enhance knowledge, awareness, better understanding about the green management idea.

**Index Terms**—Green Human Resource Management, Greening, and Environmental Sustainability

## I. INTRODUCTION

GHM is a novel concept & is considered a crucial part of HRM. It is a revolutionary concept in the academic world as well as the practical world of HRM (Stojanoska, 2016). The term “Green HRM” was coined by Wehrmeyer in 1996. Majority of people don’t know about this concept and those who know they have very less knowledge about it. There are some developments with respect to GHRM concept but they are not related to Indian context. Since Green HRM is considered a new & emerging field in Management domain & specifically HRM literature there is need for more research to create deep understanding & awareness on GHRM.

This paper will solve the purpose of providing a fundamental comprehension of GHRM. In this paper we have attempted to address the following questions:

- What is Green?
- What are the reasons for Greening?
- What is GHRM?
- What is the importance of GHRM?
- What are the ways by which we can make HRM functions Green?
- What are the outcomes of some research studies conducted on Green HRM?

### A. Green:-

‘Green’ means environmental. Green today has become a buzz word only due to the corporates & the indi-

viduals understanding & awareness that the consumption levels of resources made by them are higher than what is available. This led to emergence of the concept of “sustainability & greening”.

“Going green” has four major implications regarding HRM- Opatha (2013); & Opatha & Arulrajah (2014)

1. Protecting the natural environment.
2. Maintaining the natural environment.
3. Environmental pollution reduction.
4. Creation of natural heritage.

### B. Why is Green?

Govt. & firms uses natural resources generously for producing various consumer products without thinking about the future generations. Environmental issues like:- global warming, environmental pollution, environment degradation is in existence. Due to which the concept of Green Management emerged. Going green means implementing determined life style changes which helps everyone to live in sustainable way. Adopting green practices, green behavior, green actions will help to achieve environmental sustainability and will contribute a positive impact on environment.

### C. Green Human Resource Management

Concern for the environment already started since 1990s. Organizations, businesses have taken action to reduce waste, pollution by establishing approaches & system for Environment Management like:- use lesser contaminated materials, product design, reduced packaging & energy efficient (K.-L. Wong et al., 2013). There were several studies K.-L. Wong; (2013); C.J.C. Jabbour et al. (2012) which have focused on HRM & Human capital towards environmental sustainability & environmental concerns. As mentioned by Hussain (2018) Human Resource field plays an important role in chasing green practices, HR plays major role in hiring skilled talents who can implement and adopt green practices in the organization & can enhance environmental sustainability.

Some of the definitions provided by the scholars of HRM are:-

Wikhamn (2019) stated that “GHRM” is the adoption of HRM practices and strategies which help in achievement of social, financial & ecological goals, with providing a positive impact to an organization over a longer time horizon. According to (Al Mamun, 2019) GHRM is about

making the employees green by adopting environmentally-friendly HRM practices, policies so that society, businesses, individual, & ecology can be benefited by this. Green HRM will shrink the carbon footprint by adopting green initiatives like: electric filing, teleconferencing, recycling, ride sharing, tele-commuting, virtual meetings, e-learning & paperless offices (M. Mampra; 2013). GHRM practices are very important in order to boost employee morale, providing him job-satisfaction which helps company to achieve better employee engagement, involvement (J. Cherian & J. Jacob; 2012).

#### D. Importance of GHRM

Subsequent benefits are:-

1. Reduction of climate change concerns.
2. Growth of business firms.
3. To avoid harms to animals.
4. To avoid health diseases caused by pollution.
5. It provides maximum contribution of employee on each of the four roles ie.-:
  - Naturalist
  - Environmentalist
  - Cleaner
  - Maker

GHRM is a part of a broader framework of Corporate Social Responsibility which includes application of environmentally-sound strategies & policies for promoting utilization of natural assets in a sustainable way & supporting ecology.

## II. MAKING HRM FUNCTIONS GREEN

HR dept. plays major role in translating green policies into practices as stated by (Renwick, 2008) & creating renewable environment within the company (Harmon et al, 2010), as a result green goals will help in achieving green missions all over the HR process from entry-exit stage (Dutta, 2012). Developing HRM function green includes adaptation of policies, procedures, which guaran-

tee that the organization hires right person at the right time & at the right place. We tries to seek out to show some ways how to make some major HRM functions green in this paper.

