



Green HRM Practices: Strengthen Performance and Success in Companies by adopting Corporate Social Responsibility Policies

Dr. Somveer*

* Assistant Professor (TRP), Department of Management, Gurugram University, Gurugram, Haryana, India, E-mail: somveer.kush@gmail.com

Abstract

The adoption of Green human resource management (HRM) practices proved to be a great step toward the welfare of society. Globalization has placed organisations with their unique identity which proves to be a means of success in companies. Technological upgradations, workforce diversity, and several changes in the companies. They face a lot of hurdles that needs to be managed or resolved at every level. The strategic initiative today is GHRM practices that search for the sake of business as well as society. Today Government focused a lot on sustainable development and Eco-friendly products and implement CSR (Corporate Social Responsibility) in 2014 which has some conditions as an organisation which has worth Rs.500 crores will have to pay a minimum of 2% CSR for the sake of the wellbeing of society. Every company today improves the performance of companies and to pay that CSR which is also called Socially Responsible Investment or Corporate Citizenship. Organisations now are dealing with Green Recruitment, Green Selection, Green Training and Development, Green Performance Management, Green Compensation Management that that promote ecofriendly environment in the business also. Employees feel committed towards the success of organization by committing these practices and fulfill the mission of the organization. Successful adaptation of GHRM practices can lead to improvement in organizational performance. These practices fill the competencies in the employees and by that they can match with the organizational requirements. The paper mainly focuses on how these Green practices can strengthen performance and create successful organization through timely pay CSR. Organisation aim at giving the natural environment management to the employees so they feel confident and encouraged to work in a friendly manner.

4110

Keywords: CSR, Green Recruitment, Green Selection, Green Training and Development, Green Performance Management, Green Compensation Management, Sustainable Management, Environment Management

DOI Number: 10.48047/NQ.2022.20.7.NQ33502

NeuroQuantology2022;20(7): 4110-4117

Introduction

Nowadays Globalization takes place everywhere and also in the context of Green HRM practices.

Today these green HRM practices are followed in almost every business. They are followed with great zeal by every researcher and explore



discussion on this emerging trend. Green means the natural environment which is free from pollution. Everyone wants to enjoy in the green belt area where there is an aura of growth as it gives a competitive advantage to the firm. Efficiency can be improved by adopting Green practices and improve the performance of organization and managing success as well. Green HRM practices create awareness of the natural world among employees in the organization. Organization adopt today's Green HRM practices to clear the image of the organization as today Govt. give a lot of financial help to those organizations who promote green environment.

"Anjana Nath" defines Green HRM as environmental friendly HR initiatives leading to better efficiencies, less cost, and heightened employee engagement levels.

According to Garry Dessler "GHRM is a process of acquiring, training, appraising and compensating employees and attending to their labour relations, health, safety and fairness concerns."

The goal towards sustainable development will be achieved if the organization transform contribution of their employees towards Green contribution so that it proves to be beneficial for the sake of society and for organization. Implementation of successful Green HRM practices can create a positive impact on environment in the organization. Green practices are an integral part and create success towards ecofriendly environment in the organisation. The key role has been played by human resource manager in implementing the successful practices and follow all the SOP's of Govt. as well as of organization. UN framed two types of goals first is MDG (Millenium development goals) and second is SDG (Sustainable development goals). There are total 17 SDG goals which mainly focus on the natural environment. One goal of SDG is to provide clean and affordable energy which is only possible by adopting these practices. As every organization use renewable resources which can be renewed again and provides an ecofriendly environment. A meeting was

conducted in 1972 in Stockholm which was mainly focused on green climate. Every organization has to be aware about green ideas and take actions to give sound culture to everyone. And by that organization costs will also reduce and commit to the workplace. Customer today buy herbal or prefer natural products as no product can beat the natural beauty so every organization has to very much focus on providing the green climate and maintaining it for the long period. Now with that brief introduction the paper focus on methodology which is adopted at the time of review and then comes on literature review followed by discussion and at last come to conclusion.

