

Human Resource Management Roles converted into Green Human Resources Management (GHRM) Roles

Aditi Singh¹, Preeti Shrivastava²

¹Assistant Professor (Management), Rabindranath Tagore University, Bhopal (M.P.) India.

²Associate Professor, (HOD- Management), Rabindranath Tagore University, Bhopal (M.P.) India.

ABSTRACT

Human resource management is a precious resource of every company and this is the only one living resources available. This study of HRM includes changing environment factors that make roles of the employees more competitive and interdependent. Resources crisis, increasing demand and the most de-globalization and the crunching globalization are the conditions with suggestions required on finding based on various reorganized and innovative practices of HRM. Practices of involving green effects with existed human resource management is Green Human Resource Management (G-HRM), these all are the integrated practice with existing practices which provide modest solution and upgrade the HRM practices. This study is based on the HRM practices and special reference to Recruitment and selection with the impact of Green Human Resource practices of various R as Reduce, Replenish, Reuse, Restore, and Recycle). Core objective of this paper is to uncover the greening activities towards sustainability. An initiative with the spreading awareness of Green HR and its effect on environment sustainability, resources availability and utilization This paper is more on preparing policies of recruitment and selection which could be initiated with Green factors integrated which could increase employee outcome by this way organizations & firms are motivating to employees to improve activities of Green. Second most aim of the study is to work on understanding profit and cost analysis of green practices implementation.

Keywords: Human Resource Management Practices, Recruitment and Selection, Green HR, Green Recruiting, Sustainability, Human Resource Utilization

I INTRODUCTION

A great tinkle condition to think and take action about the situation of drastically to think on over utilization of resources and sustain the resources. One side of the coin as world is moving from underdeveloped to developed economy and least utilization to most utilise technological state. Now most important time to think over to become aware about consumption, rest resources, fast growing population and over usage of resources

Paper usage in bulk and heavy consumption is the second to think on, make some habits of using less paper and wood products. Also find another replacement of trees and raw sources. To make it effective we have two options available as: **One-** Less use or optimum use of all resources this will more related to behaviour, habits and psychological pattern of Humans

Second- To discover new substitute By Human Resources Management means the basic concern of all the firms related with human, their proficiencies, competence, utilization of skills and all Human dimensions

As per stated by **Dale Yoder** "HRM is the provision of leadership and direction of people in their working or employment relationship." Also stated by the **M. J. Jucious** is more on functional values of HRM that involves started from planning, organization, directing and controlling functions of procuring, developing, maintaining and utilizing a labour force. HR starts with planning of HR availability and proper utilization to fulfil the objective of individual to company. The basic need of management is to make alignment between all these factors. Planning involves all major HR Policies, procedures and practices to be executed and implemented. If we can elaborate terms define as Planning is giving right path to fulfilling all

responsibilities of the company, Policies and procedures are the basic framed rules/ directions to move on whereas practices are more connected with leadership qualities. When all three Ps like policies, practices and procedures work together towards sustainability it will provide new direction to the company for getting better outcome with less incurred cost

One more important view has given by Founder & MD of Spreadhead InterSearch Mr. Jyorden T Misra that Eco-consciousness or colour of green is rapidly emerging in every dimension of our lives and workplaces focusing on Green HRM which worked with awareness about climate change, various environmental issues due to emerging changes, Energy utilization Trainings, Optimum resource utilization, Promotion about eco and environment oriented HR practices. Prevention, preservation, secure and invention are the basic practices which would be included in HRM practices. Need to focus more about the importance and concern about environment and sustainability rather just finishing the functions

II LITERATURE REVIEW

To understand the study view it needs to understand the meaning of HRM stated by Lado and Wilson (2014) about HRM system as a set of distinct but interrelated activities, role, and process like attracting, developing, and maintaining (or disposing of) a firm's HR. In a broader way Greening should be included into the HRM. As per the Cambridge dictionary greening means the process of becoming more vigorous about protecting the environment

To prepare the Green model the complete meaning should include all the components of HRM and environmental factors while preparing the process.

Green human resource management is considered to be a broader and holistic approach to align employees with a company's environmental strategy. It is frequently argued that companies that take up environmental management system are particularly dependent on elaborated Green HR policies.

Authors like Viola Muster and Ulf Schrader stated more added with sustainability that Green Human Resource Management focuses on employee environmental behaviour in the company, which in turn, employees carry prototype of consumption in their private life. The included concept of an ecological of sustainability development is invented with the Brundtland Report in 1987 that describes as kind of development that gratifies the necessities of the present without unfavourably affecting the capability of future generation to make happy their needs

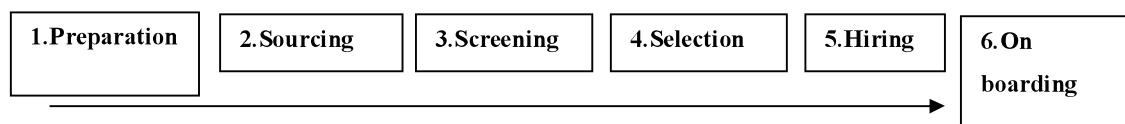
Whereas some of the other authors are putting more focus on policies. In reality the best result may be find after incorporated of both these concepts as stated by Deshwal (2015) 'Green Human Resources Management (Green HRM) is the use of HRM policies to carry the sustainable employ of resources within organizations'.

