

Bridging the GAP: From Conventional HRM to Green HRM

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Abstract: Talking about, changing perspectives from a financial perspective to a competent based Green Economy. Though, the debate to link CSR (Corporate Social Responsibility) and Green HRM is generating a domain of keen interest to various scholars and researchers. As, we all have heard of the Green Movement, carbon credits, global warming have become synonymous with Environmental change. Let's get to know about the Green HRM, the Challenges and a great shift from mainstream HRM to Strategic HRM, thinking of providing Sustainable growth for theory and practice. In this article author, has explained the sustainable practices for the business organization to go green.

Keywords: GHRM, Needs, Benefits and Impacts, Challenges, Green workforce, Carbon footprint.

1. OBJECTIVES OF STUDY

Objectives of this paper are as follows:

- To explore the literature on the topic GHRM
- To develop a conceptual framework of GHRM
- To find ways to adopt GHRM for an organization and its impact on sustainable development

2. METHODOLOGY

This is a Descriptive Research, using accepted literature definitions and web sources, we looked for various published papers, our scope was narrowed to reports and web based

searches and is not empirical in nature. We have confined our research work to theoretical lenses to guide us and evaluate the Green Practices in an organization.

3. INTRODUCTION

Ecological Footprints in today's world has a large concern as compared to older days. To shift to Green HRM in today's business environment, there has become an indispensable need for the business organization to go green and use eco-friendly and environmentally sustained practices. The concept of green HRM does not only includes awareness towards conservation of the environment, but also has become a synonym for sustainable development. To promote green practices, corporations are promoting various practices to reduce Ecological Footprint. Well, to explain Ecological Footprints; one can define it as it is the impact of a human's consumption of natural resources against the earth's ecological capacity to regenerate them. Organizations are forming policies that include the use of Eco-Friendly Practices, to sustain the environment with the help of the interface of every employee within the organization.

Companies develop a powerful social conscience and green sense of responsibility. Consumers demand ethics and environmental credentials as a top priority. Society and business see their agenda align.



Figure 1: Journey of Green HRM

(Pricewaterhouse Coopers, 2009)

Also, as we all are familiar that, earlier, a firm's success was measured in terms of promotion of economic value, but today's dynamic environment's success of an enterprise is measured in terms of the practices followed by it, the reduction of ecological footprint and importance are given by it to social and environmental factors along with economical and social factors, in order to get success in corporate sector by enhancing shareholder's wealth. Green HR practices have become a crucial factor in today's forward-thinking of organizations across the globe. These practices also help the organization's cost-effective strategies and thus help in having a cost advantage over its rivals.

Before going any further with the details about GHRM practices and understanding how does it make sustainable development possible, we have to understand what does the term GREEN HRM means in the literal sense for an Organization? Does it refer to the use of environment- friendly products and items while performing HR activities? Or does it imply performing HR activities in a sustainable manner in order to reduce environmental cost? Different authors have given different definitions of this term.

Green HRM involves addressing the company's carbon footprint by cutting down on the usage of papers, reducing unwanted travel. Green HRM is about the holistic application of the concept of sustainability to an organization and its workforce. It has been found out in various researches that the HR department in many companies is increasingly greening their processes to gain a competitive advantage over others.

It is the use of HRM policies to promote the sustainable use of organizational resources, particularly in a way that causes or promotes sustainable development of the environment as a whole. It is directly responsible for creating a workforce that understands, appreciate and follows the green initiatives taken by management and maintains the green objectives of the firm throughout all the activities and levels of Human Resource Management. Such kind of workforce sets and thrives to achieve green objectives in performing all the activities involved in HRM processes such as recruiting, selecting, hiring, training, compensating, developing and advancing human asset of the firm. Such a workforce is recognized as a green workforce (Human Resource Management Institute).

Thus, we can say the greening the HRM practices is what is called Green HRM. It refers to a system of policies and practices that makes employee of an organization green for the benefit of individual, business, society and environment as a whole. Since Green HRM practices benefit the society and

environment at large, this concept is getting translated into a corporate social responsibility of the organizations.

4. NEED AND BENEFITS

Need:

There is a great need to GO GREEN, but there is till now, no Comprehensive definition to GHRM, it is different with different perspectives. The main purpose is to be energy efficient and pollution-free and as we know, a great sense of ecological consciousness leads to a great sense of Green responsibility. Our lifestyle is affected by our behavior both personal and professional too. To bear the Consequences arising out the use of environmental resources for environmental development one needs to develop a sense of responsibility towards the environment.