CSR (Corporate Social Responsibility)

Today the traditional practices are not enough to deal with that practices to meet the desired needs of society as well organization due to increased usage of resources, increase pressure and changed life style. Every organization are pressurized to implement green practices as this is the need of hour and everyone wants to live in an ecofriendly environment. So Govt. intervene in it and make new initiative to implement CSR in 2014 for Green India which is for the sake of society as well. There is a strong link between CSR and GHRM. Almost all the companies whose net worth is 500 crore have to pay 2% CSR. This concept of GHRM was followed by foreign companies and they also make efforts to make their country green. There are ISO 14001 certifications which are only related to environmental practices. They both are positively interrelated with each other as more CSR will be collected more it will be spent on the environment. Employee when work in the green environment their efficiency level and performance will automatically be improved and hence coordinate in a team and organization and started focusing on Green recruitment and selection for better improvement. ISO 9001 certification also marked up to a great extent towards a leading effect on the society. CSR and GHRM practices had a favourable or positive impact in improving the performance of employees. We



focus on the interrelation between some concepts like CSR, GHRM practices and leadership ability of employees that how they lead the team and take essential steps towards the growth of society in an ecofriendly way. When we consider CSR and GHRM practices then we have to focus on budget constraint which is also a very powerful factor. To meet the implications of CSR many tools of management were also used to have a positive impact on the performance of the employees. As our main motto is to conserve the environment and protect from pollution and also take care of the financial measures in this human resources play a significant role through their activities they will easily achieve the goals of organization towards sustainable development. Organisation also focus on the Green supply chain management and Green logistics by using CNG vehicles which are environmental friendly and save our budget also. It leads to more development towards the organization as organisation network becomes stable and they are interested to pay that tax as Govt. started schemes or incentives on that activities.

Green Recruitment and Selection

Organisation follow Green HRM practices in a way that organization uses the green recruitment and selection strategies. Organisation hire the employees from pool of candidates through ecofriendly manner as today almost everyone uses the technology and by that we can save the trees and of course nature. There is a use of some key factors in the organization such as Job analysis which describe the formal and structured analysis of job. Job analysis contains two terms such as Job description and Job specification and at last it ends on Job evaluation. Job description means the task, duties, responsibilities, working conditions given to the employees. Job specification means set of skills like educational qualification required in the job. And at last Job evaluation means the worth of job. These techniques are followed in every organization in a hierarchy. The most common technique of Job analysis is Interview by which an interviewer

can judge the performance of employees and hire the best employee who have best skills to manage the environment of organization. The applicants who take care of the environment at their home or earlier do activities for welfare of the environment or indulge in these type of actions they are preferable in some organization (Opatha). Now every organization follow all that practices online to save the environment as well as time and follow the later trends going on. By it economies of scale can be achieved and hence proper utilization of resources will take place. Every company have their own policies but today almost every company use the Green HRM as it leads the company's reputation now so they take decision based on the society norms and values and follow green practices. CIPD (Chartered Institute of Personnel and Development) believe in that becoming a green employee may improve employer branding, company image and is a useful way to attract potential employees who have environment oriented (Sharma,2007).

Green Training and Development

Companies describe the employees about the green issues and focus on successful conduct of Green training and development practices. Training will also be imparted by video conferencing, audio conferencing, or with the help of slides or transparencies that is also an initiative towards green mission as this will save resources and employees will also take the benefit from that soft material. Proper training will be given on green practices and every employee has to be involved in that and give his contribution so that our strategy becomes successful. As every organization aims to be successful and in this manner they adopt effective Green HRM practices by giving environmental training in most effective manner to the employees and by that every employee have the knowledge which is necessary to handle all the problems related to environment so that management of green environment will be handled with a proper care. By providing the Green training to the employees in the organization does not mean

4112



that organisation will be integrated with the Green management but it includes to provide awareness of environment to every employee, give green climate to the employees so that they work in a natural manner rather in artificial environment and indulge knowledge in the minds of employees of the natural environment. Employee will have good perception of environment so that everyone will understand its importance and can deal with the problems effectively and use them in the organization so that work must be done in a productive and in an organized manner. Every employee values the environment and grab KSA's of environment and protect our environment by doing optimum utilization of resources. If the environment is clean and green then it leads to improving the health of employees, manage the societal issues well and in conserving our natural resources also and employees would be successful in making the organization green. Interactive training sessions will be held to improve knowledge of Green HRM practices and aware about them the importance of organization and take the green decisions also. Green training practices will be integrated with the competitor tactics of organization and help in improving the position of organization. Training imparts skills and knowledge of Green HRM practices. Good management practices if implemented successfully in the organization then it leads to Green performance management of the employees and has performed each function of the organization in a green manner. Green education (Education of Environment) leads to mound attitude of employees towards green environment and change the behaviour of employees required in the organization. Training will be imparted to the employees regarding green products and services to make environment fresh.

