

A Review of Green HRM practices and its impact in Manufacturing Industries in the state of Andhra Pradesh

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Abstract - Green HRM is the emerging topic in current scenario. Recently, there has been observed an increasing awareness within business communities on the significance of going green and adopting various environment management techniques. There is a growing need for strategic GHRM - the integration of environmental management into HRM. Majority of the studies reveal that there is further scope for Extensive Research in this Area. Green HRM can play a useful role in business in promoting environment related issues by adopting and following Green HR policies and practices. This paper attempts to know the impact of GHRM policies and practices in the manufacturing Industries of Andhra Pradesh state. This paper attempts to make a review on the GHRM practices and thereby its impact on the Industries.

Keywords - *Green HRM, Environmental Management, Manufacturing Industries, Competitive advantage.*

I. INTRODUCTION

GHRM is engaged in managing the environment within an organization. Environmental management deals with trying to prevent ecological disaster as well as aiding in environmental crisis and trying to find appropriate solutions. Green Human Resource Management (GHRM) has become a key business strategy for the significant organizations where Human Resource Departments play an active part in going green at the office. Though a substantial extent of existing literature deals with the topic of Green HRM, there is still ambiguity associated with the effective implementation of green HR management policies in organizations round the globe to attain absolute green corporate culture.

GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firms human capital. Green Building, Paperless office, Conservation of energy and Recycling the waste are some of the most significant Green Initiatives must be ascertained by the HR departments of the organization. The Green HRM has emerged from companies engaging in practices related to protection of environment and maintaining

ecological balance. The source of such initiatives referred to as green management is the green movement with its agenda of protection of environment and saving the planet from man-made disasters.

II. LITERATURE REVIEW

Jabbour has studied the relationship between HRM and environmental management at 75 Brazilian companies and concluded that HRM relates positively to environmental management [1]. GHRM involves an integration of companies environmental management objectives too the HR processes of recruitment and selection, training and development, performance Management, employee reviews and recognition etc [2]. It was originated by Wehrmeyer from the contributions of his edited book 'Greening People: Human Resources & Environmental Management' [3]. GHRM refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business [4]. Green management appeared in 1990s and happened to a popular slogan globally in 2000's [5]. Green management is defined as the process whereby companies manage the environment by developing environmental management strategies in which companies need to balance between industrial growth and conservation the natural environment so that future generation may thrive [6]. This concept becomes a strategic main problem for businesses, mainly multinational enterprises operating their business globally. In summary, green management refers to the management of corporate interaction with, and impact upon, the environment [7], and it has gone beyond regulatory compliance and needs to include conceptual tools such as pollution prevention, product stewardship and corporate social responsibility [8][9][10]. Business organizations play a key role in the problems of environmental management since they are part of our society and cannot be isolated from the environment, and in fact, they contribute most of the carbon footprints in the past [11]. Application of new technology could improve the environmental decline by developing, for example, the biotech products and by searching for alternative energy to reduce the use of finite natural resources. Therefore, organizations should put more effort into the research on new technology to minimize the impacts of environmental destruction by

creating products that are harmless and less pollution to environment [12]. Induction for new recruits is seen to be needed to ensure they understand and approach their corporate environmental culture in a serious way. Therefore sustainable development issues must be integrated into the recruitment process. This involves monitoring the long-term competency requirements for the company, providing new employees with information about sustainable development policies and commitments, using recruitment procedures which support the equitable representation of applicants and recruits in terms of gender, age, racial and ethnic groups, sexual orientation, disabled people and other relevant groups. For this the company's job descriptions should reflect the sustainability agenda and the company's website and other research tools available for candidate access clearly outline its greening endeavors. Finally the interview questions should be tailored to flesh out potential compatibility with the company's green goals. The common sections of job descriptions can be used to specify a number of environmental aspects. Organizations should ensure that new recruits understand their environmental responsibilities, become familiar with health and safety arrangements, appreciate the corporate environmental culture, adopt the company's environmental policy and practices, and know given relevant contact persons within the organization[13][3][2]. 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. Measuring employee green performance of job is one of the key functions in green HRM. Without this practice any organization cannot ensure the realistic environmental performance (firm level) in long term basis. Evaluation of green performance of employee must be done separately or at least as a part of the performance evaluation system of the organization. Measurement criteria of employee green performance of job must be carefully aligned with the organization's criteria of environmental performance. 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. Some companies have successfully rewarded extraordinary environmental performance, practices and ideas by including environmental criteria into salary reviews. Due to the scarcity of financial rewards, recognition rewards for 10 environmental performances have been established in many organizations, including Monsanto, Dow Chemical, and ICI

