

# GREEN HRM: ISSUES AND CHALLENGES CONFRONT BY THE ORGANIZATIONS

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**Abstract:** Across the globe, we are moving to industrialization that increases business production, technology and other business activities. This was not only increases human convenience, but also increases its standard of living. But on the other side, it also increases ecological hazard that resulted ecological threats to human being. So this is a time Peoples need to use Green practices to save the environment and most important resource of the planet. Green human resource management (GHRM) practices practically have produced a positive result toward the Green environment. The Green Human Resource Management will participate an important role in organizations to help the environment related problems by assuming it, in management philosophy, HR policies and practices, training people and implementation of laws related to Environment safety. This paper focus on role of HR professional and issues & challenges faced by organization while adopting Green HRM and the comprehensive meaning. HR is never going to have a truly significant impact on a business through the improvement of HR processes alone so the greater opportunity is to contribute to the green agenda of the business as a whole.

**Keywords:** GHRM, HR professional, Green environment, Issues & Challenges.

## INTRODUCTION

Concept of Green HRM: Green HRM is the use of human resource management policies to the promote the sustainable use of resources within business organizations and more generally, to the promotes the cause of environmental sustainability . The purpose of going green is to use products and methods that would not negatively impact the environment through pollution or depleting natural resources. Thus, Green HRM involves environmentally-friendly human resource policies and practices that, on the one hand, will help organizations achieve its monetary goal through environmental branding and on the other hand protect environment from any negative impacts that might cause by the policies & actions by the organizations

HRM practices are the actual human resource programs, processes and techniques that actually get implemented in the organization or business unit (Gerhart et al, 2000; Huselid and Becker, 2000). Similarly, green HRM practices are the actual green HRM programs, processes and techniques that actually get implemented in the organizations in order to reduce negative environmental impacts or enhance positive environmental impacts of the organizations. The ultimate aim of green HRM practices is to improve the organization's sustainable environmental performance. With this brief introduction, this paper introduces the methodology adopted in this review process and then deals with literature review on green HRM practices, next section provides a brief discussion and final section presents the conclusion

Human resource department of an organization is supposed to have a means to play an important role in the design of their organization's sustainability culture. Many authors, particularly in the area of HRM, battled that the helpfulness and successful in any management innovation and strategic tools are depending on the quality and facility of their human resources. Green HRM refers to using every employee to support sustainable apply and increase employee responsiveness and commitments on the problems of sustainability. Green HRM has obtained different meaning for different people, Ashok Ramachandran, Director HR Vodafone Essar Ltd defines green HR as using every employee touch point to espouse sustainable practices and raise employee level of awareness, Anjana Nath Regional Head HR, Fortis healthcare ltd defines Green HR as environment- friendly HR initiatives leading to better efficiencies, lesser cost and heightened employee engagement levels. It involves undertaking environment friendly initiatives resulting in greater efficiency, lower costs, and better employee engagement and retention which in turn help organization to reduce carbon footprints by the means of "Electronic filling, Car sharing, Job sharing, Teleconferencing, Online training, Flexible working hours and Tele- commuting".

## MODEL OF GREEN HRM:

The HRM have taken many steps to go green which includes green printing, going paperless, reduce commuting, creating an eco-friendly talent, green auditing, recycling the products, Reduction in Business travels for various business deals, creating green policies and finally giving out a green award for the one who has exceedingly performed well in the society. Fig. 1 Model of GHRMA process model has been created as a model of Green HRM where in the first step is been taken by the employees. The employees are observing many problems and imbalances in the environment so they can take steps to make certain changes in their workplace so they can contribute a little for the maintenance of the environment. So, for continuing the same thing the HR Department have taken steps towards the same goal and have made certain changes in the functions of HR which includes: Recruiting –Online Telephonic or may be video calling –using Skype. Training and development –Providing online training –reduce the cost of the organization and provide a better understanding of the employee. Performance Management and Appraisal –Giving the known recognition as green reward to the best employee who performed the same at the workplace which becomes an appraisal for the

employee. Employee Relations –E-Mailing the Employees for the e-birthday wishes and for all the festivals so that they can maintain a connect for the employees. Pay and reward –In GHRM the management tends to pay the employee’s salary directly in the account and continuous rewards are given on online basis so that the time and energy is saved for the employees.



### MODEL OF Green HRM

#### Literature Review

**Dr kulshrestha S Shweta, Srivastava Shruti (2018)** analysis the reelection on the concept of green human resource management that is great concept which helps to sustain our environment and if worked on that have a great potential to serve initially the individual them to the society and largely on the environment along with the business. The paper focus an explore the meaning of the green HRM, reason for moving toward greening.