Green Performance Management

Green HRM practices will be set as a target that indicate the performance of employees and included in the appraisal of performance. Performance appraisal will be done successfully if all the employers are aware and improve their

learning of green environment. Record of green performance system will be developed firstly. To assess the performance related to environment management skills a sound and perfect management system will be installed. Evaluation of employees on the basis of performance will be done in determining their role in practices of managing the environment and organize the resources to make organisations results productive without neglecting the quality, effectiveness and efficiency. By performance management system growth of the employees will be given due importance. Performance can be checked thoroughly or monitored or assessed properly by doing audit in a green manner or by installing a green management information system (G-MIS) to keep a record of progress of employees and save the gap between actual and standard performance measures. By adopting green audit practices issues related to environment are handled properly. It will also lead to improve the communication skills and increase the duties or obligations or taste or responsibility of employees regarding practices of environment. If a positive feedback will come from seniors, then it encourages employees to adopt green behaviour in organization and also employees feel motivate to do the work productively. Organisation give incentives also to increase their confidence and motivation and in contrast disincentives will also be given in the form of termination, suspension, removal, fired or give warning if employees do not meet the green HRM practices made by the organization. These measures continuously check the performance of employees which proves to be a key indicator so that they work well and achieve the targets. Performance measures must be linked with organizational rules and regulations to improve the performance of employees in the organization. Every organization set the criteria to measure the performance of the organization which include certain measures such as recycling of power, energy, water and other natural resources which leads in improving the performance and status of organization in the society.

4113



Green Compensation Management

The compensation practice or reward management plays a very significant role in improving the performance of employees as it encourages the employees to achieve the targets as targets are achieved incentives goes on increasing. Companies give financial as well as nonfinancial or monetary and nonmonetary incentives to the employees for making their performance improved. Compensation helps an individual to take initiatives towards green mission as saving the environment is also must. Today banks also take a necessary measure to save the green environment by sending transactions record via E-mail earlier it was done only by passbook that's also a good initiative toward save paper, save tress and make the environment clear. It gives a huge contribution towards recycling and save the natural resources, minimize the wastage. The main motto is to use more plastic money like Debit card, credit card and save the environment. Government took an initiative by installing more and more CNG pumps so that money can be saved of employees and it protect the nature. Many organisations also give tax deduction on purchasing a bicycle so that employees can take care of nature by reducing pollution as well as it is also good for their health. The employees who purchase bicycle organization will add bonus into their salary to motivate them and give them awards like "Employees of Nature", "An Environmental Respect Award" initiated by DuPont organization which can encourage employees to positively indulged in the environmental practices. As rewards create a positive impact on the part of employees. Nonfinancial incentives such as feedback, praise encourage the employees to do work by taking care of the green HRM practices. Financial factors like incentives, bonus, cash benefit which increase the salary of the employees and employees automatically will increase the speed of achieving targets. Nonfinancial factors like awards, recognition, prizes etc., they indulge self-respect, confidence and make them feel

superior in the organization and they do perform the work with full passion.

Literature Review

Bauer and Aiman-smith (1996) analysed that to continue employment with the environmental type of organisation will be a bid for employment to see the impact of environment on recruitment efforts. The GHRM practices was given by Wehrmeyer (1996) in his book, where he defines "GHRM is the use of HRM policies to promote the sustainable use of resources within organisations and more generally promotes the causes of environment sustainability" (Marhatta & Adhikari, 1997). Environmental, social, personal and technical requirements of organisations are resolved in job description and job specification. It includes environmental protection duties and allocate the role of health and safety to the environmentalists (Crosbie and Knight, 1998). Perron et al. (2006) stated that the introduction of concept of training was required everywhere in advancing business value and for the sake of environmental management. Unnikrishnan and Hedge (2007) recognized that by learning executives they will easily learn about the climatic conditions as there is positive relation between training of environment and clean production. Scholars in this field of research are focusing on Green HRM practices and organizational sustainability performance (Berrone & Gomez- Mejia, 2009; Jabbour, Santos & Nagano, 2010; Massoud, daily, & Bishop, 2008; Renwick, 2008; Stringer, 2009). The HR practices will be integrated with environmental and sustainability issues in order to get competitive edge and achieve environmental sustainability of the organization (Ulrich, Brockbank, and Johnson, 2009). Organisation uses various techniques and methods to adopt Green environment and for sustainable development in the organization. This section focus on the current trends and adoption of new Green practices to make everything green. The decisions and behaviour of human resource executives is reflecting the green HRM practices and organizational sustainability performance (Green Signatures,

