
A STUDY ON GREEN HRM PRACTICES AND THEIR EFFECTIVE IMPLEMENTATION IN THE INDIAN INDUSTRY

Janardhan D.Mandhare

Author, Research Scholar, Dr. D. Y. Patil Vidyapeeth, Pune.

Dr. Safia Farooqui

Co-Author: Director, Dr. D. Y. Patil Vidyapeeth's Institute of Distance Learning, Pune).

ABSTRACT

GREEN HRM is defined as application of HRM plans to support meeting our own needs by using all assets in the office premises and mainly it supports the reasons of environment ability to exist constantly.. GREEN HRM is mainly answerable in promoting green workforce which help in understanding, appreciating and practicing green efforts and maintaining their green objectives during the development of GHRM functions of Recruiting education and development, compensation & rewards, green work place, green performance appraisal, system green employee and employer relations ,paperless offices, e-waste disposal and recycling, conversion of energy. It is related to the organizations policy, practice and system which help in making employees of the organizations green for the advantage of the employees, public, all the physical surrounding on earth as well as to the organizations. This study is mainly on the different kinds of GHRM practices and their effective implementation in the organization and also their awareness and growth rate in Indian scenario. It also highlights the need for GHRM Practices, and factors required to implementing Green Human Resource Management This is being exploratory research based on secondary data i.e. the literature survey study involving collection of literatures in the selected topic of study. The literature survey have been critically examined and compare of them to have better understanding. It also help the researcher to update with the past data, data sources and results which provides a basis for general finding.

Keywords: Human Resource Management, GREEN HR Practices, Environment and HRM, Indian industries.

INTRODUCTION

The word GHRM has been always used in connection to the outcome of HR Policy and day to day use regarding wide scope of top management agenda of safeguarding and protection of original assets. In GHRM, there are few important elements which needs to be keep in mind viz. there should not be any adverse impact on natural resources and the safeguard of information. The impact of our day to day work on the environment and the objective to go green has enlarge from peoples to industry. Many offices are undertaking to execute this task in a more careful and systematic manner.

The GHRM is based on green movement which means safeguard of earth and save the planet earth from any kind of situation caused by the industry for attaining of chief aim of profit increasing. The GHRM always plays major duties in Indian organizations to raise the earth related problems by using it. In Management philosophy, HR Policy, Practicing, education and development of manpower and execution of various laws about safeguard of environment GHRM is also help the workforce and the industry in building of a good organization image and better goodwill in the market by compulsory developing or adopting the ISO Standards, environmental audit, taking care about e. waste management and pollution as well as industrial e-waste material. Also the latest company Act 2020, make it compulsory for the industry having a total assets exceeding 600 crores and yearly turnover of one thousand crores to give the benefits to the society. In India there is a extra consumption of original assets as a components in the organizations. Also in the many commercial industries, there is heavy pressure on the original assets

of planet earth which become necessary to discuss on the topics such as economical differences and variety and variability of life on earth..

Many Indian industry are accepting GHRM practices which help in minimizing of gases through minimum printing work of office papers, Use of zoom app. for recruiting of new candidates .few efforts that industries should consider for to go green are as follows.1.Arranging energy saving programs, . various schemes for reducing of costs, use of emails for communications to reduce consumption and cost of papers.3.-Recycle of industrial e-waste materials.4.curtail of business tours and use of online video conferences instead of travelling frequently.5.educate to vendors about supply of green materials for the end product .6.Development of green manufacturing process for by Using of energy saving machinery, and implement the practices of use some steps and minimum inventory and packing items.

2.1 The advantages of green HR practices

GHRM Practices help industries to find modern ways to minimize overheads and retaining top management manpower. GHRM helps to the contribution of manpower management policy and other tasks toward the big scope of agenda. This is very important aspect of HRM as this is an main issue for all workers as well as customers and company's shareholders This is also which HRM may have a great impact without incurring large expenses, best environment management may help in improving services and curtail expenses and budgeting of money for green advantages to keep all employees busy Also it may help in enhance employee's possitive attitudes and good behavior in the industry.