For this various Organization needs to take various steps towards it, like organizations need to conduct an environmental audit, by changing the culture by defining strategies to curb Waste management and pollution and also, developing the culture in the organization to utilize natural resources and using natural eco-friendly products.

Benefits:

Over the years now, since every individual is now aware of the dynamic environment we live in, to survive in this competitive environment one needs to adapt as an organization as well as an individual and contribute to the GHRM since the benefits to GHRM have been identified by the great experts and some of them are:

It helps organizations to be Cost-effective without losing their talent,

1. Maintains to retain the Employment Ratio,
2. Helps to boost up Employee's morale,
3. Improves overall brand image of the organization,
4. It helps to explore more opportunities, by going Green and creating a new eco-friendly culture.
5. Helps in Rebates and tax Benefits from government,
6. Reduction in Environmental damage.
7. Increasing competitive advantage to the company.

5. CONVERGENCE OF HRM TO GHRM:

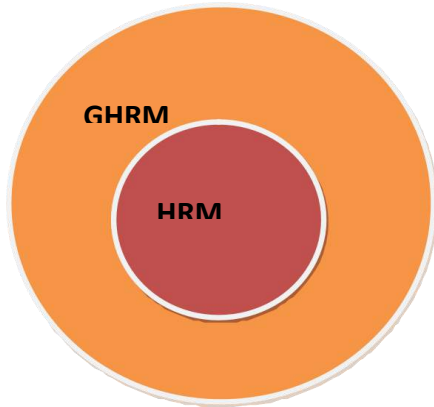


Figure 2: HRM AND GHRM

Green HRM is an agenda that cannot be achieved by merely ensuring the minimization of wastage or by going paperless. GHRM is a manifesto that helps in transforming the human asset of an organization in green human assets or green workforce, as discussed earlier. To create a sense of seriousness and to send a message to all the stakeholders and the society that how much passionate and responsible an enterprise is in conserving the environment and saving it from the climate change, that has become a serious threat to the humankind, it has to adopt green activities in the walk of the HRM systems and performance- from recruitment to retention, all activities must be aligned strategically with the go green agenda of the enterprise. A company can converge its HR activities towards Green HR activities in the following manner:



Figure 3: Convergence from HRM to GHRM

1. Recruitment and Selection:

Recruitment refers to the identification and creation of a pool of potential candidates who can apply for the job, while selection refers to the process of selecting the right person for the right job from the available pool of applicants. Conventionally, the whole process of recruitment and selection focuses on finding the right candidate for the right job.

Attracting high-quality staff in order to gain a competitive advantage has been a challenge for all the corporate houses.

But in today’s dynamic environment and increased concern for the environment, companies are increasingly creating a green image of themselves to attract new talent in the organization. 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. (Human Resource Management Institute)

Green recruitment and selection refer to a system where the main focus of all the activities is on the environment and performing environmental friendly activities are made the

major element in the organization. It can be defined as a process of identification and selection of all such candidates whose knowledge, behavior, skill, and attitude identify with Green's agenda of the organization.

In order to converge from Recruitment and selection to GREEN Recruitment and Selection practices, organizations can adopt the following practices:

- Identifying candidates who are familiar with the concept of recycling, reuse and reduce
- Every step of this process should be inclined to environmental issues.
- Conducting paperless interviews and teleconferencing wherever possible
- Make applicants aware of the commitment of the organization towards preservation and protection of the environment

2. *Training and Development:*

The training and development process is a part of the HR activities performed in every organization. It aims at providing training to the employees to improve the performance of each and every individual in the organization. A well trained and developed staff is the key success pillar for an organization. Through training, employees are taught particular skills that are required for performing the job effectively and efficiently, while development focuses on personality development and career enhancement of the employees.

To bend this practice of training and development towards Green Training and Development, companies should follow the following practices:

- Incorporating Environmental Management Training with conventional training
- Conducting environmental training need analysis along with other training needs
- Use of Green Groups for environmental management
- Job rotation focused on the development of future green managers
- Development activities focused on employee skills for building sustainable green practices
- Organizing training programs in an energy efficient manner and minimizing wastage of paper and energy

3. *Performance evaluation or performance appraisal:*

Performance evaluation refers to the formal measurement of the performance of an employee based on his/her job description. This helps in measurement of value addition done

by an employee in business revenue as compared to overall employee return on investment. It helps in continuous performance evaluation and provides continuous feedback on employee's performance and helps in the identification of improvement areas.