4114



Jackson, Jabbour, & Muller- Camen, 2011). The performance can be improved by increased use of such type of practices. The green performance can be achieved by ensuring green process in HRM practices from selection of green employees to compensation of green employees, thus organizational green performance can be delivered (Opatha & A Arulrajah, 2014). Clarke, 2006; Wehrmeyer, 1996; Oates, 1996 stated in his findings that to make transparency about environmental performance while communicating messages for recruitment and it reflect the policies and strategies of environmental recruitment policies.

Objectives of the study

To study organizational performance after adoption of Green HRM practices.

To identify the reasons and analyze the most used green HRM practices.

Organisational performance

Organisations adopting Green HRM practices can automatically improve their capabilities, performance, increase job satisfaction of employees, maintain long term customer relationships, increase efficiency as by all that measures, organisations work in a natural manner and hence will happily work in that natural culture. These kind of practices will increase the motivation level of individuals and create awareness towards the climate, empower the goals of organization. Effective Green HRM practices can maintain the position of brand as it is well recognized and recalled by the employees and increase the morale of employees. We implement Green HRM practices by adopting 4R's such as reuse, reduce, recycle, refuse. Reuse the material can lead to decrease the cost, reduce the wastage, recycle the waste product appropriately, refuse the products that proves to be harmful for the society as well as for the organization. Today the latest issue in environmental managements is save water as in latest survey in 2022, Chennai has no more water capacity after digging around 2-3 foots in the land so the organization have to start the campaign and

protect the water as this is the most crucial issue on earth.

Reason of using Green HRM Practices

Green HRM today used everywhere as it can achieve the efficiency level and reduces cost and eliminate the ecological wastage by properly following the tools and procedures. As UGC also celebrated World Environment day with a theme set in 2020 i.e. "Only One Earth". Organisation need GHRM so that the employees are aware of the policies to manage the environment in a systematic manner and take a proper action to save the environment. This can motivate the employees that indulge a sense of pride in their minds to be the part of the new initiative called Going Green program. As it creates awareness on the issues of environmental management and also on sustainable development. In the first United Nation's conference on the environment held in Stockholm in June 1972 stated that to save the environment for present as well as for future generation will be must. It gives lot of importance to the development of Asian Economic for the best management of the environment which cause impact on society. Some organisations and cities started campaigns so that employees can shut down the lights and PC's when not in use, use more and more public transport. Another practice in this field is to use E-HR that helps the whole management and reduce the emission of carbon. The use of Star rated bulbs, refrigerators, air conditioners which can ultimately save the energy around two third of the total part. The other and most important reason lying behind the usage of GHRM is in recycling and in waste disposable system.

Performance Management as most used GHRM practice

The most widely used HRM practices to make the society greener we analysed in the study called Performance management practice. As the HRM practices have a very significant impact on the performance of employees. The better understanding of the human resource practices will contribute towards to the improvement in the performance of the



employees and on the basis of it retention of employees is being there for longer period. This practice can be used to attract and retain the best talent to achieve the goals of organisation. It causes a direct and indirect effect on the administrative performance. There is a strong relation between GHRM and performance management. The factors such as employee training, participation and involvement of the employees, retention of employees all will lead to the performance management of the employees as well as of organisation and the society. All the disciplines such as employee training and development, compensation management, employee involvement recruitment and selection are directly related with performance management. This will increase the productivity of employees and helps the organisations to gain the competitive advantage and to deal with all the challenges successfully. For its successful implementation a software called Environmental Management Information System (EMIS) was developed and continuously audit the performance. This can integrate the environmental management practices with the performance evaluation system to monitor the performance of employees and set the standards accordingly. This helps in appraisal of the performance and evaluate accordingly. And by that a positive feedback brings to cause a change in the structure of the organisation. For the good feedback employees will have to work according to the set standards and targets and fulfill all their duties, goals and responsibilities. For the successful implementation of performance management system HRM plays a very important role in taking any kind of decisions.