2.2. Necessity of GHRM

Last twenty years of this century have realized a unanimous consensus for the need of a real environmental initiatives for all the countries in world.. This initiative were taken from the disturbing impacts of various pollutions in which the organizations e.waste materials is the major issues that has caused for reducing and spoiling our natural assets very speedily which has been notices. The magna Karta on human environment were declared first time in the United Nations seminar on the topic of Human environment held were in July 1971 in Stockholm which stated that the human environment for current and next generation has become an important vision of mankind. The GHRM past study is largely on a western one and given the preference of Asian economic development for environmental management, this is an significant gap for further studies to reduce .Scholars of management around world are now assessing different kind of GHRM practices which can help to the achieving of the GHRM goals and also have a significant impact on the environmental competitiveness of the industry.

LITERATURE REVIEW

Aparna (2016) suggested that the GHRM practices are most essential tool in developing industries and their process green. The green outcome, behaviors, positive attitude, and competencies of human asets may be molded through introduction of GHRM practices and suggested that industry wants more priority to turn each task of HRP as a green.

Gill Mandip (2012) suggested that the future of GHRM is to be very promising for all the individuals working in HRM. The owner and practitioners can maintain the useful of linking manpower involvement and their active participation in environmental activities for enhanced industrial environmental progress, and a special attention on e-waste recycling, designing green products. Trade unions and employees help employers to implement GHRM policy and practices which help to secure and improve workers health and. He also examines the nature and extent of Green HR practices adopted by ITC Limited

Likhitkar & Verma (2017) suggested that electronic filing, ride sharing, flexi working hours, teleconferencing and online interviews, recycling, developing more power effective office spaces are

the various green practices which can be taken for development. These practices resulting in greater efficiency, & minimum costs & happy employees, which results in sustainability in the industry.

Sakhawalkar, & Thadani (2015) has done research on IT companies at Pune where non-probability – convenient sampling were used & structured questionnaire were obtained by using green practices in the industries as well as other than the organization employees of IT companies in Pune region. The study found the awareness between employees in IT companies & developing of various GHRM practices. The study revealed that industries are moving to the environmental friendly drives that help to reduce a gases. The results included: electronic data filing, Vehicle sharing between various employees,, video conferencing and virtual interviews, e.waste recycling, telecommuting, online training, Work at home and developing more energy efficient office spaces. The study also found that respondents are aware about the electric & hybrid vehicles; however people, who are not aware about GHRM, are known the practices and know that their organization is implementing such practices.

Shoeb Ahmad (2015) in his study ,he has noticed an increasing knowledge within business people on the need of implementing green and using various environment management techniques. As the CSR world is going worldwide, the business is experiencing a shift from a conventional financial structure to a modern capacity-based economy which is ready to explore green economic facets of business. Today, Green Human Resource Management (GHRM) has become a key business strategy for the significant organizations where Human Resource Departments play a Main part in going green in the office.

Mankotia, Shambhu and Tiwari (2011) concluded a research study on –Green Governance in Information Technology industries. The objective of study was to know how many importance IT industries are willing to accept GHRM Practices and Products and also to know the attitude of workers in IT companies towards environmental sustainability. Study revealed that GHRM practices in the organization are useful to the employees in bringing many clients and business. They also noticed that many industries have gone for certifications Leadership in Energy and Environment Design. He concluded that Green IT awareness is increasing fast within Big and small industries. Many industries have taken steps for virtualization, cloud computing and other methods like tele-conferencing etc. Besides this, there is an increased level of awareness amongst the workers of IT companies about the implementation of green IT practices.

RESEARCH METHODOLOGY

4.1. Research Questions

- (a).Why industrial establishments follow green HRM practices and what are their goals?
- (b).What are the monetary and non- monetary benefits of green HRM?
- (c).What are the problem areas for implementing of green HR practices and other limitations?
- (d)Are the green HR Practices able to increase employee’s satisfaction level?
- (e)What should be done to reduce the various costs?
- (v) Does green human resource practices have an impact on employee satisfaction in Indian industries?

4.2. Research Design

This is being exploratory research based on secondary data i.e. the exhaustive review of literatures related to the subject and title of study. Review involving a books, Research papers, Articles, working papers and journals. The literature survey have been critically examined and compare of them to have better understanding. It also help the researcher to update with the past data, data sources and results which provides a basis for general finding.

4.3. Objectives

- (i)To study the GHRM practices that are currently adopted in the organizations.
- (ii)To study the various strategies adopted for implementation of green HRP in the organizations.

