

Impact of green HRM practices on organization sustainability and employee retention

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Abstract: *Green HRM is an emerging concept in the field of management which explains the integration of environment friendly practices with HR department of the organization in order to achieve long lasting sustainable growth. This review paper gives you an insight on Green HRM practices for sustainable growth and higher retention of employee in the organization. The data is collected from secondary source such as research articles, case studies, whitepapers & internet websites. The present study also highlights the benefits of green HR practices to both employer & employee.*

Key Words: *Commitment, Corporate Social Responsibility, Employee Retention, Green HRM, Loyalty, Recruitment.*

1. INTRODUCTION:

According to Professor David Uzzell from the University of Surrey, "Organizations are now realizing that taking their environmental impact seriously is beneficial not just for the environment but for business too. It can lead to a reduction in costs, a more satisfied workforce and a more pleasant working environment".

Environmental concern - refers to the people's beliefs and attitude towards environmental issues.

Green HR - Green human resources refer to "Employee Involvement in each & every aspect of the organization which promotes sustainable development & enhances commitment towards the issues of sustainability. Green HR indicates - to integrate human resources with environment sustainability for optimum utilization of resources.

Green HRM

The term 'green HR' is often used to refer to the contribution of HR policies and practices towards the environmental issue & which broadly categorized into two elements i.e. Environmentally friendly HR practices and the preservation of human capital.

2. OBJECTIVE OF THE STUDY:

- To identify the green HRM practices for sustainable growth in the organisation.
- To suggest benefits of Green HRM to both employee as well as employer.
- To propose a theoretical model of Green HRM.

3. RESEARCH METHODOLOGY:

In order to get endeavour an emerging concept named Green HRM, a systematic literature has been done for the same. The data is collected from various research articles, whitepapers, magazines, project works & internet.

4. LITERATURE REVIEW:

Sakhawalkar, & Thadani (2015) has done descriptive research on all IT companies in pune where non-probability – convenient sampling was used & structured questionnaire was filled by employees of IT companies in Pune City. The study reveals the awareness among employees in IT companies & implementation of various green hr practices. The study found that companies are going towards the environmental friendly initiatives that reduce an employee's carbon footprint. The results included: electronic data filing, Vehicle sharing, video conferencing and virtual interviews, recycling, telecommuting, online training, Work at home and developing more energy efficient office spaces. The study also found that respondents are aware about the electric & hybrid vehicles; however people, who are not aware about - Green HRM", are aware of the practices and know that their organization is following such practices.

Aggarwal & Sharma (2015) highlighted the concept of Green and Green HRM, along with focusing on its importance, advantages and limitations for an organization which have an impact on sustainability. Sheopuri and Sheopuri (2015) also found that Green HR initiatives help companies to find alternative ways to cut the cost without losing their top talent; part time work, etc. The study also says that today companies could get competitive advantage over it.

Pillai and Sivathanu (2014) focused on the various Green HR Practices followed by the organizations globally. The study also highlighted the challenges and benefits of green HRM. The survey was done through interview session with HR managers in order to understand the implementation of green HR practices at the workplace.

Marjan, Saeed, Zahra and Shahbazmoradic (2014) have done their study to identify the barriers of green human resource management in Iran's oil industry. In the study, 12 experts & HR Managers from Oil industry were interviewed; it was found that there is lack of comprehensive plan to implement green HRM & ambiguous Green values were considered as barrier to Green HRM. Addition to this, study also reveals that staff resistance had the lowest importance.

The study was done by Goyal (2013) and Dutta (2012). In order to discuss the various initiatives that can be taken by government to promote green practices. The study also highlighted the green HR practices are car-pooling, teleconferencing, recycling, online training, e-mailing etc. Sayed (2015) done their study on Green HR practices in compilation with analyzing latest environmental friendly solution and proposed model of green human resource management. The study also found that Green HRM is helpful in enhancing corporate image and brand image.

Firdaus and Udin found that most of the large companies started to promote their actions to save the environment and implementing green practices in their daily operation but still Small Medium Enterprises (SMEs) seen in the low level of their involvement towards sustainability.

Jabbar and Abid investigated the factors that motivate employees towards organizations environmental performance. By adopting Green human resource management practices (GHRM), firms can play a pivotal role in promoting environment related concerns. In this study, investigation has done on the factors that trigger the employees to be involved in green HRM practices. The 178 respondents (employees) of the firms that use GHRM practices have taken for research. Convenient Sampling was used for data collection. The result of the study reveals that HRM practices influence employee motivation to become involved in environmental performance of the organization. The study also found that employees are more motivated through monetary rewards rather than non monetary. Supervisors support also enhances the morale of employee to take initiatives towards environmental sustainability. Furthermore, rewards have positive impact on employees' motivation towards eco-initiatives.