**Arulrojah Anton. A, Dr. Nawaratne N.N. (2015)** analyzed Green Human Resource Management practices . A review the objective of this paper to explore green human resource management practices of organization based on the existent literature . Explore the scope and depth of green HRM in materializing sustainable environmental performance of organization.

**Bangwal Deepak Tiwari Prakash, (2015)** analysis Green HRM – A way to greening the environment. The paper focus upon the GHRM, various green Human resource process in going green and suggest same social implication of green human resources practices for green organization .

**Rani Sushma, Dr Mishra k, (2014)** examined the Green HRM-Practices and strategic implementation in the organization. An attempt has been made to promote the importance a Green Hr involves two essential elements environment friendly HR practices and preservation of knowledge capital. This study focus on Green HRM as a strategic initiative by the corporate to promote sustainable business practices

#### Objectives of the Study

- To study the concept of Green HRM is more comprehensive manner.
- To analysis the issues and challenges as adopting the Green HRM in the organization.
- To study the Role of the HR professional in environmental management

#### RESEARCH METHODOLOGY

The secondary data has been drawn from various publications and from personal discussions. Research studies conducted in this and related areas in different universities, books and journals dealing with the subject were the other sources of secondary data.

#### What Green HRM?

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 term „Green HRM“ is most regularly used to refer to the concern of people management policies and practices towards the broader corporate environmental schedule. Typical green activities contain video recruiting, or the use of online and video interviews, to minimize travel requirements. Green rewards can embrace the use of workplace and lifestyle benefits, ranging from carbon credit compensates to free bicycles, to keep people in the green program, as continuing to identify their involvement. Whereas many employees often feel it is not their responsibility to support the environment while they are at work, the new workforces of millennial are highlighting environmental realization as they prefer their employers. There is also a broader opportunity to connect the workforce given that more and more people search for significance and self-

actualization in their jobs. Other simple green events embrace minimizing the amount of printed materials used in performance management, salary evaluations and so on. Although there is absolutely a important amount of „green washing“ happening in reducing waste, there are many opportunities here too. However, HR is never going away to have a really important impact on a business through the improvement of HR processes singlehanded so the superior opportunity is to include to the green program of the business as a whole

### Green Management

A Green organization is defined as a workplace that is environmentally receptive, resource well-organized and socially responsible. In the environmental writing, the impression of green management for sustainable development has different definitions; all of which normally, look for to clarify the require for balance between organizational growth for wealth design and protection the natural environment so that the future making may succeed (Daily and Huang, 2001). In the past, economic performance of the organization was estimated to undertaking corporate success by organizations and its shareholders, but now it is no longer suitable; profitable and financial outcomes need to be attended by minimization of environmental footprints and improved awareness to social and environmental phases.



### SIGNIFICANCE OF GREEN HRM

Therefore, the new strategic problem, corporate ecology or green management appeared in 1990s and became a accepted slogan globally in 2000s (Lee, 2009). Green management is defined as the method whereby organizations manage the environment by developing environmental management strategies (Lee, 2009). This conception becomes a strategic principal concern for businesses, mainly multinational activities operating their business internationally (Banerjee, 2001). In summary, green management refers to the management of organization contact with, and impact upon, the environment (Lee and Ball, 2003), and it has disappeared further than regulatory fulfillment and needs to include theoretical tools such as pollution prevention, product stewardship and corporate social responsibility.

### ROLE OF HR PROFESSIONAL

Companies that want to be more earth-friendly need to make sure current employees are on board with the goals. This can be accomplished through communication and training by the HR professionals. Companies that don't employ HR managers will still benefit just by knowing what HR people can contribute to the green movement in terms of hiring and training practices, as well as devising special programs to drive green initiative that don't employ HR managers will still benefit just by knowing what HR people can contribute to the green movement in terms of hiring and training practices, as well as devising special green initiative. The Greening of HR Survey "conducted by Buck Consultants, a human resources and benefits consulting firm, finds that 54percent of respondents incorporate environmental management into their business operations. These survey analyzed responses from93 organizations in the United States, representing a wide range of industries. The research was conducted during the fourth quarter of 2008, and examines the type of "green" initiatives employers are using in work-force management and human-resources practices. Whether they are part of a strategic business plan or a one-off practice, some common green human-resources initiatives include using web- or teleconferencing to reduce travel (78 percent), promoting the reduction of paper use (76 percent), and implementing wellness programs to foster employees' proper nutrition, fitness, and healthy living (68 percent). Many employers now recognize that green programs in the workplace can promote social responsibility among workers and help retain top talent". More than 60 percent of survey respondents have made environmental responsibility part of their organization's mission statement." survey found employee involvement in green programs dramatically increases when organizations appoint an individual to lead the efforts. In many companies employees actively involved in green programs. Among companies that provide rewards to encourage green behaviors, 77percent provide special employee recognition,

