

Implementation of Green HRM Practices for sustainable development in Indian Organizations

Prof. Dr. Sachin Bharadwaj

Principal, Mahatma Phule Institute of Management & Computer Studies, Hadapsar, Pune-28

Abstract:

Indian organizations including start-ups to established firms need to focus on sustainable development. These organizations are trying to balance their economical, social and environmental factors for short term and long term perspectives. Green HRM function is motivator, leader and initiator to promote sustainability within organization through its practices and policies. Implementation of Green HRM practices through its policies helps to increase the overall efficiency of the organization, employee engagement rate and retention rate. It also contributes in organizational cost-saving. HR can contribute by applying different ways to promote Go- Green aspect of the organization through implementation of the practices in its various R to R functions (Recruitment to Retirement or Resignation). This research paper focuses on need of Green HRM practices for sustainable development of organizations and also suggestions for taking initiatives to adhere with Go- Green vision. Emphasis of this research paper is on exploring different ideas to reach the green goal or green vision of the organization through implementation of HR policies and HR Practices. Every organization should proudly introduce its HRM as Green HRM. Start-ups also should promote Green HRM from initial stage to get benefits for long term.

Keywords: Sustainable development, Green HRM, Environmental Management, Green HRM practices, Organization, Eco-friendly environment, Go-Green

Introduction:

Nowadays Organizations are facing environmental issues like air pollution, noise pollution, limitations on non-renewable resources, etc. These organizations are mentioning Sustainability in their long term vision. Sustainability means meeting the needs and demands of people today without compromising the ability of future generations to meet their requirement. These organizations are trying to balance social, economical, environmental and resource needs, for present and future generations. They are sincerely working to maintain Go green status with a high quality achievement and environment, locally and globally. They are keenly thinking about sustainable development. Many organizations in India had already started CSR activities to promote Go Green status before the mandatory legislation. HR department has taken active participation in those activities. But the same eco friendly environment should be maintained within organization.

Objectives:

1. Understanding need of Green HRM practices to look forward in sustainable development
2. Study of value addition in sustainable development of organization by implementing Green HRM practices in various HR functions

Research Methodology:

This paper is based on the information collected through interaction with employees in different organizational sectors as primary data and various research papers and articles regarding Green HRM as secondary data.

Analysis:

World Commission on Environment and Development (WCED) has defined sustainable development in 1987 as 'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.' It is necessary for every organization to be successful for long years instead short term success. Organizations need to plan for sustainable development and execute and control accordingly. Manpower is the most important resource of the organization that can be utilized to reach green vision. Green HRM means the human resource management of the organization which is keenly trying to support environment friendly vision of the organization. HR function is motivator, initiator and leader to promote sustainability within organization through practices and policies. HRM should proudly introduce itself as Green HRM while using HR policies to encourage for the sustainable use of resources within business organization through the practices. Organization should connect Green HRM through HR practices for setting and achieving the Green goal. Green HRM practices will help organization to develop Go- Green mentality within organization. Green HRM can contribute to the conservation and preservation of our natural environment through its practices that will ultimately ensure environmental sustainable development of the organization.

HR should implement practices by encouraging employees for making green workplace. Some ideas of different Green HRM practices according to most important HR (R to R) functions i.e. functions including recruitment to retirement or resignation are suggested as below:

1. Policy Making:

- Green aspects should be included in HR Policy. Green HR goal and Green HR vision should be set to connect with the organization's vision, mission and value system.
- Rules should be strictly followed to adhere with Green Vision.
- Environmental friendly initiatives like use of solar energy, use of wind energy, Paperless work, optimum use of water should be promoted through policy.
- Policies should be related with planned activities.
- HR person should communicate with all stakeholders in the organization and should take their support for Green HRM policies instead keeping it as just paper-exercise
- Common transportation facility should be promoted in HR policy.
- HRM should give support car pooling.
- Whenever possible, Video Conferencing should be suggested by HRM.
- HRM should help in decreasing carbon footprints by deciding work timings as per less traffic.



2. Recruitment and Selection:

- Eco friendly objectives should be Included in job description by HRM.
- Job sharing should be done using e- process.
- Implementation of Paper-free recruitment process should be promoted by Green HRM.
- Eco- friendly locations should be selected for interview.
- Paperless interview process should be promoted.
- Telephonic or virtual interview should be preferred by HRM.
- Green awareness of candidates should be checked at the time of interview.



3. Training and Development:

- Green aspect should be introduced in the induction process
- Eco-friendly awareness should be included with the skill development process. Development of green personal skills should be established.
- Training should be provided to the staff to produce green analysis of workplace.
- Training regarding waste management and optimum use of resources should be provided to the employees.
- The employees should be made aware of green issues, green procedures and policies of organization.



4. Performance Management system:

- HRM should go for certification of ISO14000 (ISO series of Environmental Management Standards) that will provide guidance to organizations those need to systemize and improve their environmental management efforts
- Open dialogue regarding green views should be established by Green HRM.
- Green targets and roles and responsibilities for managers should be set by Green HRM.
- Employees should be encouraged by Green HRM to initiate green view aspects in KRA.
- Green reward system should be introduced by Green HRM to encourage employees for trying to achieve Green goals.
- Online appraisal process should be adopted.
- The elements such as employee's initiative taken for organization's green aspect, awareness of green hr practices etc should be included in appraisal form by Green HRM.
- Green roles of managers should be designed in achieving green goals.



5. Employee Interaction:

- Green HRM should encourage Green involvement and active participation by employees in Go- Green activities.
- Green HRM should encourage and motivate for Green Habits (Flexi timings, use of recycled furniture, car-pooling, use of solar panel, providing transportation facility, work from home policy, eco-friendly gifts and awards, green rewards)
- Green HRM should welcome Go- Green suggestions from employees.

- Green HRM should make Green teams to achieve green goals.
- Green HRM should set the Green rules to promote green workplace.



6. Reward Management:

- Green HRM should adopt Green pay/reward system (paperless Pay system)
- Active participation in green initiatives by employees should be linked with their promotion.
- Green suggestions for support to eco-friendly aspect by the employees should be linked with the reward.



7. Exit Formalities:

- Optimum Papers should be utilized by Green HRM to complete the Exit formalities of employee who is leaving the organization..
- HRM should check if the reason of leaving job is green issue.
- Green HRM should provide legal protection for green whistle-blower.



Conclusion:

By implementing such policies, Green HRM boost employees to enhance themselves through motivation, leadership, enthusiasm. Efficiency level of them is increased. That impacts

on increase in production and minimization of cost. It helps the organization in total quality management and ultimately in sustainability development. HR department should play an important role in this era with planning and implementing new ideas by being Green HR to look forward in sustainable development.

Thus Human Resource Management can promote Green mission and vision of the organization through various human resource practices and policies. The conversion of Human Resource Management into Green Human Resource Management has become essential. It plays important role in value addition in organizational development. Human resource management has to play the vital role to make the mentality of the people associated with organization in such a way that they will willingly help the organization to reach Green goal and automatically to develop sustainability.

References:

Weblinks:

- a) <https://sustainabledevelopment.un.org/milestones/wced>
- b) <http://www.ijritcc.org/download/1417673154.pdf>
- c) www.aims-international.org/aims12/12A-CD/PDF/K723-final.pdf