



GREEN HUMAN RESOURCES MANAGEMENT TRENDS IN PRESENT SCENARIO

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ABSTRACT

Human resources are valuable resources of all the factors of production. Thanks to technical advancement, businesses tend to use less workforce to reduce the cost of production. Despite this, Human Resource Management plays a vital role in developing business to manage all the organization's activities and get work done. Green Resource Management has become a novel concept for the majority of HRM professionals and academicians. Aiming to make the organization employees go green, it uses human resource policies to promote the sustainable use of resources within business organizations. The study examines how companies implement Green HRM in their organizations and analyze the benefits and challenges. The main focus is on how far it helps contribute to human and technical sustainability in the Organization to the maximum extent by taking a case study of some companies using GHRM. This study contributes to the knowledge base of two essential elements – Environmental-friendly HR practices and preservation of knowledge capital. The future of GHRM appears promising for all the stakeholders of HRM, such as employees and employers, practitioners, and academicians, to stimulate the field of HRM to expand its role in the pursuit of environmentally sustainable business.

Keywords: technical advancement, human resources, sustainability, organizations, green human resources, GHRM

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1. INTRODUCTION

Recently, there has been a growing awareness with various organizations and business communities on the importance of going green and implementing various sustainable management techniques. Various organizations and businesses are experiencing a drastic shift from traditional financial structure to the modern based economy, set to traverse sustainable economic facets of a business. Sustainability is the magic word that is often used in every dimension of our personal life and workplace. Our lifestyle, both professional and personal, influences the environment so harmfully that we cannot let it go unchecked. Undoubtedly, the corporate world is taking the initiative about environmental issues and playing an essential role by providing a solution to environmental hazards. One such solution for environmental hazards is Green Human resource management because it helps to initiate a green workplace. As we know, HRM is an essential function of management because it deals with the most valuable asset, which is Human. In an organization, HR (Human resource) and their system is the base for any business and organization. HR is the ones who are responsible for implementing the eco-friendly process and policies which help in creating a green atmosphere.

Green Human resource management is a set of practices, systems, and policies that help create green behavior in its employees' minds. It also helps to create an environmentally resource-efficient, socially responsible, and sensitive workplace in an organization. GHRM (Green Human resource management) begins even before appointing new employees in the organization. Green HRM includes two essential elements: a. Environmental friendly Human resource practices and preserving knowledge capital. Green initiatives should be part of CSR (corporate social responsibility) and involve all the organization employees for green initiatives. In this paper, we focused on understating the concept of Green Human resource management, its benefits, implementation process, and a few examples of companies following green human resource management.

LITERATURE REVIEW

Literature has given importance to implementing environmental practices as a fundamental objective for organizational functioning by identifying HRM practices.

1. Cherian & Jacob, 2012 and Haden, Oyler, and Humphrey (2009), in their paper, mentioned that implementation of strategies and environmental objectives along with the development goals of an organization results in an effective and efficient environmental management system.
2. Daily and Juang (2001) said that businesses essentially need to balance, preserving the environment and industrial growth because implementing green practices in an organization may earn more profit than before.
3. Murari & Bhandari (2011) says that the business's Human Resource Department plays a vital role in promoting sustainability culture.
4. Harmon, Fairfield, and Wittenberg (2010) proposed that the greater the usage of Green human resource principles and policies, the greater is the implementation of EMS (environment management system) in different companies.



5. Jackson et al. (2011) proposed that Green human resource management depends on identifiable and unique HR managers' green behavior and decisions.
6. Dutta (2012) GHRM includes two primary elements; preservation of knowledge capital and environmentally friendly human resource practices. GHRM helps in creating awareness and commitments on the issue of sustainability.

GREEN HUMAN RESOURCE MANAGEMENT

MEANING OF GHRM

GHRM is a managerial concept and also a trending topic all over the world. It has got different meanings to different people. There is no clear definition of GHRM. The main reason for going green is to reduce the negative impact that energy consumption and pollution can have on the environment.

DEFINITIONS

Ramachandran defines Green Human Resource Management as the “combination of environmental management into human resource management.”

Green Human Resources Management (GHRM) can be defined as “the set of practices, systems, and policies that promote the green behavior of a company’s employees in order to create an environmentally delicate efficient resource and socially responsible workplace and overall organization.”