(iii) To analyze different kinds of GHRM practices and its impact on sustainability of environment and industry,

(iv) To propose appropriate policy of GHRM for the Indian industry

4.4. Different types of GHRM in industrial establishments.

GHRM is a process which helps to create green human resources which may be aware and appreciate green culture among industries. The green drive can maintain its green objectives during the multiple HRM tasks of hiring talents, training and development of employees, compensation and rewards for the employees,, Training and developing of employees and educating the firm’s human resources. The HRM department of an industry is very much competent of executing of prime task in the creating of sustainability culture in the industry, HRM Process play an major task in implementing of GREEN HRM policy in the actual practice therefore human resources and its management are very much essential to the fulfillment of objectives.

(a) GREEN HIRING OF HUMAN RESOURCES

Green hiring of human resources is a process in which the attention is paid to the environment and making it a main aspect in the industry. Green recruiting of human resources help the owner with an opportunity to stand ahead in the industrial field and thereafter maximize of attracting the employees and retain them after join the industry. Considering the recent practices. It can be said that the hiring of employee procedure be linked with environment friendly issues. Future research should address problems regarding to the green owners enthusiasm in achieving the environmental objectives and how the potential job seekers perceive them on the parameters so sustainability as claimed. For example, do the employs include green job descriptions, ecofriendly locations, paperless interviews and many other practices in their hiring agenda are the new hiring portfolio. Are the new joiners should made aware that the environmental policy and allegiance of the industry at the time of starting of the job .Research highlighting this problem will help new joiners to carry on the green policy as well as CSR management in formulating green policy to fulfill the objectives of the industry..

(b) GREEN TRAINING AND DEVELOPMENT PRACTICES

Training can improve workforce utilization and it will potentially increase the job satisfaction of an employee. To support this statement, Jones et al. (2009) concluded that training is positively associated with job satisfaction. The training program is good for the organization as well as their employees, by giving more information to the employee about their job and the company background. It would lead them to feel better about their organization.

Schmidt (2007) research studies concerned on the importance of job training to different categories of employees and it can conclude that training is positively influenced the job satisfaction. Develop different training to different level of company may reduce the possibility of negative impact such as losing employee after the training is done.

Green training and development systems will help to the employees about their knowledge of various aspects and its importance Training and development practices is a process that mainly attend on enhancement of workers technical skill. Job Knowledge, Positive attitudes. Green training and development practices mainly help to train employees for knowing of the importance of environment management, train them in practical working systems which help in saving of a lot of energy, reduce e-waste, and spread environmental awareness in industry. Also create new opportunity for hiring workers in new environmental management. Inside the industry. HRM Department can undertake initiative for educational programs which will be to help to the employees to develop their job knowledge soft skills, team working, diversity, accepting of change and collaboration. next research that facilitate green training on one side and helps industry on the other hand to develop eco-friendly human

resources without any problems can indulge and to promote sustainability throughout the entire process which will be very beneficial.

(c) GREEN PERFORMANCE APPRAISAL MANAGEMENT

According to Boohene and Asuinura (2011), it is essential that employees know exactly the expectation from them, and the benchmark by which their performance and results will be evaluated. The purpose of the performance appraisal system is used to review the employee's potential and performance. (Mullins, 2005). It is one of the systematic processes which assess an individual employee's job performance and productivity.

The fundamental objective of performance appraisal is to aid the management in deciding on the administrative decisions relating to firing, layoffs, promotions, and pay increases. For example, the present job performance of an employee is often the major consideration for determine the promotion of the employee. (Khan, 2007).

If the performance of the workmen's is evaluated in good spirit, it will help the workers to know their job satisfaction level and also feed back to the industrial establishments. In order to introduce the efficient performance appraisal system in industrial establishment then the Managers must be held responsible for implementation of the same. Also further research on Green performance management system may include the environmental issues. For effective implementation of green performance management system, system of job title should be aligned with green work practices. So that aim of green performance appraisal system will be fulfilled.

The human Resource department of concerned industrial establishment must ensure that the system of evaluating performance of workmen should be effective one by adopting new concepts like Good team work, presentation of good ideas or suggestions, consideration of various aspects of environmental issues, workmen's job knowledge and their competencies levels. It is the Managers whom have major responsibilities of sharing the work performance of workers from time to time and efforts must be taken to improve the performance of workers all the times. This

Will help workers to improve their work performance and enhance job satisfaction, improve technical and practical job skills, positive attitude and change in the behavior.

