

EXPLORING THE IMPACT OF GREEN HRM ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE

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ABSTRACT

Objective of the Study is to Explore Green Human Resource Management practices of organizations and to promote the ideology that is important for proper alignment of human resource management principles with objectives of green management in an organization. It is a descriptive method based on both primary and secondary data. Green HRM is the use of Human Resource Management policies to promote the sustainable use of resources within business organizations and more generally, promotes the cause of environmental sustainability. Green HRM encompasses all activities aimed at helping an organization carry out its agenda for environment management to reduce its carbon footprint in areas concerns on boarding and acquisition of human resources, their induction, performance appraisal & management, training and development and pay and reward management. This is only possible by the effective implementation of green HRM within the organization. These practices would result in improving employee attitudes and behaviors within the organization.

Key words: Environment, Organization, Corporate Image, Human Resource Management, Green HRM,

1. INTRODUCTION

Additional of the business bodies recent attention has been paid to conservationism globally, whether arising from specific treaties or from harm/pollution resulting from high-profile industrial accidents such as killing and injuring many people to struggle climate change. Owing to the harmful consequences of industrial pollution and waste materials, including toxic chemicals, governments and NGOs round the globe promoted regulations and policies More of the corporate bodies' recent interest has been paid to environmentalism globally, whether arising from specific treaties or from harm/pollution resulting from high-profile industrial accidents such as killing and injuring many people to struggle climate change. Owing to the harmful consequences of industrial pollution and waste materials, including toxic chemicals, governments and NGOs round the globe promoted regulations and policies with effect of slowing down and to some extent even reverse the destruction of natural resources and its negative effect on the mankind and the society as a whole (Christmann & Taylor, 2002; Shrivastava & Berger, 2010). In the management field, there is a growing research literature on Green marketing, Green accounting, Green retailing and Green management in general. To implement any corporate environmental program several units of an organization HR, Marketing, IT, Finance, and so on, work together to put forward a positive joint effort and among them, the most important contributor is the human resource management unit.

Nevertheless, Green HRM is the use of human resource management policies to promote the sustainable use of resources within business organizations and more generally, promotes the cause of environmental sustainability. Green HR essentially consists of two major elements namely environment-friendly HR practices and the preservation of knowledge capital (Mandip, 2012). The purpose of going green is to use products and methods that would not negatively impact the environment through pollution or depleting natural resources (Robinson,

2008). 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. Further, we move on to reviewing the literature on the HR aspects of GHRM, which helps in identifying how corporations today develop human resource policies for going green. The study also aims to provide simplified insight on some common GHRM processes and attempts to suggest some green initiatives for HR.

Green Human Resource Management (GHRM) Conceptual Background Green HRM involves undertaking environment friendly HR initiatives resulting in greater effectiveness, lower cost and better employee engagement and retention in turn. The green human resource management comprises of many functions in the human resource department of an organization. It helps to reduction of paper usage and the implementation of green human resource policies such as planning, recruiting, selecting, managing employees and the employee relations. It makes the environment green in the workplace. All the activities involved in the green human resource management enhance the value of the employees and the company.

2. Significance of the Study

The general employees are interested in green human resource management because of its important and need in the current workplace. Today the need for green human resource management is important for all over the world. The ecological consciousness of each human drives the living style and environment. Our personal and professional lifestyle is affected due to many consequences. The corporate world is the most significant in enhancing the environment issues and the corporate has to give solution to this hazards. This Green HRM is in existence as a result of a social responsibility to employees and also to provide a competitive advantage to employers. Many people think that Green HRM is only in the framework of what the company does for its employees. But now the concept of “Green HRM” has evolved and the composition of the policy priorities has changed. Today, work is still a necessity but it is also a basis of personal satisfaction. One of the means which helps to attain personal and professional goals to be ecological benefit.

3. Review of Literature

Opatha and Arulrajah (2014) refers that Green HRM is the use of policies, practices, and systems in the organization that make green employees for the benefit of the individual, team, society, natural environment, and the organization. Different researchers describe Green HRM in different ways, but somehow their intentions are same for sustainability of Human resources and their environment.

Wei & Yazdanifard, (2014) Individual motivation is said to be the key driver for employees to actively engage and conduct in-role and extra-role behaviors, and as such it would be expected that individual motivations for each of these types of behaviors is likely to be discordant.

Yusliza, Ramayah & Othaman, (2015) The human resource is the most important assets of an organization that plays an important role in managing the employees. The modern human resource managers have been assigned with additional responsibility of incorporating the green human resource philosophy in corporate mission statement along with human resource policies. Green human resource efforts have resulted in increased efficiencies, cost reduction, employee retention and improved productivity and also other tangible benefits. The green HR policies and practices involved in environment, social and economic balance.

