



A STUDY OF IMPERATIVES AND INITIATIVES OF GREEN HUMAN RESOURCE MANAGEMENT IN ORGNIZATION

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ABSTRACT

Green Human Resource Management is the newest buzz word in the business world today. Where as human resource management play a significant role in going green at the offices. Today,s Companies must take into account the ecological footnotes and give a similar weight to social and environmental factors as well as economic and financial factors.

Finally this paper suggest some potentially postoperative Human resources initiatives for green organizations Green management initiatives become an important factors in forward thinking business..It involves undertaking environmental friendly HR initiatives resulting in greater deficiencies , lower costs and better employee engagement and retention which is in turn help organizations to reduce employee carbon footprints by the likes of electronic filing ,car sharing, job sharing and teleconferencing and virtual interviews, recycling, telecommuting, online training, energy efficient office spaces etc.determining whether green recruitment and selection attract more and better job candidates, and establishing the relationship between green recruitment and selection and organizational performance. It was found that green recruitment and selection practices are in place and they contribute in attracting more qualified job candidates.

KEYWORDS: Green, Green HRM, Green recruitment & selection, green rewards & pay, green employee relations.

INTRODUCTION TO GREEN HRM

A Green HRM is need of today for better tomorrow .All over the world, the twenty first century viewing interest in environment concerns. Today, the green policies are implementing in each sectors to reduce environmental issues. In human resource management, the green policies are developed to preserve their resources for future enlargement of the company along with society too. Companies now become conscious that they build up a prevailing social conscience and green sense of dependability where corporate social accountability is not just a brand building tool to have, but it has become a factor crucial tool to business..GHRM is a new concept and is becoming popular all over the world. It has got different meanings to different people.It refers to making efforts to improve energy efficiency or reduce the pollution produced by our home, business, and general living habits.

The objectives of this research is Identify the human resource policies for promoting environment management initiatives.The main purpose of going green is to reduce the potential negative impact that energy consumption and pollution can have on the environment.Green HR as environment-friendly HR initiatives leading to better efficiency, less cost, and heightened employee engagement levels. Typical green activities are performed to travel requirements through video recruiting or the use of online and video interviews.Green HR initiatives help companies find

alternative ways to cut costs without losing their top talent. Focus on Green HRM as a strategic initiative promotes sustainable business practices. Therefore, developing a new organizational culture through GHRM practices becomes a manager’s concern. Developing a green culture can affect employee behavior and introduce certain values that build an internal culture. Green behavior is assumed to be instrumental in the implementation of the green HRM culture and adopting formal environmental strategies. The practice of green HR should be translated into the HR processes, such as recruitment, training, compensation, etc. It can be concluded that Green HRM needs the participation of all the organization’s members to create and keep the organization.

A green workforce understands, appreciates, and practices green initiatives: toward this, green human resource management promotes sustainable use of resources throughout the process of identifying, recruiting, compensating, training, and advancing an organization's personnel. And so, the compass of green human resource management is understandingly large; in relation to this query, opportunities for research might be found, pell-mell, in green recruitment, green performance management, green learning and development, green compensation, green employee relations, green initiatives for human resources, green buildings, paperless offices, conservation of energy, and recycling and waste disposal, etc.

The purpose of this paper is to provide a fundamental comprehension of green HRM ,green recruitment,green compensation,green pay.

What is green?

Why is green

What is green HRM?

What is green HRP?