The term Green HRM refers to the contribution of HRM policies and practices towards comprehensive corporate environmental planning. Green HRM mobilizes every employee to increase their potential. It refers to using every human resource to support sustainable practices and increase employee awareness and commitments on sustainability.

EXAMPLES OF GHRM

Video recruiting, the use of online and video interviews, electronic filing, car-sharing, job-sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces.

Developing a green culture has a positive and green effect on employee behavior and values that build an internal culture. Green behavior is considered to be a tool in the implementation of green HRM culture and adopting formal environmental plans. According to Mandip, the practice of green Human Resources should be translated into the Human Resource processes, such as training, compensation, recruitment. From the definitions stated above, it can be concluded that Green HRM needs all the organization’s members to create and keep the organization green.



BENEFITS/ADVANTAGES OF GREEN HRM

The Green Human Resource Management plays a vital role in the industry to promote the environment-related issues. Organizations must frame HR policies and practices, and train people to increase awareness about the environment. Moreover, they must provide information regarding Environmental protection. The Green HRM may also help the employers and employees build brand image and reputation & their skills.

Organizations need to pay attention to recycling the resources, thus changing the organizational culture, waste management, pollution, and helping the society and its people. It will also make employees and society think innovatively using un-utilized natural resources and bring the "best out of waste. "

Few experts identified the following Benefits of Green Human Resource Management:

1. It helps companies to bring down expenses.
2. Organizations which have a scope of huge growth by being green and creating a new friendly environment which helps in high operational savings by decreasing their cost of production.
3. It helps in achieving job satisfaction and commitment, which leads to higher productivity and sustainability.
4. GHRM produces a culture of having affected the health and wellbeing of fellow workers.
5. Development in the sustainability rate of the employees.
6. It helps in recruiting better employees—reduction in the environmental impact of the company.
7. GHRM helps in the overall performance of the organization.
8. Reduction of environmental damage.

The above benefit may help in attaining greener savings and green products from waste elimination. By promoting such values, it indirectly increases consumer satisfaction.

IMPLEMENTATION OF GHRM

The following are some of the points that need to follow by the companies to implement green HRM.

1. Select and appoint people who know regarding Green HRM.
2. Evaluate employees' performance based on environmental criteria;
3. Introduce ways of motivating employees by providing financial incentives for their environmental performance.
4. Provide training and education programs on environmental management;
5. Foster relations between teams to deal with sustainable problems and attempt for continuous development of environmental management activities.

NEW TRENDS IN HRM

Although the challenges are considerable, facing them is essential for steady business growth. Here is a list of new HR trends that are expected to be in practice among HR teams in 2020.



Figure 1: HR Trends 2020



Source: Indiaapprenticeshipforum.org

ARTIFICIAL INTELLIGENCE IN RECRUITMENT

Artificial Intelligence is a technology that gains more and more attention every year. Intelligent and self-learning programs are used in software development and many other areas of IT. Of course, AI is still far from human cognitive abilities, but many modern machines can learn, make difficult decisions, and think. AI-based software is the most flexible solution for various areas of business. It gives more opportunities for automation of processes that do not require a high level of creativity and can be performed by a machine.

The automation of processes becomes possible due to AI's ability to analyze big data and quickly estimate available options. AI technologies have become widely used not only in IT but also in marketing and development. There is no surprise some companies start using AI solutions in recruitment, trying to automate the recruiting process and to discover new ways of hiring talent. AI is probably the most critical tool for recruitment.

DATA ANALYTICS IN TRANSFORMING HUMAN RESOURCES

Human resource is a people-oriented function detected by most people. However, for those who think that the HR teams bestows are limited to extending offer letters and onboarding new hires, human resource analytics (HR analytics) can prove them wrong. When used strategically, analytics can change how HR operates, giving the team perceptiveness and actively and meaningfully contributing to its bottom line.



1. Revenue per employee: Obtained by dividing a company's profits by the total number of employees in the company. This indicates the average revenue each employee generates. It is a measure of how efficient an organization is at enabling revenue generation through employees.