Marhatta and Adhikari, (2023) and Zoogah, (2021) refer its use of HRM policies and Practices for sustainable use of resources within business organizations and generally promotes the cause of environmentalism.

4. STATEMENT OF THE PROBLEM

The topic of the green HRM is attracting increased attention among management scholars. Despite its importance

to managers, employees, customers and other stakeholders, however, there are very few research studies that consider a complete process of HRM in organizations striving to achieve environmental sustainability as present changing trend in the corporate. There is, thus, a growing need for introducing Green HRM for sustainability of HRM. To review extensive literature in the field of Green HRM to identify gaps and scopes for further study. To develop a process model of green Human Resource Management from entry to exit. The purpose of going Green is to use products and methods that would not negatively Impact the environment through pollution or depleting natural resources (Robinson, 2008). In addition, it will result in using scarce natural resources efficiently and effectively, while keeping the environment free from harmful products. Strategic HRM researchers argued that to achieve HR effectiveness, HR should be practiced as a whole and must be aligned with the business strategic goals, the primary means by which firms can influence and shape the skills, attitudes, and behavior of individuals to do their work and thus achieve organizational goals (Collins and Clark, 2003).

5. Objectives of the Study

The main purpose of this study is to:

- To Promote the ideology that is important for proper alignment of human resource management principles with objectives of green management in an organization
- To suggest appropriate Green HRM polices for Organizations.
- To explore Green Human Resource Management practices of organizations .

6. Methodology of Study

Research Design

The first objective of the study was pursued by the collection and analysis of data from secondary sources whereas all the other objectives have been achieved by collection and analysis of primary data. In pursuance of the above mentioned statement of problem and objectives, the following methodology was adopted for the study. It is a descriptive method based on both primary and secondary data. The sources for primary data is collected from the Google, The Land Rover Group, Dow chemical, Tata Group of Companies practices if Green HRM are considered to be primary data and the sources for secondary data is gathered from journals, New letters, Magazines etc.

6.1. Green Human Resource Management Practices of Organizations

In this part of the paper, we briefly describe functions of HRM which are generally considered as traditional and there can be a variety of green practices under each function. The green HRM process i.e. Green recruitment, performance management and appraisal, training and development, employee relation, pay and reward and employee exit. We summaries of the existing and certain new green HRM practices under each function of green HRM. Cherian and Jacob (2012) identified in their study that there are certain factors which contribute specific role in employee implementation of green principles these factors are recruitment, training, motivation and green pay/rewards in order to make sure that the organization get right employee green input and right employee green performance of job.

6.1.1. Green Job Design and Analysis

In general, job descriptions can be used to specify a number of environmental protection related task, duties and responsibilities. These days, some companies have incorporated environmental and social tasks, duties and responsibilities as far as possible in each job in order to protect the environment. In some companies, each job description includes at least one duty related to environmental protection and also specifically includes environmental responsibilities whenever and wherever applicable. Nowadays many companies have designed environmental concerned new jobs or positions in order to focus exclusively on environmental management aspects of the organizations. From the perspective of HRM, it is really a valuable initiation and practice to protect the environment. Moreover, some companies have involved in designing their existing jobs in

a more environmentally friendly manner by incorporating environmental centered duties and responsibilities. These are some of the best green HRM practices which can figure out under the functions called green job design and green job analysis.

6.1.2. Green Human Resource Planning

In addition these companies engage in deciding strategies to meet the forecasted demand for environmental works (e.g. appointing consultants/experts to perform energy or environmental audits) and sometimes they are outsourcing. At present, some companies engage in forecasting number of employees and types of employees, needed to implement corporate environmental management initiatives/programs/activities (e.g. ISO 14001, cleaner production, responsible care etc.). These are good practices some leading companies have adopted to manage their environmental issues. The corporate environmental management initiatives demand some new job positions and specific set of skills. Green Human Resource Planning gets required in this context. As far as existing literature is concerned, it did not clearly specify the practices under the function of Green Human Resource Planning. However, based on the observations of the industries and organizations, it is possible to identify certain Green Human Resource Planning Practices.

6.1.3. Green Recruitment

Induction for new recruits is seen to be needed to ensure they understand and approach their corporate environmental culture in a serious way. Green recruitment is process of recruiting new talent who are aware of sustainable process, environmental system and familiar with words of conservation and sustainable environment. Green recruitment make it sure that new talent are familiar with the green practices and environmental system that will support the effective environmental management within the organization (Wehrmeyer, 1996) because In the race of attracting most creative and innovative employees, companies increase their recruiting potential, hiring quality staff is the very crucial challenge in the war of talent (Renwick et al., 2023) and even companies are also know the fact that being a employer is an effective way to attract new talent. Google is a very good example of a company who adopted green recruitment few other companies are Timberland, and yes.