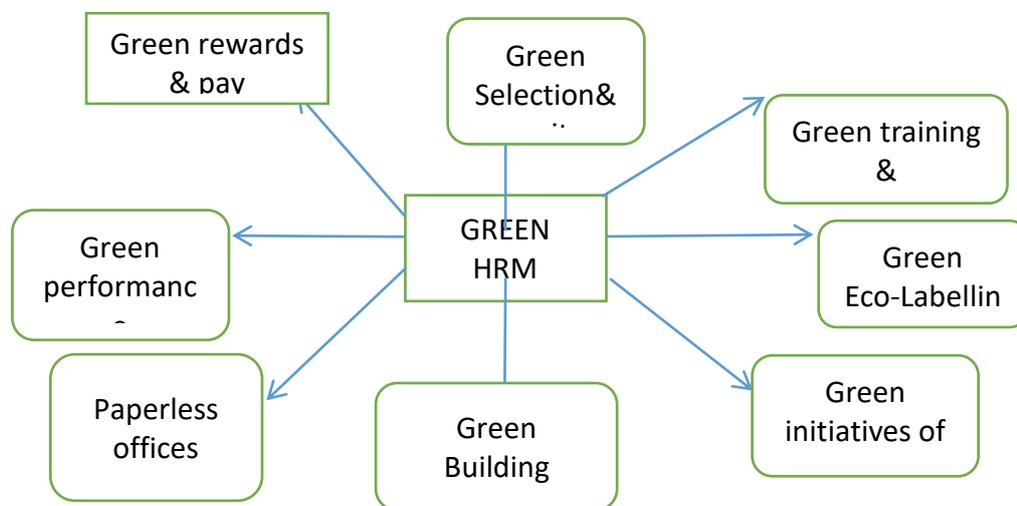
What is green training?

What is green pay & rewards?

What is green involvements?

What is green recruitment & selection?

Concept of Green Human resource management



Networking of green human resource management-Self construct

Green:The green has different meaning for a different people,but for a environmental or nature Lover a green as an area or land surrounded from a grass,plants , tress, natural,energetic air,herbs, somehow its meaning its different for nature or natural environmental.

Go Green: Going green means conservation of natural resources as well as supporting the preservation of your personal resources, your friends, families, neighbourhood, so that we called green HRM conservation of human resources or their work life or your personal life

Green HR Planning (GHRP): Companies are targeted GHR planning are searching for employees have experienced or need to implement initiatives that target corporate environment, activities, projects and programme such as (ISO 14001, Low Carbon Technology (LCT), cleaner production...etc.). Generally, job description and person specification should highlight a number of environmental protection related duties, tasks, specific clear responsibilities, the technical requirement (Renwick et al, 2013). The job description and person specification should include a requirement for environmental, personal, technical criteria for a candidate applying for jobs. (Wehrmeyer, 1996; Renwick et al, 2013).

Green Training; the HR training and development programme should focus on the significance of reducing threats to affect the environment and ecological scarcities, this programme should be developed and target all levels of employees.

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Green Pay and Reward: compensation and reward system is the leverage to force the change in the organisation in the direction of green environmental performance and culture (Mehta and Chugan, 2015). This system should recognize any contributions in the green activity. Tailoring Compensation bundles should be based on green skills. Compensation bundles should be tailored to reward employees' green skills acquisition and tasks achievements (Deshwal, 2015). The compensation system should be considered financial and non-financial recognition.

Green Involvement: Involvement of employee is to give them the environmental management opportunities to participate with that will encourage them to take over the responsibility to prevent any pollution and identify environmental issues (Renwick, Redman and Maguire 2013). Researches have provided that finding related to green involvement (GI) is very important and fundamental in improving the performance of Environment management (EM) system, for instance reducing waste and pollution in workplaces, and making the best resource management system (Florida and Davison 2001). Another researcher such as Renwick, Redman and Maguire (2013) emphasized a numeral process of employee green involvement. According to Renwick, Redman and Maguire (2013), there are five aspects has been identified for measuring green Involvement (GI) these aspects are: offering green practices; clear green vision, various communication channels, a green learning climate and inspiring green involvement.

