

GREEN HRM - A CONCEPTUAL FRAMEWORK

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ABSTRACT

Over the decades, the environmental degradation is hitting the headlines all around the sphere. The concept of concern for environment seems to have an expansive significant role for eco-friendly practices with a current impulse of go green concept in HRM. Green HRM is a key business roadmap carving footprint in 'Going-green'. Also, recently the researchers heightened their research interest towards the environmental management and sustainable development goals. 'Going-green' is the only way to save our endangered environment and it seems to be a novel concept in today's hyper changing environment. Green HRM has evolved in the context of HRM field in order to protect and preserve the natural resources and to attain the sustainable development goals. Launching green HRM policies and investing in green technology is mushrooming among the business professionals, banking industries, hospitals and academic institutions etc., This paper is based on the collection of relevant review of literature in recent research studies. This study exclusively utilizes the opportunity to discuss about the Green HRM and its need for this 21st century where the destruction, degradation and depletion of resources due to rapid industrialization growth and various health hazard diseases that occur due to contamination in the environment and can be recovered by greening the people through the principle of sustainability by Green HRM. Also, this study exclusively focuses on a theoretical framework for gaining a fundamental understanding of Green HRM as a scope for future research endeavours and revolves around the homogeneous attitude towards heterogeneous implementation of green HRM in varied working institutions.

Keywords: Going- green, Eco-Friendly, Green Human Resource Management and Green technology.

INTRODUCTION

In today's global business scenario many manufacturing industry, IT industries, organisations, banks, hospitals and academic institutions tend to practice Green HRM. People are very conscious and aware about environmental pollution and its causes. Hence, they diverted their attention towards the environmental sustainability. Recently, there has been increased incorporation of environmentally friendly practices in the field of science, technology, education, health, food habits and in dress code. The 'Green' in HRM owes to lead a more environmentally friendly lifestyle practices without harming the environment. It concentrates on increasing the scarce resources and reducing the environmental degradation. It focuses on awareness towards social and environmental concerns and as well as the economic wellbeing of both organisation and employees. Green HRM encompasses green activities in recruiting, hiring, training, performing, compensating, rewarding and managing an organizations employee towards achieving organisational as well as environmental sustainability goals, need and objectives. Green HRM is a specialized key area that develops programmes and policies to promote green culture through effective management and engagement within an organisation by avoiding and preventing hazardous pollution. Also, Green HRM nudges the healthy encouragement and motivation of Green personnel through the proper channel that drives to improve their performance and progress.

REVIEW OF LITERATURE

Mwita (2020) stated that Green HRM offers multiple advantages like attracting customers and shareholders and as well as enhancing business performance through environmental sustainability and also claimed that Green HRM is still a new and an emerging field that needs more attention from researchers and HR practitioners.

Al Mamun (2019) conducted the research to study the extent of awareness of Green Human Resource Management among the different levels of HR managers in various organizations of Bangladesh and founded that majority of HR managers are aware about the GHRM concept but in practice they lack behind. The study also says that attending overseas training, conferences and seminars are the substantial factors to increase the awareness and to execute it in practice in near future.

Krithika et al., (2019) conformed that organisations across the globe are working on the road for the implementation of Green HRM practices to increase competitive advantages amongst

the corporate world. This study states that the complete implementation of Green HRM requires a transformed approach in the existing HR practices.

Tang et al., (2018) this study was found to be the first and the foremost empirical research in the GHRM field where the researcher tested the measurement of GHRM on Chinese respondents with respect to various dimensions and stated that all the employees in an organisation should be encouraged to participate in environmental decision-making activities so that their involvement contributes their skills or knowledge to environmental performance. Green HRM research studies are still considered as a piecemeal when compared to the current research studies and the development and validation of a GHRM scale is the prerequisite for further research in this field.

OBJECTIVES

The major objective of this study includes:

- To provide basic understanding and objectives of Green HRM.
- To analyse various review of literature related to Green HRM and its strategies.

BASIC IDEOLOGY ON GREEN HRM

The Green or greening means preserving ecology, conserving grass root democracy, generating social responsibility towards natural green environment and avoiding contamination. The table below shows the meaning of greening in the context of environment and organisation.

Variables Defined	Greening Environment	Greening organisation
Preserve Ecology	Flora and fauna, land and forests.	Retaining talented human resources who possess green behaviour
Conserve Grass root Democracy	Using water, fuel, and energy at minimum level for future utilization.	Constructing green building and implementing Green HRM practices and policies which make organisation environmentally responsible

		and resource efficient through its life cycle.
Avoid Contamination	Avoid contaminating water, air and atmosphere through wastages.	Avoid using plastics and throwing garbage's in and around the organisation building.
Social Responsibility	Generate planting trees and creating parks helps to reduce environmental pollution.	Generates green team within the organisation to educate people in greening the organisation towards attaining environmental sustainability.