6.1.4. Green Selection

In the selection context, when making selection for the job vacancies some companies consider candidates considering environmental concern and interest as selection criteria. When interviewing candidates or evaluating them for selection, environmental-related questions are asked by those companies. Really, these are some of the good green selection practices. Any organization can adopt to select environmental friendly people in addition to the normal selection criteria relating to the specific duties of the job being concerned.

6.1.5. Green Training and Development

Employee training and development programs should include social and environmental issues at all levels, from technical health and safety considerations on the shop floor, to strategic sustainability issues at executive management and board level (Mandip, 2012). Green orientation programs for the newly higher employees should be an integral part of the training and development process. To sustain in the race market it is very necessary to each and every organization to change themselves with the change in the scenario and it is more important for every organization to resist that change and that resistance to change will be done by training and development. Training and development is a practice that directing a great deal of attention on development of employee skills and knowledge that relate to specific useful competencies, environmental training also prevent decline of environmental management skill, knowledge and attitudes (Zoogah 2021). Numbers of companies are providing environment training to their employees The Land Rover Group is one the example that company. The Land Rover Group provides environment training to their employees according to their job. They take regular briefings and circulate newsletters to communicate with their staff about environmental issues. They displayed Environmental sustainable development policy, key objectives and environmental practice boards at all sites. They encourage employees to come up with new ideas that reduce the cause of environmental degradation.

6.1.6. Green Performance Management

Performance management (PM) is the process by which employees are prompted to enhance their professional skills that help to achieve the organizational goals and objectives in a better way. The recognition of the corporate strategy culminates into the PM.

Green performance management plays very important role in the effectiveness of green management work over passage of time because they guide employee performance to the environmental performances need by the organization (Jabbour and Santos, 2008). Firms like Tata Group of Companies have installed corporate-wide environmental performance standards (which cover on-site use, waste management, environmental audits and the reduction of waste) to measure environmental performance standards and developing green information systems and audits.

6.1.7. Green Reward Management

Compensation and reward are the major elements of HRM process, this element is the most important for maintaining employee interest to that of the organization. The reward policies are focused on attracting, retaining and motivating the employee which lead to the achievement of organizational goal (Teixeira et al., 2023) and improve the organizational commitment (Daily and Hang, 2001).

Green reward management is another key function of green HRM. The sustainability of organization's environmental performance is highly dependent on the green reward management practices of the organizations. To motivate managers and non-managerial employees on corporate environmental management initiatives, green reward management has significant contributions. Organizations can practice it in two ways such as financial and non-financial. In some companies employees are financially (e.g. incentives, bonuses, cash) rewarded for their good environmental performance. In some other companies, employees are non-financially rewarded (awards/special recognitions/honors/prizes) for their good environmental performance. Dow chemical is a very good example of reward and compensation; employees were motivated and given rewards when they came up with innovative waste reduction idea.

6.1.8. Green employee Discipline Management

In this context, some companies have realized "discipline management" as a tool to self-regulate employees in environmental protection activities of the organization. These companies have developed a clear set of rules and regulations which imposes/regulates employees to be concerned with environmental protection in line with environmental policy of the organizations. In such companies, if an employee violates environmental rules and regulations, disciplinary actions (warning, fining, suspension, etc.) are taken against him/her. Wehrmeyer (1996) stated explicitly that green discipline management is a pre-requisite in corporate environmental management. In ensuring green employee behavior in the workplace, organizations may need green discipline management practices to achieve the environmental management objectives and strategies of the organization.

7. CONCLUSIONS

Green HRM can enhance corporate image and brand. Green HR will play an important role in making the employees aware of and concerned for preservation of natural resources and contribute in pollution control, waste management and manufacture of eco-friendly products. The proposed process model will help the practicing managers and future researchers follow green HRM techniques. The present study also proposes future researchers to fill the gap in the existing literatures by conducting empirical studies such as Green HRM practices in the manufacturing or service organizations. The aim of this paper is to provide a knowledge how Green HRM can help or affects the employee and their organization practices and behavior against environment. Green HRM encompasses all activities aimed at helping an organization carry out its agenda for environment management to reduce its carbon footprint in areas concerns on boarding and acquisition of human resources, their induction, performance appraisal & management, training and development and pay and reward management. This is only possible by the effective implementation of green HRM within the organization. It makes intuitive sense that offering

Green HRM practices would attract individuals to an organization and by implementing these practices would result in improving employee attitudes and behaviors within the organization. Future research needs to provide empirical evidence while the Green HRM deliver the positive outcomes.

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