Green recruitment: Attracting high-quality staff is a key HR challenge in the "war for talent" (Renwick et al., 2013, p. 2). Holtom, Mitchell, Lee, and Eberly (2008) in their study on turnover and retention of employees argue that the most important benefit dimensions of HR and sustainability are retention/recruitment and satisfaction. Firms are now beginning to recognize the fact that gaining reputation as a green employer is an effective way to attract new talent (Phillips, 2007; Stringer, 2009). German firms such as Siemens, BASF, Bayer and Mannesmann use environmental activities and a green image to attract high-quality staff. The Rover Group carmaker, in Britain, makes environmental responsibilities and qualifications part of every job profile (Wehrmeyer, 1996, p. 30). Increasingly, green job descriptions with environmental aspects are now being included for employees within the recruitment agenda. Green recruitment can be defined as the process of hiring individuals with knowledge, skills, approaches, and behaviors that identify with environmental management systems within an organization.

Green employee relations: Employee relations are that aspect of HRM which is concerned with establishing amicable employer–employee relationship. The relationship facilitates motivation and morale of the employees as well as, increases the productivity. Basically, employee relations involve employee participation and empowerment activities. It also helps prevent and resolve problems arisen at workplace that may affect the work. In fact, positive employee relations are an intangible and enduring asset and a source of competitive advantage for any organization.

Recycling and waste disposal: Recycling is the methodology of processing used up materials (waste) into new and useful products. Recycling reduces the use of raw materials that would have been otherwise used to produce new products. Consequently, this practice saves energy and reduces the amount of waste that is thrown into the dustbins, thereby making the environment cleaner and the air fresher. As a part of their green initiatives, several organizations are implementing recycling program to increase the amount of recycled products and decrease the amount of waste.

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Green Initiatives at each stage of HR functions:

S.no	HRM function	Green initiatives/policies/examples
1	Green working condition	<ul style="list-style-type: none"> -Reducing paper use in offices, - energy-efficient bulbs, - Turning off computers, television sets, and lights when the work is done, - Giving preference to reusable energy sources (e.g. solar panels), - recycling programs, - Initiatives aimed at occupational stress and occupational diseases reduction
2	Green employee relations	<ul style="list-style-type: none"> - Providing opportunities to engage in green projects, - Encouraging employees to submit ecological initiatives, - Allowing employees to feel free when it comes to the formulation and experimenting with environmental projects, - Provision of green projects advisory services and support, - Joint consultations regarding the solving of corporate environmental issues, - Sharing knowledge about environmental initiatives or programs
3	Green Induction	<ul style="list-style-type: none"> -To make new employees familiar with Greening efforts of the organization. -To develop induction programs showing Green citizenship behaviour of current employees.
4	Green performance evaluation	<ul style="list-style-type: none"> -conduct of environmental audits, - inclusion of environmental criteria in performance appraisals, - establishment of goals and responsibilities in relation to ecological initiative implementation - provision of regular feedback to employees on their progress in attaining ecological goals or improvement of their environmental effectiveness. -To include a separate component for progress on Greening in the performance feedback interview.
5	Reward management	<ul style="list-style-type: none"> -To give financial incentives to employees for their good Green performance of job. -To give non-financial rewards such as praises and

		recognition s to employees for their Greening.
6	Disicipline management	-To formulate and publish rules of conduct relating to Greening. -To develop a progressive disciplinary system to punish -Employees who violate the rules of Green conduct.
7	Training	-To impart right knowledge and skills about Greening (the four -Green roles) to each employee through a training program -exclusively designed for Greening. -To do training needs analyses to identify Green training needs of employees.
8	Selection	-To select applicants who are sufficiently aware of Greening to fill job vacancies. -To select applicants who have been engaging in Greening as consumers under their private life domain
9	Recruitment	-To include environmental criteria in the recruitment messages. -To communicate the employer's concern about Greening through recruitment efforts.
10	Job Analysis	-To include environmental dimension as a duty in Job Description. -To include Green competencies as a special component in Job Specification.
11	Saving electricity:	Taking innovative initiatives of saving electricity by encouraging volunteering to switch off lights and fans where and whenever required
12	Corporate gardens with natural fertilizers & Pesticides	Every office should maintain greening of office premises with gardens. There should be HR policies for participation of employees for gardening; by contributing manure or attending to a certain plant area of the garden.
13	Gather bio degradable home/office waste:	Segregation of waste and disposal of waste should be streamlined in the organisation. Food canteen should adhere to zero wastage policy and use the leftover food for the cause too.
14	Rewarding the employees who uses bicycles to	It would encourage those who live nearby to commute by cycle or walk, reducing pollution. The ones who live far off could use bicycles to go to the

	commute or car pools:	market. It would be a good exercise and would keep the employee in good health.
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LITERATURE REVIEW