On the other hand, Green performance evaluation or performance appraisal refers to the addressing of issues related to environmental factors. It includes activities which concentrate on performing environmental friendly activities. An effective green performance appraisal should provide feedback on green practices followed by the employees and held them accountable for environment management activities along with other performance objectives. An organization can add the following activities in its performance evaluation criteria to transform it into green performance evaluation:

- Including Green performance indicators
- Setting green targets and assigning responsibilities to achieve them
- Integrating green criteria in performance reports
- Communication of green schemes at all level of management
- Setting accountability for achieving green targets
- Establishing dialogues on green matters
- Giving feedback on green activities performed by and contribution made by individual employees in green agenda

4. *Compensation and reward:*

Compensation and reward are the crucial HR activities through which employees are compensated, rewarded, motivated and appreciated for the efforts put by them in the organization. Incentives and rewards motivate employees to do better in the future and create a sense of achievement in them when they are awarded for an excellent performance. It leads to an increase in employee motivation and high morale in them, which helps the organization in growing by leaps and bounds.

In this sense, green compensation and reward system refers to the incorporation of incentives, awards and rewards for employees for achievement of green objectives of the organization. This will motivate them to achieve the targets on time keeping the green agenda in mind. To adopt Green compensation and reward strategy, a company can alter its reward and compensation schemes as follows:

- Pay packages based on a reward for green skills
- Use of non-monetary green rewards such as vacations, leaves, etc

- Use of monetary rewards for achieving green targets
- Green reward system
- Liking suggestion schemes with rewards and awards
- Link career gain such as promotion with participation in green schemes
- Development of negative reinforcements such as penalty or warning for not following green agenda
- Development of positive reinforcements for achieving green agenda
- Distribution of title and awards such as GREEN EMPLOYEE OF THE YEAR award

6. EMPLOYEE RELATION AND TALENT MANAGEMENT:

The concept of employee relations refers to maintaining good relations between employer and employee by collective efforts of management and employee. An organization having good employee relations treat all employees fairly and without any partiality with respect to caste, creed, age, sex, nationality, etc. good employee relations help the company to boost employee morale and make talent retention easy and viable. Talent retention is one of the most important goals of an organization to ensure long term growth and stability in business operations. It refers to the efforts made by the organizations to retain the talented staff and reducing employee turnover by creating a positive and light working environment, providing adequate opportunities to employees, appreciating initiatives of employees and giving them autonomy to experiment with profitable ideas.

- Green employee relations and talent management refer to the incorporation of green agenda with talent retention strategies. This could be done with the help of the following activities:
- Giving independence to staff for experimenting with green ideas
- Altering green schemes in accordance with industry norms
- Unions negotiation with Green agreements
- Encouraging employees to go green in work life as well as personal life
- Using a green mode of transport
- Increasing supervisory support in v=creating green workplace environment
- Integrating staff into keeping the workplace clean

- Incorporating green elements in every aspect of work surroundings

7. GHRM AND SUSTAINABILITY:

Sustainable development is the principle of achieving human or corporate development while sustaining the ability of nature to provide resources for future generation's growth and development. It aims at enhancing the responsibility to develop long-lasting solutions for future growth by adopting environmentally friendly practices. The term Sustainability and Corporate Social Responsibility are often used interchangeably. Sustainable development is well identified by 3 P's: Profit, People, and Planet. Sustainability is often termed as the overall development in today's practices without compromising future generation's needs.

HR is poised to Integrate Sustainability. Today's HR function includes both Developing and implementing sustainability strategy. These functions are getting more diverse and broader with increasing needs for the environment. The HR department is the only department to focus on every aspect right from the beginning of the process. It is the only department that has the capability of changing the attitude of the executives, employees, and managers working at various levels of an organization. It is the HR department that can spread awareness about the climate change in the organization and assist the management in adopting sustainable practices that will help in achieving not only organizational and individual goals, but also in achieving green goals set by the organizations. Only HR department has that potential to motivate and supervise the employees at all levels to continuously aim and thrive for achieving green goals along with ensuring sustainable development. Some of the examples of ensuring Sustainability with the help of HRM include:

1. Helping Employees to identify products to reuse and recycle, which helps in curbing pollution and waste,
2. Encouraging employees and training them to use environment- friendly products, which ultimately boost their morale,
3. Emphasizing opportunities for employment generation, through sustainability
4. By cutting the use of Paper, and recording data on the HRIS database, saves time and paper and also, is energy efficient