Beirendonck et al. (2014) investigated a model of ROC – Respect Openness Continuity with respect to HR function. The case-study based paper Kapil (2015) has made an attempt to study the environment sustainability practices adopted by three top car manufacturers of India.

Kim (2005) investigated how employees of the hotel industry perceived green practices. The Data was collected from 220 employees working in eight green certified hotels in Orlando where results found that performance levels of green practices implemented by hotels were lower than the importance levels of those same green practices as perceived by hotel employees. The study also reveals that there is positive correlation between organizational commitment and green practices.

Saraswa (2015) found that employees are not aware of the term Green HRM but they are aware about the environmental friendly vehicles like electricity & hybrid vehicles. The employees are also aware about that their organization is using such practices for sustainability. Yusoff, Othman & et al (2015) has done an exploratory study in order to attempt a conceptual understanding of the concept of Green Human Resource Management (HRM) in multinational companies in Malaysia. The study found that most of the companies are focusing on Green HRM with special attention on five concepts namely: Corporate Social Responsibility (CSR), Electronic HRM (E-HRM), Work-life Balance (WLB), Green Policies and Extra Care Program.

Stankeviciute & Savaneviciene (2013) found in their study that there are 3 different meaning of sustainability with respect to HRM which consist of 1). Normative, 2) Efficiency-oriented and 3) Substance-oriented. The study also provides the conceptual insights linking towards sustainability and HRM.

From the above literature, it has been found that CSR activities are also linked to Green HRM. The researchers has focused on Corporate Social Responsibility (CSR), Electronic HRM (E-HRM), Work-life Balance (WLB), Green Policies and Extra Care Program. The studies also concluded that there is positive correlation between organizational commitments, Reward, Supervisor Support with green practices.

5. HRM PRACTICES:

5.1. Recruitment & Selection

For green recruitment & selection: -

- Online recruitment.

- Provide online offer letter & acceptance letter & joining letter which surely reduces large amount of paper work.

5.2.Green Induction

Employee orientation programmes should be designed by which consciousness about green issues of employees namely health, working condition & their safety included. The creativity ideas must be taken into consideration for the same, which makes the employees of being valued in the organization.

5.3.Green Culture

It involves:-

- Promote riding transport pooling and sharing.
- Promote team work for environmental sustainability.
- Promote greenery around the company.

5.4.Performance Management & appraisal

Employees must be appraised for their performance related to green goals of the organization. For this purpose, employer must retain key competent & talented employees who are continuously taking care of environmental issues of the organization & employer must ensure that they must be financially rewarded too for their contributions. Green reward scheme should be present for motivating all levels of staff towards sustainability.

5.5.Training & Development

It must involve job rotation practice by which every employee of the organization would get an exposure to contribute towards the environment sustainability. Specific training should be given to the employees pertaining to power saving management, safety, energy efficiency, etc. Training mangers can provide softcopy as material than printed handouts.

5.6.Supervisor support

Ramus and Steger's (2000) found that supervisor's supporting behaviours are very important for motivating employee towards environmental management. The study also concluded that hierarchy should be flattened, so that proper communication should be done on time.

5.7Employment relations

Employee must be involved in the process of decision making as best suggestion could come up with any level of employee. Quality circle concept can also be a part of innovative practices, where people voluntarily sit together & discussing the problem & finding various alternatives to sort out it effectively. This circle would also help the organization for growth prospects in terms of issues pertaining to both organization sustainability & environment sustainability. It involves health & safety aspects of the employees. There must be healthy & harmonious relationship between employer & employee. Healthy working condition would also enhance productivity.

5.8.Compensation

Compensation should be given to the employees for any new skills (related to environment management) acquired by them. Recognition is also a part of non-monetary incentives where employee is motivated to work more in near future. Special leaves, family recognition programs, also considered as non-financial incentives where loyalty enhances & results in high retention talents.

5.9.Benefits of Green HRM

The benefits are highlighted in the form of table mentioned below as table1.