S.no	Author name	Year	HR Functions	Findings
1	Wehrmeyer	1996	Recruitment	Recruitment practices can support effective environment management by ensuring that new recruits understand an organization's environmental culture and share its environmental values
2	Milliman & Clair	1997	Incentives management	Tying incentive pay to the attainment of environmental goals helps focus managers' attention and invigorate efforts aimed at achieving them.
3	Ramus	2002	Incentives management	Recognition and financial incentives can be effective in motivating employees to generate eco-initiatives.
4	Ramus	2003	Training	Environmental training and establishing a culture in which employees feel they are accountable for environmental outcomes were the most salient HRM practices for achieving environmental goals.
5	Phillips	2007	Recruitment	Increasingly, firms are beginning to recognize that gaining a reputation as a Green employer is an effective way to attract new talent
6	Stringer	2009	Performance	Recruitment Graduates and other job applicants pay attention to the environmental management practices and performance of companies and use such information when deciding where to apply
7	Lee	2010	Green management	Elaborated that the green management was initiated as a part of business strategy
8	Jabbar et al.,	2011	Training, recruitment, rewards	Human dimensions impact implementation of Green management principles.
9	Sarkaris et al.,	2012	Training and development	Employees presented with better training have better perception environmental management systems.
10	Ji et al.,	2013	Employee Training	This study predicts both direct and moderating effects of employee training on the firm's

				performance in sustainable
11	Jabbar et al.,	2014	Employee empowerment, rewards and recognition and feedback	Human dimension impacts organizational performance as well as mediates environmental management system implementation.

The Existent literature in the HR field on the topic of Green HRM suggests that more and more HR executives are keen to modulate their corporation as such to become exclusive environmental champions. Equivalent policies in the field of recruitment, performance and appraisal management, training and personnel development, employee relations, and reward systems are considered powerful tools for aligning employees with a company's environmental strategy appraisal, and reward systems which include environmental awareness and implementation in their evaluation process and training and empowerment programs .HR department of an organization plays a major role in making environmental responsibility a part of the corporate mission statement.

Green HRM focuses on employee's environmental behavior in the company, which in turn, employees can carry on such pattern of consumption in their private life The main objective of green HRM is to make the employees aware of the intricacies of environment management i.e. what action is needed, how it functions, and how does it help the environment. The exercise really motivates the employees and develops a sense of pride in them for being a part of the going green program.

Literature has given importance to adoption of environmental practices as a key objective of organizational functioning making it important to identify with the support of human resource management practices. (Cherian & Jacob, 2012, p. 25). Haden, Oyler, and Humphrey (2009) comprehend that the integration of environmental objectives and strategies along with the strategic development goals of a company results in an effective environment management system.

The incorporation of environmental objectives and strategies into the overall strategic development goals of a company helps in arriving at an effective EMS (Haden et al.,2009). There are various researchers who support the HRM practices to be effective for promotion of human capital and results in providing to contributors of organizational performance and competitive advantage (Boselie, Paauwe, & Jansen, 2001).(e.g., Ichniowski et al., 1997; Mendelson and Pillai, 1999; Collins and Clark, 2003), yet Laursen and Foss (2003) have revealed that not much emphasis has been laid on relating these outcomes to innovation performance and environmental management initiatives (Renwick et al., 2008).Jabbour et al. (2013) studied the relationship between human resources and environmental management at 75 Brazilian companies and concluded that HRM relates positively to environmental management. Renwick et al. (2013) worked extensively in identifying literature gap in the area of EM and HRM. His work also discussed in literature on ability-motivation-opportunity (AMO) theory, revealing the role that GHRM processes play in people-management practice. The research also highlighted that some organization limit their effectiveness in efforts to improve EM as most do not practice the wider initiatives of GHRM practices.