III GREEN HUMAN RESOURCE MANAGEMENT

GHRM engage into an incorporation of organizational environmental management objectives to the HRM process of recruitment and selection, training & development, Performance Management and Reward system for environment sustainability (Renwick et al. 2008, and Muller-Carmen et al. 2010) further defined by Renwick et al. (2008) highlights that the implementation of rigorous recruitment and selection of employee, performance-based appraisal system and introduction of developmental programmes aim at increasing the employee's awareness about the environmental sustainability. Introduction of E-recruitment start from recruitment cycle to HR audit have a crucial role in establishing environment improvement programmes for any business. Organisation initiates such initiatives which include on regular basis in the Human Resource processes. HR factors are involved in environment management and are embracing the organizational and environmental sustainability

IV GREEN RECRUITMENT & SELECTION (R&S)

Recruitment Cycle: from start to finish of all activity included is called Full Recruitment Cycle as:



aspect of HRM. Callenbach et al. (1993) stated that 'in order to carry out green human resource management, employee must be inspired, empowered and environmentally aware of greening to be successful'. One more study of Callenbach et al. (1993) stated more about 'the need for both technical and management skill among employees for implementation of the green initiatives for the preservation and conservation of the natural resources for the organisational sustainability'. Environment friendly HR initiative create results into greater efficiencies, lower cost, better employee engagement and retention which in turn help to build competitive advantages and organisational sustainability by reducing carbon footprints well stated by Nijhawan Geetu, (2014)

By using as approach of high responsibility of Green Sense and work objective mixed together is become an innovative approach which would be adopted in GHRM. HR policies are critical to add on more green factors into existing HR policies for execution. Let's take an example as we are considering paper less recruitment but all documentation work will shift immediately become difficult, also a big challenge is to train the employee

HR persons in the industries can play an emergent role to plan and execution to make green objective in the industry. Being as people oriented HR employee may communicate through Induction, socialization and philosophical conditions in most of the organizations are implementing an integrated systematic approach to proceed with Environmental Management programs but they have to facade various challenges and problems. The term Sustainability can be distinct as per dictionary as 'the development that meet the present without compromising the capability of future generations to gather their needs.' It defined three components for sustainability developments that are environmental protection, economic growth, and social equity. When organization are working more for profit maximization and for completing this purpose it should go with cost cutting and begin eliminating the facilities, cutting salaries instead of these practice if we start Green practice it provides profit enhancement as well as employee satisfaction the three Ps (Profit, People and Planet) would be the base pillar for fundamental factors of Green HRM.

- (a) **Preparation:** First step of preparation of recruitment in which every individual task should identify attached resource and environmental factors that must include at the timing of planning stages of the recruitment. In the first step evaluate that people are ready to accept but lack of awareness is major reason to create hurdles for adopting greening techniques.
- (b) **Sourcing:** Through hard advertisement, newspaper, agencies, boarding also the candidate are applying through soft methods as email, search sites, Internet; cloud system etc these candidates should get extra marks.
- (c) **Screening:** If total selection is shift on soft method, electronic or technological method and only final document will print or use paper form this would save tons and tons of paper every day and indirectly affect to an environment.
- (d) **Selection:** The final result or information could be shared telephonically; e- methods of communication like email, cloud or same, instead of any form of post will save cost on transportation along with paper and manpower.
- (e) **Hiring:** New technological method should be the base for selection test and techniques which enhance the quality as well as time and money.
- (f) **On Boarding:** In geographically distance area person could work jointly instead to send and back the employee to different locations till it is not necessary. It will accumulate huge cost on To-and fro, fuel, time, energy, efficiency of people, and psychological safety too. Documentation should shift on software or ERP pattern to save cost as well as ease to get information from anywhere. It creates crystal clear and ethical environment inside the companies too.
- (g) **Survey:** Green Recruiting starts with deciding Grades or Weight-age or percentage on each and different recruitment system. When recruiter planned in detail that what environmental factors should be covered, at what level then that will be the responsible to understand and complete the entire task. Also how they can create positive reaction of candidate to take it on serious concern. After getting all information based on need, then distribute accordingly as per weight-age method of each Job with green components.
- (iii) Ready to change the habits as per the need
- (iv) Thinking about Save water and similar resources
- (v) Ready to adopt new resolution
- (b) **Role Conversion -** While converting the roles of Human Resource into Green Human Resource some basic questions should be asked. Findings should include these challenges into:
- (i) Is employee being ready, self-enthusiastic, adoptable and flexible to accept the changes?
- (ii) How does HR communicate properly to show the positive result that influences the employees?
- (iii) How can Human Resource create constructive attitude towards environment and Greening?
- (c) Integration of components of Green HRM - After finding the responses of the above questions the core HR functions of the human resources department would frame with integration of components to prepare Green HRM as:
- (i) **Green Employee recruitment-** this is the most crucial responsibility of HR if it does not right decision it can trouble the whole organization culture, Departmental environment, work efficiency or personnel get affected and completion of work would diverge and overall it creates huge cost to the company. Selected candidate become newly recruit employee where they learn about the organization culture, behaviour, value system, work purpose and psychological patterns related with individual, task, company and relation with others.
- (ii) **Changing factors Concern and Serious approach:** when recruitment and selection includes all factors of Greening starting from Interview till selection pattern, in this case employee will concern and attached with all environmental practices running into the company.
- (iii) **Green Scheduling-** This should be done by the technological and cloud storage which will save number of papers and other stationary resources, also provide valid evidence for future.
- (iv) **Green Performance & Payroll-** Majority of the employees are working for monetary factors. In rare cases non monetary would be motive of the employees. To follow the greening process perfectly performance should be attached with greening Indicators and components as less paper use, less electricity usage, sharing transportation, reuse of used plastic in the firms, colleges can use the techniques of crushing the copies and paper material to recycle the paper, less or NO utilization of disposable in the premises,

