

Green Human Resource Management Practices for Organizational Sustainability

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ABSTRACT

The growth of the economy has led to a shift from a traditional business model to one that focuses on a sustainable business model. Organizational sustainability is important as it highlights a company's quality, image and reputation. Nevertheless, integration of a green perspective in Human Resource practices is rather beneficial for the companies from various angles. The Green HRM practices aim to bring about a change in thought process of employees, inculcating the importance of environment preservation in their minds. The studies show that, although the green HRM wave is still in its budding process, with the ever upgrading world, it won't take long enough for this blooming plant to grow into a magnificent, lush tree. Various ongoing practices and suggested initiatives can bring about revolutionary changes in the organizations giving them a chance to establish strong roots for organizational sustainability.

Key words: *Green, Human Resource Management, Practices, Organizational Sustainability, Environment.*

Introduction

In the 21st century, there's a global push for environmental sustainability, compelling industries to prioritize eco-friendly practices. This shift reflects a deep understanding of the interconnectedness between business success and environmental well-being. The Brundtland Report's definition of sustainability, coined in 1987, serves as a guiding principle. It emphasizes sustainable development meets present needs without compromising future generations' ability to meet their own needs. This ethos drives the integration of environmental management into corporate strategies.

Green Human Resource Management (HRM) has

emerged as a critical aspect of this paradigm shift. By embedding environmentally friendly practices into HR techniques, companies cultivate a culture of sustainability among employees. This ranges from green recruitment processes to fostering eco-friendly workplace behaviors. Central to these efforts is the concept of organizational sustainability. Companies recognize that long-term success depends on responsible stewardship of natural resources. Embracing green management practices not only enhances reputation but also attracts environmentally conscious consumers, giving companies a competitive edge. This imperative isn't just regulatory; it's driven by evolving consumer preferences, making sustainability a strategic necessity for businesses

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looking to thrive in a changing world.

Green Human Resources Practices

Green HRM practices typically are being adapted to onboard employees and inculcate the importance of sustainability in their minds. The following are the green initiatives embedded with functions of HRM in various companies.

Green Recruitment: In the eco-conscious workforce, HR grapples with talent attraction. Candidates prioritize green initiatives alongside pay and job scope. Green recruitment emphasizes environmental awareness alongside skills. Online processes streamline talent acquisition, saving resources. Employees passionate about the environment thrive in green companies, fostering smoother integration and commitment to sustainability. Top firms like Vedanta, Tata Steel, Schneider Electric seek talent for sustainability roles, reflecting the growing importance of green initiatives in recruitment. The companies also make sure to use virtual interviewing and paperless screening techniques to reduce the environmental damage.

Green Performance Management: Performance Management adapts to the “Go Green” trend by integrating environmental responsibility. Assessing sustainability contributions alongside work quality fosters eco-consciousness and organizational goals. Green metrics in HR evaluations incentivize eco-initiatives. Job descriptions with green tasks motivate environmental stewardship, ensuring organizational sustainability. Infosys BPM encourages HR involvement in sustainability, advocating for green goals in performance evaluations, nurturing environmental consciousness, and incentivizing commitment to sustainability.

Green Training & Development: Training and Development (T&D) in HRM enhances employees’ skills and attitudes, akin to regular servicing for machinery. Regular T&D aligns staff with the dynamic business environment for organizational sustainability. Green T&D updates environmental management skills, educates on eco-friendly initiatives and policies, and cultivates environmental responsibility. Managers play a vital role in instilling green consciousness for personal and organizational sustainability, ensuring employees adapt to and champion eco-friendly practices effectively.

Green compensation and reward system: Rewards and compensation in HRM drive employee satisfaction and productivity, aligning with manage-

ment principles. Incentivizing green initiatives fosters employee commitment to environmental management (EM), enhancing organizational sustainability. Companies like Hewlett Packard (HP) recognize employees’ contributions to sustainability goals, promoting a culture of environmental stewardship. Financial incentives and recognition for EM efforts encourage employee engagement and retention, ensuring continued commitment to the company’s green agenda.

Along with the above-mentioned Green initiatives, certain other initiatives such as paperless offices, the 3R mantra, carpooling or commuting services, teleconferencing, remote working, virtual interviewing, etc. have been practiced reducing the carbon-footprint by employees as well as the company that harms the environment. The dynamic industry helps companies adopt such initiative to ensure maximum sustainability.

Tata power has promoted the adoption of digital bills in Mumbai and achieved the milestone of 88% consumers now making payments digitally. This proves, not only encourages its employees to work for sustainability, they’re also inclusive of consumers for the same. (TOI, March 2023). Hewlett Packard (HP) has introduced the Product Take Back program where green packaging and designing is seen. It has designed the HP Halo and HP Sky Rooms for virtual meetings so as to cross all geographical barriers and reducing carbon-footprint on the environment.

Capgemini is a company that has a hybrid-first style of work. It encourages employees to work in a mode they feel comfortable with while also giving them tools to stay connected with the teams. Amazon provides professional bus service with scheduled stops and designated pickups with a fixed route, as also encourage employees to go for public transportation.

Impact of Green HRM practices on organizational sustainability

Every organization aims to adapt sustainable practices to attain its long-term goals. They want to attain organizational sustainability by focusing on economic, environmental and social responsibility practices. While the employees are human assets of the company, environmental responsibility is one of the most important factors of any company. As a result, incorporation of environmental concern in company’s mission and HR policies. This shift can

be seen in various business operations like business rules, job titles, marketing strategies, initiatives, product development and manufacturing techniques. Green processes and policies are becoming more prevalent in the HR realm, supplementing existing environmentally friendly practices and initiatives. These Green HR endeavors have led to enhanced efficiencies, lower costs, higher employee retention rates, improved productivity, and various other concrete advantages. This leads to organizational sustainability in the longer run.

Conclusion

Human Resource Management is one of the most significant parts of any organization. It is that function which handles the most important assets of the company- the employees, by ensuring organizational sustainability. The system is now entrusted with the critical task of embedding green initiatives, i.e. environmentally friendly practices, into its work. The Green HRM practices helped to bring a change in the thought process of employees, inculcating the importance of environment preservation in their minds. Various ongoing practices and suggested initiatives can bring about revolutionary changes which lay down a strong foundation for organizational sustainability.

Conflicts of interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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