Functions of Human Resource Management	Possible Ways to make HR functions green
Staffing	Assimilation of green values in the recruitment messages.  Paper less work can be followed by practicing & hiring through online means.
Hiring/ election	Selecting applicants who have green morals & responsibilities towards ecology.  Selecting applicants who practice & pursue Green agendas to save environment.
Analysis of job/ job design	Incorporating element of environmental sustainability in Job Description.  Incorporating Green abilities in Job Specification.
Coaching	Communicating awareness about Green concept to employees through learning programs.  Including role analysis & needs of employees.
Measurement of performance	Evaluating employees' task performance according to Green-related criteria.  Measuring employees environmental behavior through key performance indicators.
Reward Management	Providing intrinsic & extrinsic awards to employees for their green roles.

## III. RESEARCH IN GREEN HUMAN RESOURCE

Following table contains contemporary studies done by various researchers:

Author	Article Title	HRM Functions	Data Type	Outcomes
Liaquat Ali Rahoo et al/ 2020/	Analysis of Green Human Resource Practices in IT Industries of Pakistan	Staffing & selection, Green performance measurement, green learning & coaching programs	Descriptive- survey, questionnaire	Results revealed that firms are not providing effective training programs, not hiring green employees & not providing results based performance system

Author	Article Title	HRM Functions	Data Type	Outcomes
Ibraheem A. M. Aburahma/ 2020	The Relationship between Green HRM Practices and Organizational Performance at Gaza University	Green hiring, green instructions, green compensation, job performance,	Descriptive and quantitative	This study revealed that there is a positive relationship between Green practices and organizational objectives
Aktar & Islam/2019	Green HR strategies & Employee Engagement: Empirical evidence from RMG sector	Green tutoring, green employee involvement, green performance appraisals, green incentives	Descriptive-questionnaire	Results revealed that green employee participation & green training & development showed positive relationship with employee engagement
Al Mamum/2019	An Analysis of Employee Awareness on GHRM Practices: Evidence from Bangladesh	Personnel planning, staffing, orientation, green instructions, appraisals, reward management, employee self-control management, employee relations	Combination of both quantitative & qualitative research	Findings of this study are that majority of the HR managers from diff industries are aware of GHRM. However, proper green activities are not yet practiced in the organization
Reshma Dingra & Padmavathy/2019	GHRM – A leap towards sustainability	Green hiring & staffing, green learning, green measurement of performance	Case study	Author suggested green initiatives for minimization of environmental pollution
Patil & Sarode/ 2018	Green HRM : Role of HR Managers To Achieve environmental sustainability	green enrollment, green results based management, green professional development, green remunerations and involvement	Systematic Review	Study focused on prevention of pollution
Tang et al./ 2018	Green HR practices: scale development and validity	Green staffing, training & learning, green management for results, green salary system, participation	Exploratory analysis & factor analysis	Developed a GHRM scale

Author	Article Title	HRM Functions	Data Type	Outcomes
Seyed Javadin et al/2017	GHRM: an investment and sustainable development approach	green selection and recruitment, green training, reward system.	Qualitative, content analysis	Results revealed identification and development of characteristics of GHRM

#### IV. CONCLUSION & FUTURE SCOPE

Aim of this paper is to deepen the consciousness about GHRM concept. By adopting green practices firms can achieve environmental sustainability. This is only possible by effective implementation of GHRM strategies and practices within the organization. Offering Green HR practices will help in attracting skilled & potential talents & executing these practices will enhance employee green behaviors, green focus in the organization. There is need to provide insights about GHRM & empirical verification. GHRM can develop motivation, social identity, commitment to employees to contribute their efforts. Green HRM efforts resulted in improved retention rate, improved public image, improved productivity & efficiencies, improved work-life harmony, cut rates, improved labour productivity, business opportunities & sustainable use of resources. In addition, various variables like: organizational support, environmental consciousness, employee commitment, staff participation, organizational learning capabilities and perception of employees could be used in future exploration.

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