Base	Benefits to Employer	Benefits to Employee
Green HRM	<ul style="list-style-type: none"> • Pool of Satisfied Employees. • Enhances Productivity & sustainability. • Enhances quality of production. • Enhances motivation of employees in the organization. • Improvement in the quality of product. • Enhance goodwill. • Harmonious relationship between Employer & employee. • Stronger public image through mouth publicity. • Increased consumer / customer retention rate. • Enhances financial position in the market. • Increased employee loyalty 	<ul style="list-style-type: none"> • Enhances morale & desire to do work. • Enhances job satisfaction. • Feeling of being sense of participation. • Increases confidence level. • Building competence & skills to handle various problems for the completion of the assigned task. • Ready to work for better supervisory positions. • Enhances team spirit in the workplace • Reduces "I" Attitude. • Creates healthy environment at work place. • Enhances creativity.

	towards the organization, <ul style="list-style-type: none"> • Increased brand recognition, • Position at top as an employer of choice, • Gained competitive advantage, • Increased employee productivity, • Increased employee retention rate, • Attracts competent candidate from outside the organization to join. • Improvement in attracting better employees, • Improvement in productivity and sustainability, • Reduction in environmental impact of the company. • Improved overall performance. • Increased employee loyalty. • Recognized as Brand name • Enhances creativity. • Enhances Profit. 	
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Source: Authors own (Table.1 Benefits of Green HRM)

6. A CONCEPTUAL FRAME WORK OF GREEN HRM

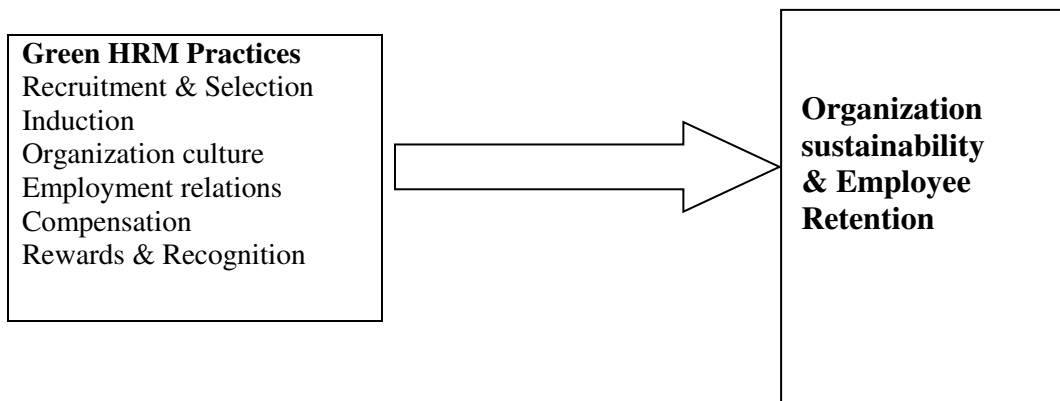


Figure 1 (Source: Authors own conceptual model of Green HRM and employee retention)

7. MANAGERIAL IMPLICATIONS:

The study would be helpful for the managers to apply Green Human Resource Management practices effectively in organizations. The study directs the managers that how wonderfully employees could be motivated towards the environmental issue significantly.

8. SUGGESTIONS

1. Save power and energy by installing timers to automatically turn off lights, use energy efficient light bulbs & switch off electricity when not needed.
2. Establish standards for waste disposal, using environment friendly gadgets, recycling & reuse of products.
3. Regular audits for measuring the actual standard with desired set & finding any deviation & further steps to achieve the desired goals.
4. Encouraged riding bicycle instead of Car and / or encouraged Car sharing in the organization
5. Public recognition should be given to an individual for their work towards the environmental sustainability which enhances their morale & dedication.
6. Reduce business travel and official tours via teleconferencing, and video-conferencing.

7. Use of Jute bags instead of poly bag.
8. Reduce paper work in the organization, Encouragement to online data sharing & storage.
9. Training should be given to employees pertaining to environmental issue & its solution.
10. Use of energy-efficient car and trucks and other heavy vehicles for use in the organization.
11. Water saving management should be promoted in the organization.
12. Encouragement for plantation of more & more trees around the organization & at home too.
13. Rewards in both forms monetary & non-monetary should be given to an individual for their performance on sustainable development.
14. Provide flexi timings and / or work at home facility.
15. Involve more involvement of employees for better implementation of Green practices in the organization.

9. LIMITATION OF THE STUDY & FURTHER SCOPE:

The present study deals into secondary data i.e. literature review, primary collection of data may give in-depth information to the concept of Green HRM.

10. CONCLUSION:

Hence, it has been concluded that electronic filing, ride sharing, flexi work place, teleconferencing and virtual interviews, recycling, building more energy efficient office spaces are the various green initiatives can be taken for sustainable development. These initiatives resulting in greater efficiencies, & lower costs & satisfied engaged employees, which results in sustainability in the organizations.

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