36 percent give prize incentives and 14 percent provide a monetary reward The Company. Heads are expecting to see future growth in green training programs environmentally responsible investment options, and recruiting employees with green skills Many employers now recognize that green programs in the workplace can promote social responsibility among workers and help retain top talent.

#### ISSUES AND CHALLENGES AS ADOPTING THE GREEN HRM IN THE ORGANIZATION

- Conducting an energy audit - Most local utilities offer businesses free on-site consultations on how they can reduce usage and save money. Frequent suggestions include: Improve insulation, install timers to automatically turn off lights, use energy efficient light bulbs, keep temperatures at comfortable ranges that are not excessively cool in the summer and warm in the winter.
- Going paperless - Encourage e-mailing.
- Conducting annual- It is important to Survey employees to assess how well the organization is doing with regard to implementing green business practices The survey should request suggestions. for becoming a greener organization. This can be a separate survey focused on going green issues only, or it can be added as part of an employee opinion/satisfaction survey.

Conducting the surveys annually will enable the organization to assess going green progress and provide information, suggestions and insight for future actions.

- Get employees involved - Create a team to lead the company's eco-efforts
- Recycle - Recycle glass, paper, plastic, metal trash and manufacturing waste materials. Go through your trash. You'll get a new sense of how much it costs to buy, store, and dispose of stuff. Eliminate unnecessary photocopying and reuse packaging for shipping
- Reduce commuting - Encourage carpooling by provide preferred parking for carpoolers). Offering transit passes to employees who take the bus or subway, and bike racks for cyclists.
- Buying green - Tell suppliers that you're interested in sustainable products and set specific goals for buying recycled, refurbished, or used Make the environment, and not just price, a factor when purchasing.
- Detoxify - Many offices have toxic substances, such as used batteries and copier toner, on hand. Talk to suppliers about alternatives to toxics, and make sure you properly dispose of the ones you can't avoid using.
- Rethink transportation - Consider the petroleum it takes to ship and receive products. Evaluate the impact of products you buy or sell, and find ways to mitigate those impacts. Purchase or lease energy-efficient cars and trucks for your employees' business uses and delivery of products.
- Provide leadership and resources for going greening - Assign a respected executive-level person to head up going Green/Organizational Sustainability initiatives. Including "going green" in company's mission statement and business plans.
- Get employees involved - Create a team to lead the company's eco-efforts
- Communicating about Going Green issues - Inform suppliers and customers about your efforts. And get in touch with local regulatory agencies, many of which offer financial incentives to businesses that implement green initiatives. Keep employees and shareholders/ investors informed about going green progress.
- Save water - Monitor sinks and toilets for leaks that waste water. Eliminate water waste in manufacturing processes and in watering the company's lawns.
- Explore opportunities for implementing alternative energy sources- Evaluate opportunities for using solar energy, bio-fuels, wind power and other alternative energy sources.
- Implement green manufacturing processes - Use energy-efficient equipment, and streamline processes to use fewer steps and less materials and packaging.

#### CONCLUSION

Green ideas and concepts are beginning to gather pace within the HR space, they are delivering tangible benefits to the business, rather than simply adding a gloss to brand and reputation. These new processes, policies, products and tools are actually helping to ensure compliance and improve productivity too. Here are several areas where companies can incorporate more environmentally conscious strategies like the use of internet or teleconferencing to cut down on business travel, putting employee manuals policies or other company information online to reduce printing. The companies can promote the reduction of paper usage and focus on storage of paperwork electronically, providing recycling trash bins for paper around the office and for bottles and cans in the break area. The companies are focusing on telecommuting/work from home programs. Institute Ride/Share programs are also successful to introducing greening of business. At most organizations, earth-friendly perks emerge from an overall effort to green the business. As companies begin recycling, upgrade to energy-efficient heating/air conditioning the systems and seek production efficiencies that save energy or reduce carbon emissions, it's natural to consider green benefits. It is high time to make environmental management an integral part of their way of doing business so HR professional can provide a constant calendar of activities. Going green also helps companies enhance their public relations, and improved public relations and positive public perception can have a strong impact on company profit.

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