(d) GREEN COMPENSATION AND REWARDS

Frederick Taylor explains money is the critical element to motivate the employee to achieve better productivity for the organization. Money has significant motivating power to achieve employee's goal and guarantee which included security, power, prestige and a feeling of accomplishment and success. Since compensation was used to reward employees based on their work performance, it will affect employee's moral and job satisfaction. Which mean, benefit, pay and incentives are the compensation package to create value for the organization and their employees.

According to Henderson (2006) there are three main components of total compensation have been classified which include fixed pay, flexible pay and benefits. Fixed pay is compensation where the amount and payment are guaranteed as per agreed. Whereas second classification is flexible pay, which are variable pay and deferred income such as gain sharing, bonuses, incentives, overtime etc. Benefits may refer to annual leave, special rate while purchase employer's service.

The best practices of salaries and rewards help in undertaking of green practices in the industrial establishments. Developing of best salary system is very challenging task as it involves many financial decisions of top management. it is purely depending on the financial condition of the firm. The human resource group may promote green management ideas in developing best salary system. For this the managers of concerned establishment must change the attitude of workers. Also suggestion may be called from workers on green work practices. Apart from good salary, workers may be given additional incentives like bonuses and other facilities based on the workers work performance, their job skills and

technical knowledge. In case of starting of new projects, workmen may be given target based incentives to motivate them.

(e) GREEN WORKMEN AND EMPLOYER RELATIONSHIPS.

If the workers are involved in managerial decisions then it will help in establishing good relationships between workers and employer. This will also help in improving motivating level of workers and their opinion about green management system. If the workers are involved in green managerial practices, it will be leading to enhance environmental management system like utility of manpower in most effective manner, reduction of e-waste material by recycling and following government directives for disposal of scrap.

(f) PAPERLESS OFFICE SYSTEM

As we aware that in every offices, all work is performed with the help of papers. Now a days we can see that due to innovation of modern Information technology systems all over the world, usage of paper work is reduced drastically. Most of the offices uses internet facility hence they become as paper less offices. Also many offices the restrictions are imposed on consumption of papers. due to this movement, it help to maintain natural resources in good manner. it also helps to decrease the pollution levels. And eliminate the wastages. huge amount on buying of papers for office use have been saved.

(g) GREEN WORK PLACE

The organizations all over the world are adopting for green premises in the workplaces and offices. Green workplace help the industrial establishment to control the all-natural resources which are being considered at the time of constructing the premises.

Green work premises includes some of the green practices like saving of energy, use of economical water system, preservation of power, good drainage system, using of led bulbs of less power consumption, automatic switch off light while closing doors etc. which help the industrial establishment for saving of huge cost.

(h) DISPOSAL OF E.WASTE MATERIALS

Hazardous waste is required to be stored, packaged and recycled in an environmentally sound manner. in compliance with the provisions stipulated under the hazardous waste management and transboundary movement rule 2008. Improper handling or disposal of hazardous waste may lead to environmental damages and violation of provisions laid down under above rule.

Therefore, all industrial establishments follow green e-waste disposal practices to avoid any environmental damages by use of various methods of recycling of e-waste materials while disposing of scrap items. This will help to reduce the pollution and saving damages to the environment surrounding.

(i) SAVING OF POWER

Saving of power in the work area help the industrial establishment in reduction of cost incurred on power consumption. Saving of power is nothing but generation of new power for future use. For this task almost all offices uses modern techniques which consume the less energy. For example the workmen's are directed to switch off powers of laptops, computers, office tube lights etc. While leaving the office premises. This will impact on large energy saving and cost to the business establishments.

RECOMMENDATION OF THE STUDY

Introduction of GHRM systems in the Indian establishments will have the following benefits.

(1) Due to green HRM practices adopted in the organizations more candidate will be attracted and retain them after induction in the organization.

(2) Employee's involvement in Management decisions will help to improvement in workmen motivation level and industrial wealth and security.

(3) Recycling of e-waste material will help in saving power. Also reduce the wastages which are kept in scrap yard or dust bin.

(4) Preservation of energy will help low consumption of power which will save huge cost of organization.