8. REVIEW OF LITERATURE

Literature suggests that in order to promote green behavior among employees to achieve green objectives, organizations should adopt green human resource management (GHRM) in

an effective and efficient manner. (Jackson, 2010) (Renwick, 2013)

Green HRM includes such practices which consider candidate's green value during the initial stages of recruitment and selection, evaluating green behavior of employees when making compensation plans and conducting performance appraisal. (Cohen, 2010) (Renwick, 2013) (Jackson, 2010)

GHRM helps in developing green skills among employees and create awareness among them. It motivates employees to participate in green activities and initiatives of organization. In other words, GHRM is a very crucial concept to implement green initiatives. Therefore, to great extent, GHRM symbolize, but is different from CSR. (Jie Shen, 2018)

Organizational objectives of adopting green activities and reducing waste, is different from other HRM practices, such as cost reduction, employee development and improvement in productivity. (Jackson, 2010) (Renwick, 2013)

Perception of GHRM policies and practices are different among individuals. It reflects employee's interpretations of how employees are supported, treated and, managed by the organizations. HRM is an organizational phenomenon, but perception of HRM is an individual level concept, which has attitudinal and behavioral workplace consequences. (Lisa Hisae Nishii, 2008)

9. RECOMMENDATIONS

Lately, the term green practices and initiatives have gone viral to develop a green sense of responsibility within the

organization, as we all know, environment concerns at the helm of all business decisions that is why everybody is focusing on environmental credentials as a top priority. With an increase in ecological demand, every organization is switching gears from conventional HRM narrow centered practices to green HRM practices. However, to reduce the carbon footprint of each employee and talent retention should be the main focus for every practice. Reducing ecological footprints can be achieved by adopting the following practices in day to day operations of the enterprises:

- Saving paper by **electronic filing**,
- Encouraging employees for **carpooling**,
- Using **teleconferencing**,
- Conducting **virtual interviews**
- Providing **online training**,
- Having **telecommunication facilities**,
- **Power saving** by setting early morning office timings,
- Conducting **energy audits** at regular intervals,
- Conducting **GO GREEN** drives,
- **Going paperless** by using different software for HR functions,
- Encouraging employees to find a way to **recycle products** wherever possible.

These are some of the ways to develop a sense of going green amongst employees. There are few steps for creating the Sustainable HR practices in the organizations the steps are shown in the diagram as below (Shodgangotri.inflibnet.ac.in):



Figure 4: Steps for Sustainable HR Practices

Evaluate:

In order to adopt Green HRM functions, an enterprise has to evaluate its culture, intent, value system, objectives and agenda that is being followed by it. The culture and value system of the company must be in such a way that it gives a message to its stakeholders that it is concerned with the environment, practices followed by the company and objectives set by it must be in tune with its GO GREEN intentions. Someone has truly said that "Actions speak louder than words." Hence, the company's corporate website and job description must be in tune with its green agenda.

Eliminate:

In order to support the green movement of a company, HR must eliminate all those activities which are doing no good but only degrading the environment. All those activities must be eliminated, or alternatives must be discovered which includes excessive use of energy and paper. Management should introduce the concept of paper recycling and should encourage its staff to minimize paper wastage.

Illuminate:

Consistent efforts should be added to create an authentic brand that will help the company in recruiting, finding and retaining

the talent. Management should encourage the employees to use eco-friendly products, not only in office premises but in every aspect of life.

Implement:

Management, in order to achieve the agenda of GO GREEN in a sustainable manner, has to implement certain practices that will ensure minimized use of energy, paper, and elimination of wasteful activities. HR should provide a paper recycling facility in the office premise itself, and if not possible then, HR should buy Post Consumer Recycled (PCR) paper for its day to day activities. Management should conduct video conferencing for meetings and virtual interview that will minimize the use of paper and save the transport cost. Also, it should try to go paperless in its day to day activities by adopting the use of certain software to perform HR functions.

10. CASE STUDY OF HCL

HCL Technologies is a leading global IT services company, working with clients in the areas that impact and redefine the core of their businesses. Since its inception into the global landscape after its IPO in 1999, HCL focuses on 'transformational outsourcing', underlined by innovation and value creation, and offers an integrated portfolio of services including software-led IT solutions, remote infrastructure management, engineering, and R&D services and BPO. HCL leverages its extensive global offshore infrastructure and network of offices in 41 countries to provide holistic, multi-service delivery in key industry verticals including Financial Services, Manufacturing, Consumer Services, Public Services, and Healthcare. HCL takes pride in its philosophy of Ideapreneurship which empowers its 1, 03,394 transformers to create a real value for the customers.