Relevance of the study

The literature review suggests that the research on green HRM practices and CSR practices. This review aims at identifying the pattern of activities which affect green HRM practices and on environment sustainability related to the earlier research done in this area. It describes the current trends in green HRM practices to the researchers based on past research results.

This research is significant for researchers in analyzing the present requirements in green practices which were not covered earlier.

Research Methodology

It was a desk based research in which we explore so many websites and online content. There are some important points on which research throws a light such as CSR, Green Recruitment and selection, Green Training and Development, Green Performance Management, Green Compensation Management System etc. The data is taken from various well recognized national, international journals, articles, magazines.

Conclusion

Green HRM practices increase growth of organization and lead to innovation and good environment culture and climate. Organisation provide power to the employees to do more towards Green HRM practices. Employees are engaged in the organization if organization provide them good incentives and salary. Employees involved in Green HRM practices will make the organization green and promote their peers also and develop green environmental skills in them also. This would help the organization to make their future brighter. Today organization have so many sources to improve sustainability as compared to earlier times. Each component of Green HRM practices are responsible for the greener environment.

References

- Nath, Anjana. (2016). 'Green HRM practices for sustainable Development'. Journal of Management.
- Dessler, Garry. (1997). 'A framework for CSR used in HRM practices'. Indian Journal of Marketing.
- Ulrich, Brockbank, and Johnson, P. (2009) 'The Impact of Environmental Management on Skills and Jobs'. The International Journal of Human Resource Management.



Oates, B.F. (1996) 'A Global Challenge: Environment Management in Climatic Conditions'.

Harasudha, H. H., & Subramanian, S. (2019). Exploring the relationship between Green Human Resource Management on Employee Green Behavior: A Mediation Analysis. *Studies in Indian Place Names*, 40(66), 336-447.

Jiang, Z., Xiao, Q., Qi, H., & Xiao, L. (2009). Total reward strategy: A human resources management strategy joining with the trend of the times. *International Journal of Business and Management*, 4 (10),18199.

Phillips, L. (2006). Go green to gain the edge over rivals. *People Management*, 22(7).

Crosbie and Knight, 1998

Websites

<https://globaljournals.org>

<https://www.Mdpi.com>

<https://ijariie.com>

<https://www.tandfonline.com>

<https://www.sciencedirect.com>

<https://papers.ssrn.com>

<https://www.ingentaconnect.com/content/mcb/131/2020/00000027/00000004/art00011>

<https://onlinelibrary.wiley.com/doi/abs/10.1002/csr.2104>

[https://scholar.google.co.in/scholar?q=CSR+related+to+green+HRM+practices\\$hl=en\\$as_sdt=0\\$as_vis=1\\$oi=scholart#d=gs_qabs\\$t=1651036949328\\$u=%23p%3Dx_qAyQPMSrgJ](https://scholar.google.co.in/scholar?q=CSR+related+to+green+HRM+practices$hl=en$as_sdt=0$as_vis=1$oi=scholart#d=gs_qabs$t=1651036949328$u=%23p%3Dx_qAyQPMSrgJ)

[https://scholar.google.co.in/scholar_url?url=https://catalog.lib.kyushuu.ac.jp/opac_download_md/232840Pages_177189.pdf\\$hl=en\\$sa=X\\$ei=l m1zYqXuC4yuyASZn6OgAg\\$scisig=AAGBfm2PVt Ru_Kj29mvPIL1mmzKZo05ftA\\$oi=scholarr](https://scholar.google.co.in/scholar_url?url=https://catalog.lib.kyushuu.ac.jp/opac_download_md/232840Pages_177189.pdf$hl=en$sa=X$ei=l m1zYqXuC4yuyASZn6OgAg$scisig=AAGBfm2PVt Ru_Kj29mvPIL1mmzKZo05ftA$oi=scholarr)

<https://www.ispatguru.com>

<https://www.atlantis-press.com>