(Mandip, 2012; Cherian and Jacob, 2012). Renwick et al. (2008) and Muller-Carmen et al. (2010) have explained that GHRM involves an integration of company's environmental management objectives to the HR processes of recruitment and selection, training and development, 30 R.K. Mishra et al. performance management and evaluation, rewards and recognition etc. Renwick et al. (2008) have highlighted that the implementation of rigorous recruitment and selection of employees, performance-based appraisal system and introduction of developmental programmes aim at increasing the employees' environmental awareness.

Callenbach et al. (1993) has elaborated that in order to carry out green management, employees must be inspired, empowered and environmentally aware of greening to be successful. Hart (1996) highlighted that HR needs to partner, nurture supporters and create network of problem-solvers willing to act to change the status quo. There is a need for the role for HR to be redefined as HR executives need to act as environmental executives who achieves employee cooperation in implementing environmental policies (Wehrmeyer and Parker, 1996). Wehrmeyer, (1996) has highlighted that work attitudes, personal motivation towards the job or the organisation, and relationships with colleagues are factors that make a vital influence on the success of EM. Other researches like Sudin (2011) discussed the positive effects of the types of green intellectual

capital on corporate environment citizenship, leading to competitive advantage of firms. As organizations aim at developing innovation-focused environmental initiatives that have considerable impact on the sustainable competitive advantage of the firms, Callenbach et al. (1993) have highlighted the need for both technical and management skills among employees for implementation of the initiatives.

The literature also reveals that there is a gap in researches in the area of GHRM in India. Though, researchers have worked on identifying the relation of environmental initiatives and business practices and performance yet, not much have been referred to the GHRM Imperatives and initiatives with respect to organizations in India.

According to Jabbour, Santos, & Nagano 2010 the greening of functional dimensions of human resource management such as job description and analysis, recruitment, selection, training, performance appraisal and rewards is defined as green HRM.

Mandip (2012) is of the opinion that green initiatives within HRM form part of wider programs of corporate social responsibility. Green HR essentially consists of

two major elements that are environment-friendly HR practices and the preservation of knowledge.

NEED OF THE STUDY

After assessed different examination studies, Organization need to carry out an environmental audit that can focus on recycling and help society and its people. It will help the workers and members of organizations to understand the use of natural resources and promote eco-friendly. And it develop the culture of concern for holistic wellbeing of fellow employees and it can be used to create good public relations if an organization add a green initiative to its workplace.

RESEARCH OBJECTIVES

- 1-To know the concept and different types of green HRM in an organization.
- 2-To Explain different significant works on green HRM or by other workers.
- 3-To suggest methods and ways for green initiatives.

HYPOTHESIS

- 1- Green HRM is positively impact on green initiatives.
- 2- Green compensation and rewards are positively impact on green initiatives.
- 3- Green performance appraisal is positively impact on green initiatives.
- 4- Green training and development is positively impact on green initiatives.
- 5- Green recruitment and selection is positively impact on green initiatives.
- 6- Green innovation is positively impact on green initiatives

RESEARCH METHODOLOGY

Sampling technique:The technique used for this study is Convenience sampling.

Data collection:

i) **Primary Data:** The Questionnaire which was framed for this study was discussed with various areas that bring out the effectiveness of green recruitment initiatives among various HR Executives.

ii) **Secondary Data:** Secondary data for the study will obtained through Journals, reports, publication of professional and research organizations
Reliability: A sample of data was collected from 20 respondents and tested for reliability and validity using Cronbach"s Alpha Test.