2. Offer acceptance rate: The number of accepted formal job offers (not verbal) divided by the total number of job offers given in a certain period. A higher rate (above 85 percent) shows a good ratio. If it is lower, the data can be used to specify the company's talent acquisition strategy.

3. Training expenses per employee: Obtained by dividing the total training expense by the total number of employees who received training. The value of this expense can be determined by measuring the training efficiency. Low efficiency may lead to re-evaluating the training expense per employee.

4. Training efficiency: Obtained from the analysis of multiple data points, such as performance improvement, test scores, and upward transition in employees' roles in the organization after training. Measuring training efficiency can be crucial to evaluate the effectiveness of a training program.

5. Voluntary turnover rate: Voluntary turnover occurs when employees voluntarily choose to leave their jobs. It is calculated by dividing the number of employees who left voluntarily by the organization's total number of employees. This metric can lead to the identification of gaps in the employee experience leading to voluntary attrition.

6. Involuntary turnover rate: When an employee is fired from their position, it is termed "involuntary." The rate is calculated by dividing the number of employees who left involuntarily by the organization's total number of employees. This metric can be tied back to the recruitment strategy and used to develop a plan to improve the quality of hires to avoid involuntary turnover.

7. Time to fill: The number of days between advertising a job opening and hiring someone to fill that position. By measuring the time to fill, recruiters can alter their recruitment strategy to identify areas where the most time is being spent.

8. Time to hire: The number of days between upcoming a candidate and the candidate's acceptance of the job offer. Like time to fill, data-driven analysis of time to hire can benefit recruiters and improve the candidate experience to reduce this time.

9. Absenteeism: Absenteeism is a productivity measure measured by dividing the number of days missed by the total number of scheduled workdays. Absenteeism can offer perception into overall employee health and can also serve as an indicator of employee happiness.

10. Human capital risk: This may include employee-related peril, such as the absence of a specific skill to fill a new type of job, the lack of qualified employees to fill leadership positions, the potential of an employee to leave the job based on several factors, such as the relationship with managers, compensation, and absence of a clear succession plan. HR analytics can be used to measure all of these metrics.



FEEDBACK TOOLS IN IMPROVE ENGAGEMENT

Management needs to understand the health of their company culture and how employees understand the organization.

This widespread challenge of employee satisfaction is why many agencies are renewing their focus on company culture and conducting employee engagement surveys. Once they find a highly-skilled, valuable employee, they want to keep them-especially today, when top talent has endless options for where to pitch their tent and make a professional home.

According to the Marketing Agency Growth Report 2018, 67% of agencies hire new staff every fiscal year, but 35% have difficulty finding employees with the right fit. This leads to open seats staying unfilled for too long or employees leaving due to misaligned expectations for the position.

ON THE JOB TRAINING

The workers can learn the skills required to be performed in the actual work conditions and get accustomed to the working environment. Also, the organizations need not bear any additional cost of setting up a classroom or a simulated setup for contributing training to the workers, away from the actual work floor, as in Off-the-Job training.

The organization's staff must be updated with the day-to-day progression in the job. Hence management instructs the employees to adopt it. Here are the essential methods to be applied in the job.

Figure 2: On the Job Training Methods



Source: hrhelpboard.com



ON-THE-JOB TRAINING METHODS

1. Coaching: This is the most important technique or method provided by the organization's senior experienced staff. They will give instructions to the staff on how to perform a job. They learn and find answers to their queries.

2. Mentoring: This training is given to the managerial level people, wherein the senior or the manager gives instructions to the immediate subordinate to carry out the day to day functioning. Again, it is a one-to-one training method, where the manager is considered a mentor to the subordinate and guides him in situations of difficulty. Coaching and mentoring is a little bit similar, but it will have their meaning.

3. Job Rotation: This is the most commonly used method of training. It can be seen in only large concerns where the number of employees is there and work on a shift basis. Under the job rotation, an employee is often shifted to the other related jobs, to make him well versed with other job backgrounds. This helps him escape the dissatisfaction caused by performing the same kind of work again and again and helps develop a kinship with other people in the organization.

4. Job Instructional Training: Under this training, a trainer designs a step-by-step training program, wherein the worker is given the instructions to perform the job as required. Firstly, the job summary and the desired results are explained to the trainee, and then the job's accomplishment is incontestable by the trainer.