People at HCL believe in a better tomorrow. They believe that to make this a reality, companies, and individuals must work together to be responsible and respectful of the earth's resources.

HCL believes in building a better tomorrow without compromising the wellbeing of their employees, the society and the environment. Six years ago they began their sustainability efforts through an integrated approach covering economic, environmental and social aspects to achieve "Sustainability 10 by 2020".

Innovation in Employee Transport System of HCL Problem Statement:

Transport, especially road transport, is one of the most polluting activities in the economy. Burning of fossil fuels by vehicle contributes to air pollution by increasing the amount of suspended particulate matter and hazardous gases in the

atmosphere. The increased travel demand has resulted in rapid growth in number of motor vehicles in the cities and this leads to congestion of roads and mismanagement of traffic. Consequently, the average travel time increases by at least 12-15 minutes for a journey of about 15 km and in turn, leads to more fuel consumption.

As per JAS (June, July, Aug) 2015 data, nearly 1,400 small diesel cabs with a seating capacity of five i.e. a maximum of four employees and a driver performed a total of 7,24,693 trips to provide transport facility to HCL employees, working in various facilities across NCR.

Solutions proposed:

Among the fuel substitution options, compressed natural gas (CNG) appears to be a relatively wide-scale method of reducing local pollution in the transport sector. The government is also promoting the use of natural, cleaner fuel CNG by incentivizing users in various ways.

Considering the increase in numbers of personal and commercial vehicles on roads, various measures can be taken to control the number of vehicles on roads, such as shifting to public transport or use of vehicles with more passenger carrying capacity, etc.

The following pros and cons were observed:

Pros: Environment friendly, Cost effective and lesser vehicles on the road, hence less congestion.

Cons: Vendor dissatisfaction due to more investment on bigger cabs, less number of CNG filling stations in NCR regions, Long queues at filling stations, Lack of public transport Infrastructure.

Implementation of idea: In HCL, various measures have been taken to make a better, cleaner, greener environment in turn reducing the cost of employee transportation. After In-depth analysis it was decided to induct bigger cabs such as Innova with a seating capacity of 7+1, for employee transportation in phased manner. Earlier two cabs were used to transport a maximum of 8 employees. Hence less routes to cater to the same number of employees, in turn, less number of vehicles on the road, less number of KM run, i.e. less fuel consumed and hence contributing to a better environment.

As per OND (Oct, Nov, Dec) 2015 data, as compared to the previous quarter, there was a 14% decrease in smaller cab routes due to the introduction of Innova in NCR i.e. the total number of routes performed by smaller cabs came down to 6,26,510 from 7,24,693.

Considering the pollution caused by vehicles running on petrol/diesel, HCL management decided to convert its current transport fleet to CNG in a phased manner.

Public transport occupies less road space, consumes less fuel and emits least pollutants per passenger km of travel compared to personal motor vehicles. Hence, there is a need to encourage preference for public transport over personal vehicles. Steps have been taken to promote the use of public transport such as Metro by providing shuttle service to its employees from the nearest metro stations to the HCL office locations.

Emphasis was given on reducing the trip length. It was found that transport was offered to employees residing within a service radius of even 70 kms. The management decided to reduce the service radius to 45 kms. Here the company also offered a proposal to employees to change their current working location to the nearest office premises.

Carpooling functionality was added in the in-house Transportable Application where employees can share their rides with other employees.
(Santosh Jayaram, 2016)

11. CONCLUSION

Our Proposed framework highlights the deep insights about the GHRM system within an organization. The proposed study supports the overall systematic GHRM practices which have led to Transformational changes within the organization and supports environmentally friendly practices. Strategic HRM is a meta-theory insight, which somehow lacks theoretical depth which gives potential opportunities of research to various scholars and researchers to the foundation of GHRM. We have taken a case study in our research method for a detailed examination of the subject of study which gives a framework

on how GHRM practices have impacted the culture of the organization and environment with sustainability. In Toto, our framework supports the emergence of effective delivery of GHRM systems. It is legitimately a good potential for academic support but still lacks some theories and perspectives.

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