Americas Inc, [14]. The success of recognition rewards relies on the importance of company-wide identification. For example, such attention increases employees' awareness of environmental achievements [15]. Renwick suggested certain green employee relations and union management practices. They include employee involvement and participation in green Human Resource Management suggestion schemes and problem-solving circles, staff independence to form and experiment with green ideas, integrating employee involvement and participation into maintenance (cleaning), employee help-line for guidance in green matters, tailoring green employee involvement schemes to industry/company standards, increasing line/supervisory support behaviors in environmental management, union-management negotiating to reach green workplace agreements, training of union representatives in respect of environmental management aspects, encouraging employees to use green forms of transport, set-up of low carbon chiefs (including CEO and Board) to increase action in environmental management, and introducing green whistle-blowing and help-lines. The green health and safety management is really beyond the scope of traditional health and safety management function of HRM. It really includes the traditional health and safety management and some more aspects of environmental management of an organization. That is why nowadays many organizations are redesigning post of "health and safety manager" as "health, safety and environmental manager". This post includes a wider job scope when compared with traditional post of health and safety manager in an organization. For example, it includes biodiversity protection and community support initiatives etc. The key role of green health and safety management is to ensure a green workplace for all. Green workplace is defined as a workplace that is environmentally sensitive, resource efficient and socially responsible. At present there are companies where traditional health and safety function was extended to include environmental management/protection.

III. DISCUSSION

The above review of literature evidences, to a significant extent, inherent capacity of HRM functions in greening employees and organisational operations. From job design function to employee relations, HRM has gigantic potential in greening organisation and its operations. The key challenge in front of HR professionals is to understand the scope and depth of green HRM in transforming their organisations as green entities. This effort ultimately leads to better environmental performance of the organisation. In other words, greening of HRM functions will reduce negative environmental impacts of the organisation and improve the positive environmental impacts of the organisation. In improving organization's environmental performance, people factor is one of the key

factors. To create, practice and maintain environmental related innovative behaviours of employees coupled with right attitude of greening, green HRM practices are critical. Without proper green HRM practices, it is difficult to create and maintain sustainable environmental performance. Hence, we assert that by understanding the scope and depth of green HRM practices organizations will have a capability of performing in more environmentally friendly manner than ever before. Discussion In general terms, it is seen that the personal values that employees demonstrate to EM have not been exploited fully towards achieving corporate environmental initiatives, even though they look to have positive effects for managers, and as such, the personnel function appears under-rated and has been seen to need to interact with EM matters. Many organisations appear to use an integrated approach to implement EM programmes, and achieving the integration of such HR and EM seem problematic, not just in terms of changing unsustainable practices that all levels of staff may have learned over decades [16], but also in particular in changing the approach of some HR staff themselves to green issues [17]. Green management initiatives can be an important factor in forward thinking business organizations around the world. Green HR initiatives help companies find alternative ways to cut cost without losing their talent & important resources etc. Now a days, there is a growing need for strategic Green HRM – the integration of environmental management into HRM in the perspective of the question of environment pollution in the world. HR professionals can indicate that encouraging employees to be more environmentally friendly in the workplace is the top practice for their organizations. This means organizations can encourage their employees to perform activities such as early morning office time, making double-sided photocopies, powering down computers after a few minutes of inactivity, using energy efficient bulbs can be the top environmentally responsible practices in initial stage of Green HR. Nowadays companies are implementing EMS (Environmental Management System) a strategic tool, to gain competitive advantage. This system provides better control of firm's environmental impacts. It includes commitment, policy, planning, implementation, measurement and evaluation, review and improvement of HR systems that fit with organization's culture and long-term goals. Improved employee morale, stronger public image, increased consumer/customer confidence, employee loyalty and brand recognition, position as an employer of choice, increased workforce productivity, efficiency, and motivation and employee retention are few of the many advantages and benefits an organization can have by implementing and developing such Green HRM techniques. Some Industries are implementing the following steps as a part of the Green HRM:

1. Power Saving by early morning office startup
2. Conducting an internal environment & energy audit in the organization
3. Conducting eco friendly or Go Green Surveys
4. Going paperless by using apps, software & e-hr
5. Recycling waste
6. Reducing business travel - Teleconference instead of travelling
7. Saving water - Monitor sinks and toilets for leaks that waste water
8. Exploring opportunities for implementing alternative energy sources

Green HRM policies encourage the sustainable use of resources within business organization to promote the environmentalism in the process, create improved employee morale, satisfaction & efficiency by promising stakeholders in competitive market.

IV. CONCLUSION

Green HRM has its significance in the achievement of objectives such as cost saving, talent acquisition and management, corporate social responsibility and at large gaining an advantage over the competition[18]. GHRM helps in employee retention and also reduces the labour turnover. GHRM as well can enhance corporate Image and Brand. GHRM stimulates innovation because employees are committed to improving their companies ecological footprint and this further facilitates the enhancement of procedures and methods in the Industries. As a part of their green initiatives, several organizations are implementing recycling program to increase the amount of recycled products and decrease the amount of waste. In the race of attracting most creative and innovative employees, companies increase their recruiting potential and they are trying to attract the talented employee by providing environmentally friendly practices. The HR function can become the driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals representing eco friendly which can contribute to organizational goals. It involves undertaking environment-friendly HR initiatives resulting in 1) Greater efficiencies with motivation and 2) Lower costs and better employee engagement and retention. As per the study it is observed that those manufacturing industries who are proactive in GHRM practices are doing good and gaining competitive advantage than that of others [18]. So, it is recommended to the organizations those are still lacking in GHRM to adopt go green initiatives especially in HR area to sustain and retain in the market.

V. REFERENCES

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