(5) The practices of green training and developments of employees will help to enhance employee's skills, knowledge, behavior improvement, Change in attitude and self-development and finally meet the organizations goals.

(6) All industrial establishments and their offices direct to their workmen's to minimize the use of paper and focus on use of internet, emails etc. This will help to save huge cost incurred for purchase of papers.

(7) All the employees working in various industrial units and offices should be directed to keep the speed of fans, Air conditioners, refrigerators to the minimum mode to save the power and cost.

(8) Compulsory use of energy saving bulbs and tube lights in the office premises which will help to save huge cost incurring on electricity bills.

(9) Frequent repair of office equipment's and preventive maintenance will help in large power saving and keeping all Equipments in good working conditions. Main spare parts of Equipments may be replaced as per their self-life to save the cost.

(10) Use of power saving modern Equipments like TFT monitors, laptops which will consume less power and it will help to save power and cost.

6. CONCLUSIONS

The main objective of the study is to share information about what way GHRM which are useful to the employees, organization practices and environment behavior. All these activities will help the Indian organizations for hiring talented human resources, induction of employees. Improvement in evaluating workers job performance,, education and carrier development of employees, compensation and incentive system for employees, improvement of employee and employer relations, paperless office system, recycle of e-waste material, green work place etc., these are only possible when the Indian organization effectively and efficiently implement it. Also by implementing green HRM practices in Indian industries, it will help to attract talented individuals to an organization. The green employee practices will help organization to improve employee behavior and positive attitude. GREEN HRM practices will help to improve corporate image and company brand. This will also help in safeguarding of all natural assets and pureAir, e-waste material recycling and producing most economical items by Indian industries.

REFERENCES

- 1) Beard,C and Rees,(2000)Green teams and environmental change in UK country council,vol.11,N0,1,pp27-35.
- 2) Cherian J and Jacob J,(2012)A study of green hr practices and their effective utilization in organization. A review of international journal of business and management.7,25-32.
- 3) Govindrajulu, N and Daily,B.F.(2004)Motivating employees for environment improvement, Industrial management and data system.vol.104,No.4,pp.364-370.
- 4) Jabbour,C.J.C.(2001)How green are HRM Practices, organizational culture learning and team work. Abrazilian study, industrial and commercial training vol.43,No.2,pp98-104.
- 5) Mandip,G,(2012)Green HRM, people management commitment to environmental sustainability. Research journal of recent sciences,1,244-251.
- 6) Renwick D,E.,Redman,T and Maguire,S.(2013)GREEN, A review and research agenda. International journal of management review 15(1),1-14.
- 7) (vii) wehrmeyer,W(1996).Greening people. Human resource and environmental management.

Proceedings of 2nd INTERNATIONAL RESEARCH e-CONFERENCE on “Corporate Social Responsibility & Sustainable Development”

Organized by Dr. D. Y. PATIL VIDYAPEETH PUNE (Deemed to be University)

GLOBAL BUSINESS SCHOOL & RESEARCH CENTRE, Pune- 411 033

ISBN: "978-93-87901-17-9"

10th, 11th, 12th December, 2020

- 8) Robinson, F. (2008) Going green, what does it really mean. online .
- 9) Maharashtra pollution control board and central pollution control board websites.
- 10) Ahmad, S. (2015). Green human resource management: Policies and practices. *Cogent Business & Management*, 2, 1030817.
- 11) Akshata, Sakhawalkar & Dr. Anand Thadani. (2015) To study the current green HR practices and their responsiveness among the employees of i.t. sector in Pune region. *International Journal of Science and Research*, 4(4), 324-328.
- 12) Bansal, P. & Roth, K. (2000). Why companies go green: a model of ecological responsiveness. *Academy of Management Journal*, 43(4), 717–736.
- 13) Sana Arz Bhutto & Aurangzeb. (2016). Effects of green human resources management on firm performance: an empirical study on Pakistani firms. *European Journal of Business and Management*, 8(16), 119-125.
- 14) Stringer, L. (2009). *The Green workplace. Sustainable strategies that benefit employees, the environment, and the bottom line.* New York: Macmillan.
- 15) Devika Ahuja. (2015). Green HRM: Management of people through commitment towards environmental sustainability. *International Journal of Research in Finance and Marketing*, 5(7), 50-54.
- 16) Ehnert, I. (2009). *Sustainable Human Resource Management.* London: Springer