V CONVERTING HR ROLE INTO GREEN HR ROLE

- (a) **Preparation of Job description -** While creating the HR roles many challenges and problems should be facing by the recruiter. To find out the solution recruiter should includes these points while preparing Job Description:
- (i) Awareness about the Greening or Environmental factors
- (ii) Candidates' interest for using less paper or other resources

When payroll is directly related with performance with Green Components this could give better result to the organization in some cases or situation organization make this compulsorily. This is the direct approached area where all necessary components would be added to reduce usage of extra resources.

- (v) **Green administration-** Standard of environmental as ISO14001, Six-Sigma, process of production and manufacturing, operation & services will provide benefits to both the associated parties employer as well as employee while running it will be a win-win situation that provides positive impact to society.
- (vi) **Internal relations-** it works with motivation and leadership and convincing. With the hard leadership Green practices will flow smoothly in the organization it could initiate with the power and authority and then converted as a behaviour which could create Green Behaviour inside the organization.
- (vii) **Green employee Training & Development-** Green indicators should involve in Training and through green training it develops Green behaviour, green environment and Green habits of all employees smoothly.
- (viii) **Green Compliance-** HR and strategic department can finalize the rules also the punishment- in case of not following the rules, penalties- in case not filled by the people voluntarily then by the use of Law and legislation Green Task would be completed.
- (ix) **Safety-** if we go with much Green and environmental standards procedures inside the firms many chances of accidents become low, also safety parameters should include in Green Indicators.
- (x) **Involvement of Social trends as Status Symbols-** when Green Components become the Status Symbols then it will automatically adopt by large number of people and chances that majority of people affected by the overall result positively.
- (xi) **Carbon Footprint Knowledge:** By particular individual, organization, or group of people, animal and all other living organism for completing various activities the amount of carbon dioxide released into the atmosphere which raise the Carbon dioxide level in the environment. With few practices of the HR in the company that apply new processes and practices can create healthy atmosphere. Example: A Bengaluru, India-based startup has created a Graphene-Lime Paint .The Graphene-Lime paint absorbs Carbon Dioxide in a similar fashion as a tree does.
- (xii) **Green Innovation:** In Russia the residential society painted their street walls with the paints that absorb the carbon dioxide from the atmosphere. Another

could be in Bulgaria for road construction they don't cut the trees laying in their map instead they shift the trees with the help of crane and replant in other area to save old and green trees. One example done at Bangalore that through waste plastic, plastic bottle waste and little stone and ashes created flexible and most durable Roads.

VI CONCLUSION

As we detoxify our body time to time for healthy and fit life, same way we need to work on detoxification form of all policies, procedure, technology, environment, values, concern, utilization of resources to utilize proper resources that can lessen wastage. In a circular way in most of the practices should include all Green Factors, environmental sustainability factors and with the help of HR department and people made this compulsorily. Because in combine form it is not only create Greenhouse effect, it also create Global warming, known and unknown diseases, frustration and many adverse conditions. We should again remember 'prevention is better than cure'. So this is the right and peak time to work on environmental prevention with Green weapons

Somewhere we have to take the first step to save our mother till the time mother took responsibility to take care of their all kids that's us, but now this situation when earth become sick and wants our hand to save, think Green take initiative, and motivates others so it works for betterment collectively.

'Let's take one single step towards the Greening'

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