Analysis And Interpretation Percentage Analysis**Table no: 1 Suggestion to improve the level of awareness**

		Frequency	Valid	Valid Percentage	Cumulative frequency
Valid	Awareness campaign	28	28.0	28.0	28.0
	Implementing Eco friendly environment in workplace	32	32.0	32.0	60.0
	upcoming companies should build environmental jobs	26	26.0	26.0	86.0
	Creating awareness through job portals	14	14.0	14.0	100
	Total	100	100	100	

The above table reveals that 28% of the respondents recommend awareness campaign, 32% says to implement Eco friendly environment in workplace, 26% recommend companies to build environmental jobs, 14% suggested creating awareness through job portals.

Chi-Square test for the responses of the executives

H0: There is no significant difference between age group and media they prefer.

H1: There is significant difference between age group and media they prefer.

Table No: 2 Cross Tabulation

Count		Social media	Job portal	Ads newspaper/pamphlets	Employee referral	consultants	total
Age group	Below 25	4	8	6	2	2	22
	26-37	3	13	8	3	2	29
	37-47	4	8	4	3	1	20
	48-58	2	7	7	2	0	18
	Above 59	0	4	3	4	0	11
	Total	13	40	28	14	5	100

Media mostly preferred to get information regarding the recruitment

Table No: 2.1 Chi-Square Tests

Pearson Chi-Square	11.458	16	.780
Likelihood Ratio	12.868	16	.682
Linear-by-Linear Association	.454	1	.500
No of Valid Cases		100	

Since the calculated value (0.780) is greater than the table value (0.05) at 5% significant level as degrees of freedom, we reject the null hypothesis. There is no significant association between age and media they prefer.

PAIRED – T TEST :

H0: There is no significant difference between years of service & accept green recruitment a suitable way of recruiting

H1: There is significant difference between years of service & accept green recruitment a suitable way of recruiting.

Table No: 3 Paired Samples Correlations

	N	Correlation	sig
Pair 1 Tenure in Service & Suitable way of recruiting	100	.037	.713

Table No: 3.1 Paired Samples Test

		Mean	Std deviation	Std error mean	95% confidence interval of the difference		t	df	sig
Pair	Tenure in service & suitable way of recruiting	.280	1.478	.0148	-.013	.573	1.895	99	.061

Since the calculated value 1.895 is greater than the table value .713 at 5% significant level as degrees of freedom. So, we reject the null hypothesis . hence , there is significant difference between years of service & accept green recruitment a suitable way of recruiting.

Few observed findings of the study

- ❖ According to **PERCENTAGE ANALYSIS** it is inferred that 32% of the respondents suggested implementing Eco- friendly environment in workplace to improve to improve the level of awareness among the public.
- ❖ According to the **CHI-SQUARE TEST** ,it is proven those age group 26-37 are highly marking use of job portals & it is also clear 40% of public only sourcing through job portals to know the job vacancies.
- ❖ According to **PAIRED T - TEST** , it is proven those having service from 6-10 yrs say that implementing green recruitment in work place will be neutral in nature.

The finding may vary when large numbers of respondents are brought into the research. However in a lighter sense success of green recruitment is not felt 100% .There are also few limitations in thus study only one sector is covered & data was collected through online & offline,so variation in responses may also be help in the green HRM to taste the fruit success of going green

CONCLUSIONS

It is not hidden that fact of human resource management is the most important assets of the any company that play a important role in managing the employees. At the moments, the recent increased trend of corporate focus on greening the business. changes in corporate perspectives related to the environmental initiatives can be seen in written policy statement, environmental job titles, marketing strategies, capital investments, new products & development, product processes, auditing practising. Organizations should still concentrate on the innovative methods to adopt Green HR and should learn from other organizations green HR initiatives adopted by them. They should focus on strengthening their employees so that they can also contribute in this regard. Green HRM can develop willingness, inspiration and commitment to employees to contribute their efforts, ideas to the greening of their organization Thus, the Green Human Resource Management has the responsibility to create green awareness among the new talent and the existing employee working for an organization, encourage their employees for helping the organization to reduce the causes of environmental degradation through green movement, green programs and practices, retain the resources for future generation. This study shows a positive correlation between Green HRM and Green fuctions of HRM.

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