The U.S. Chamber of Commerce Small Business Nation defines going green as simply taking steps to “conserve energy, reduce pollution and save money”. In simple sense, it is a process to adhere green policies to safeguard the environment from negative effects and to boost the employee productivity, morale and thereby creating a brand image. The goal of ‘Going-green’ is to reduce, reuse and recycle. This is diagrammatically represented as:

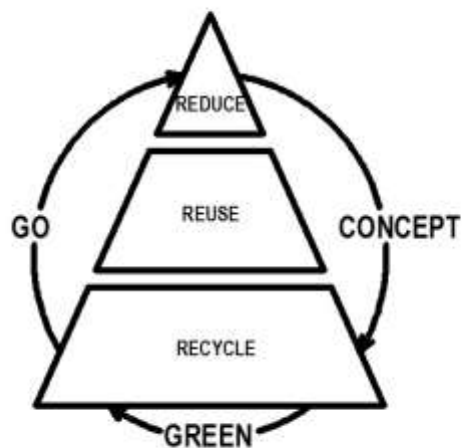


Fig 1: Go-green concept

ORIGIN OF GREEN HRM

Green HRM has originated by the significant contribution of **Wehrmeyer (1996)** in his book titled 'Greening People': "Human Resources and Environmental Management" (**Jackson et al., 2011**). Green HRM is relatively an emerging concept for all the corporate to switch over it. **Sushma Rani, (2014)** confess that Green HRM is the use of HRM policies to support the sustainable use of resources within organizations and, more usually helps the reasons of environment sustainability. The environment, social and economic balance is the three sustainability pillars that are catered in the concept of Green HRM. Also comprises of two core elements – 'environment friendly HRM practices and preservation of knowledge capital in an organisation'. Green HRM is concerned with greening the organisation by the use of traditional green business approach. It is hard to operate with the Green HRM concept unless implementing the Green HRM policies. The Green HRM policies are framed with strong guiding principles for the corporate to implement and integrate all the functional areas of management like manufacturing, logistics, marketing, warehousing and auditing etc., with green dimensions. Greening people is highly a risky business activity for the business organisation. By creating, training and enhancing green thinking, motivates the people to exhibit their green behaviour and attitude. People are the backbone and are considered as a valuable asset in every organisation. Green HRM attempts to achieve the principle of sustainability through Greening people.

OBJECTIVES OF GREEN HRM

The objectives of Green HRM are derived by integrating the Environmental Management (EM) and Human Resource Management. The objectives of Green HRM is concerned with 'Green Dimensions' in human resource management practices with an art of creating and developing green culture within employee and the organisation. The objectives of Green HRM comprises of various phases like personal, functional, organisational and societal. Personal objective helps to safeguard human resources and construct a win-win situation benefitting the environment, organisation and as well as the economy. Functional objective equips environment friendly HR initiatives in HR processes of recruitment & selection, training & development, performance appraisal, compensation & reward management. The third objective as organizational goal helps to establish a green team engaged in advancing sustainability within an organisation. The fourth societal objective focuses on creating social awareness among the people through value education and conducting awareness

campaign, green events, conferences, seminars, environment audits and organising environmental motivational programmes. Also, the objectives of Green HRM attempts to inculcate an awareness of healthy environment and nudges to take steps towards the cultivation of greening the people.

By greening the people through green policies and practices the organisation achieves the organisational, environmental and sustainability goals and also increases the business efficiency in each business processes and reduces waste by optimum utilization of the resources. Thus, Green HRM aims at creating a green path towards HRM policies through EM and supports organizations, societies and educational institutions to navigate their green path to achieve environmental sustainability goals by adopting the policies. The Green HRM policies holistically bridges the gap between the grey to green and encourages the sustainable use of available resources within business enterprises to promote the origin of conservationism and in the process generate improved employee morale and satisfaction. The same is diagrammatically represented in Fig 2 as follows,



Fig 2: Objectives of Green HRM

CONCLUSION

Green HRM is thriving around the world. It is going to make a huge transformation and a huge impact on the individuals, businesses and the world around. It not only teaches a valuable lesson to business organizations but also for the future generations, as of how it is important to be kind to nature and environment. Incorporating a well-structured Green HRM policy with an advancement of green technology in corporate, banks, hospitals and academic institutions in time, pays back them all. The payback of Green HRM not only yields strong results in business performance, employee productivity and morale but also create a brand image and better reputation in the eyes of society. Also, implementing 'Green' in an Academic Institution plays a vital role in creating the environmental and sustainability awareness through teaching value education to students and scholars so that its importance and benefits can be passed on for generations. Hence, there is a need for Green HRM practices and policies in every sector to make an extensive contribution by creating healthy working environment with special effort on retaining natural resources besides reducing environmental pollution. Without GHRM policies, processes and practices it is hard to achieve green goals and the targeted sustainability goals. This study has still scope for further research into the problems endured by the organisations, academic institutions and other industries on the path of implementing and establishing the Green HRM. Also, the future researcher and scholars can focus on the empirical studies since there is only a handful of an empirical study carried out in particular area.

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