

GREEN HUMAN RESOURCE MANAGEMENT: AN EMPIRICAL STUDY OF INDIA

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Purpose: The broad over-arching goals of this work were to study the existing constituents of green human resource management (HRM), to understand the green HRM practices being followed by different companies in India (belonging to certain sectors) and to compare the different sectors in terms of adaption of green HRM. **Methodology:** A questionnaire was meticulously prepared by the authors to collect the data for this study and was sent to various Indian companies belonging to four sectors: IT/IT services, banking/finance, consultancy and engineering/technology. The questionnaire included a carefully selected collection of questions to gain rich insights into different aspects of green HRM implementation. **Findings:** most of the companies included in this study are following green HRM through to varying extents. Green recruitment, green training and development & green safety and health management are the most prominent green HRM functions while green performance appraisal is the least popular green HRM function among these organizations. The IT/IT services sector is most actively using green HRM practices while the banking/finance sector is the most reluctant to adopt green HRM. **Practical implications:** a rigorous structure for companies to implement green HRM is provided.

Keywords: environment; green HRM; questionnaire

Green human resource management (HRM) has gained significance over the past few decades as the world has realized that climate change is going to have a devastating impact on all forms of life if left unchecked and hence there is a dire need to adopt environment-friendly practices in all domains. What is green HRM? How do you define the term? The various definitions of Green HRM proposed by the authors of different journal articles in this field across the globe are compiled in Table 1.

Table 1 Definitions of green HRM

Author(s)	Definition
Bennett, Andrews and Higgins, 2008	The integration of corporate environmental management into human resource management is termed as Green HRM.
Handberg, 2012	Green HRM refers to the use of every employee 'touch point' interface to promote sustainable practices and increase employee awareness and commitment in the issues of sustainability.
Barney and Muhle, 2012	Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and more generally promote the causes of environmental sustainability.
Martins, 2013	Green HRM is directly responsible for creating a green workplace that understands, appreciates and practices green initiatives and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing and advancing the firm's human capital.
Opstein and Jettan, 2014	Refers to the policies, practices and systems that make employees of the organization green for the benefit of the individual, the society, the natural environment and the business.

The various functions of green HRM are green recruitment, green selection, green induction, green training and development, green compensation, green performance appraisal, green discipline management etc.

Green recruitment

The various aspects involved in green recruitment are:

1. Employer branding the organization as environment-friendly so that prospective candidates who apply for the job are the ones who are genuinely concerned about the environment.

2. Inviting candidates who have a genuine concern for the environment because an organization can flourish as an environment-friendly entity only if it employs people who sincerely care about the environment.
3. Recruiting through online portals rather than newspaper advertisements as that saves paper and is a move towards going green.

Green recruitment can be defined as the process of hiring individuals with knowledge, skills, approaches and behaviours that identify with environmental management systems within an organization. "Recruitment practices can support effective environmental management by making sure that new entrants are familiar with an organization's environmental culture and are capable of maintaining its environmental values" (Wehrmeyer, 1996). Those candidates who seriously care about environmental matters would be more comfortable working in organizations that lead from the front in terms of environmental issues (all other things being the same).

Table 2 Green recruitment

Author(s)	Definition
Handberg, 2012	Incorporating a number of environment-related tasks, duties and responsibilities into each job.
Opstein and Jettan, 2014	Including environment-related items in recruitment messages.
Opstein and Jettan, 2014	Communicating the employer's concern about greening through recruitment efforts.

Green selection

Recruitment aims at inviting candidates to apply for a job while selection means choosing the best candidates from the pool of applicants. Green selection involves making the environment a criterion in the selection process, asking questions related to the environment in order to judge the knowledge and interest of the candidates with respect to environmental matters, conducting telephone or web-based interviews to minimize travel-related impact on the environment etc.