A worker is then allowed to perform the job as per his acquired skills, and then finally, the workers are asked to give their feedback and ask for any query arising out of the training program.

5. Understudy: Here, the superior gives training to the subordinate as an alternate or a supporter who is likely to perform a superior's job in case of the vacuum arising out of superior's retirement, transfer, promotion, or death.

6. Apprenticeship: This type of training is generally given to the people in crafts, trade, technical fields that need long-term learning before they gain good knowledge in their respective disciplines.

This training is a mix of classroom and on-the-job training and is conducted under close supervision. This can be prolonged up to 3 to 4 years as beginners need to go through the learning process until they become proficient in their fields.

Example: The craftsmen job, mechanic, electrician, plumber, tool-maker have to undergo this type of training.

CONTINUOUS PERFORMANCE MANAGEMENT

HR technology major, Betterworks popularized the concept of Continuous Performance Management. Their platform leverages data dashboards and creative performance KPI's to provide businesses with a better understanding of how their employees are doing, new ways to boost performance, and which areas need special attention from managers.



“Better works facilitates the complex, continuous process of Performance Management, with an intuitive, seamless and social end-user experience that drives end-user adoption, and the customization necessary for each program to work within each unique organization.”

HOW DOES CONTINUOUS PERFORMANCE MANAGEMENT WORK?

Managers and organizations start by setting specific goals that employees are expected to follow. “Recent research out of MIT recommends goals be FAST instead of SMART, meaning they are embedded in Frequent discussions, Ambitious in scope, measured by Specific metrics and Transparent for everyone to see,” Doug recommends. Next, 360-degree conversations across the workplace are considered to determine if the said goals have been met. This is further complemented by peer feedback – in fact, Networked Feedback is one of Betterwork’s USPs, incorporating information from peers, direct reports, and other parties interacting with an employee, not just a top-down evaluation.

Depending on the Continuous Performance Management process results, employees are duly recognized, and the platform is updated (dynamically) for the next cycle.

Continuous Performance Management offers a smarter alternative to existing and arguably outmoded review models. Companies like Betterworks are already exploring AI, ML, and Advanced Analytics to amplify the capabilities of Continuous Performance Management further. “We will be releasing expanded analytics for our customers that include highly visual workforce insights derived from their continuous performance management programs. We are also working to develop the rest of the tools needed to identify and manage top talent, like next-generation nine-block and calibration tools,” Doug concluded, looking forward to newer terrains.

EMPLOYEE EXPERIENCE PLATFORMS

The words “employee experience” have become the hottest buzzword in HR these days, and for a good reason, says Josh Bersin.

“We are not building software for HR anymore—we are building it for employees,” the global industry analyst said during his opening keynote at this year’s HR Technology Conference in Las Vegas. “If employees do not find it useful if it does not fit into ‘the flow of work,’ then it is not going to be used.”

A recent survey from Gartner of 5,000 employees finds that 56% agree with this statement: “I expect to have the same quality experience at work as I do as a customer.”

Companies are shifting their focus to addressing the full employee experience, cognizant that they have the same wants, needs, and desires as customers, says Lauren Mason, Principal in Mercer’s career business.

“Companies that figure out how to make their employees’ experience as delightful as their customers’ experience will have a competitive advantage,” she says.

Employee experience is not just about providing a consumer-grade experience with HR technology, says Bersin. It is also about ensuring that employees feel connected to their work



and colleagues in today's often-fragmented organizations, understand the organization's mission and place in it, and easily find the information they need tasks ranging from making benefits choices to furthering their development. This has given rise to what he labels "employee experience platforms."

CONCLUSION

Employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programs to improved organizational environmental performance, like focusing on waste management recycling and creating green products. Unions and employees can help employers to adopt Green HRM policies and practices. IT Professionals are the representatives of the global economy. The nature of their work involves high-level autonomy, and they will show a strong commitment to their jobs. In the current business scenario, more IT organizations now realize the value sustainability has on their competitiveness, reputation, and ability to attract and retain top talent. Hence, HR people in IT organizations should contribute the green movement in terms of training practices, as well as introduce special programs to drive green initiatives.

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