



# The transition from Traditional to green HRM policies during and post-COVID situation

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**Abstract:** The objective of this paper is to develop an index for green HRM practices for selected Companies. It is known to all post-COVID-19 situation most companies started green practices in the field of human resource section. So researchers here try to frame a proper green Human resource index(GHRM) with the help of primary and secondary data.

**Key Word:** Green HRM, Human resources, Environment, Practices, Organization, Economic and social.

## I. Introduction

Environmental issues have become a worldwide concern. This is demonstrated by the growing number of public discussions on the subject, such as the Paris Climate Agreement (PCA) and the Sustainable Development Goals (SDGs). To achieve the SDGs 2030 and the PCA, every individual nation around the world actively encourages to be more aware of the importance of environmental protection (United Nation Department of Economic and Social Affairs, 2020).

Increasing the population, industry, and market on a regular basis has a significant negative impact on the environment. uncontrolled human activities, such as deforestation for paper raw materials, carbon emissions from fossil fuels, uncontrolled waste disposal and industrial pollution, are the primary causes of global warming and climate change (Huisin, Zhang, Moore, Qiao & Li, 2015). The impact of environmental problems not only attacks living ecosystems but also social, economic, and political issues. One way that can be done to overcome the issues is to make a change. Changes in ethics, behavior, and human activities can contribute positive environmental outcomes.

In recent years, the profit-driven business model has undergone significant transformations. Many businesses are beginning to implement green work environments in order to demonstrate their

concern for environmental sustainability. Concurrently, academicians and Human Resource (HR) practitioners conduct research on the importance of incorporating green into the workplace. The framework of Green Human Resources Management (GHRM) was presented as an effort to meet the needs that impact the balance between company growth to create wealth and protection of the natural environment that makes it possible for the build of a successful future (Islam, Islam, Perves & Nabi, 2019).

Other than that, the practice of GHRM also has a positive influence on the work-related outcome of workers. GHRM plays an extra role in stimulating workers 'psychology to apply green behavior which affects employees' eco-friendly behaviour and environmental performance (Hameed, Khan, Islam, Sheikh & Naeem, 2020)

The purpose of this research is to look into how GHRM practices can affect an organization's environmental performance. The first section of this study examines the relevant literature and GHRM practices. The second section is concerned with the theory, theoretical framework, and procedure methodology employed. The third section follows with an explanation of the relationship between GHRM and environmental performance. Finally, this study will conclude with implications and future directions.

## Concept of Green HRM

Ramachandran defines Green HRM as the integration of environmental management into human resources management.

The term green HRM is mostly used to refer to the contribution of HRM policies and practices towards the broader corporate environmental agenda.

It refers to using every employee to support sustainable practices and increase employee awareness and commitments on the issue of sustainability.



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

Typical green activities are performed to travel requirements through video recruiting or the use of online and video interviews.

It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention, which in turn, help organizations to reduce employee carbon footprints by the likes of electronic filing, car-sharing, job-sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces, etc.

Green HR initiatives help companies find alternative ways to cut costs without losing their top talent. Focus on Green HRM as a strategic initiative promotes sustainable business practices.

Therefore, developing a new organizational culture through GHRM practices becomes a manager's concern.

Developing a green culture can affect employee behaviour and introduce certain values that build an internal culture.

Green behaviour is assumed to be instrumental in the implementation of the green HRM culture and adopting formal environmental strategies.

According to Mandip, the practice of green HR should be translated into the HR processes, such as recruitment, training, compensation, etc.

From the definitions stated above, it can be concluded that Green HRM needs the participation of all the organization's members to create and keep the organization green.

### **Benefits/Advantages of Green HRM**

Green HRM involves undertaking environment-friendly HR initiatives resulting in greater efficiency, lower costs and better employee engagement and retention, which in turn, help organizations to reduce employee carbon footprints by electronic filing, car sharing, job sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online recruitment and training, energy-efficient office spaces, etc.

The Green Human Resource Management plays an important role in the industry to promote the environment-related issues.

Organizations must formulate HR policies and practices, train people to increase awareness about the environment, and implement laws related to environmental protection.

The Green HRM may also help the employers, manufacturers in building brand image and reputation.

Organizations need to conduct an environmental audit, thus changing the organizational culture, thinking about waste management, pollution, and helping the society and its people, those are getting affected by pollution.

It will also make employees and society members aware of the utilization of natural resources more economically and encourage eco-friendly products.

Experts have identified the benefits of GHRM, which are mentioned below:

1. Helping companies to bring down costs without losing their talent.
2. Organizations have huge growth opportunities by being green and creating a new friendly environment, which helps in enormous operational savings by reducing their carbon footprint.
3. It helps in achieving higher employee job satisfaction and commitment, which leads to higher productivity and sustainability.
4. Create a culture of having concern for the wellbeing and health of fellow workers.
5. Improvement in the retention rate of the employee.
6. Improved public image. Any time a firm adds a green initiative to its workplace, it can use the event to generate positive public relations. Organizations can promote environmental contributions to the media through press releases to earn the attention of potential customers and possible new sales.
7. Promote employee morale.
8. Improvement in attracting better employees. Dolan's (1997) study of USA MBA students found that most of the graduates would take a lower salary to work for environmentally responsible organizations.
9. Reduction in the environmental impact of the company.
10. Improved competitiveness and increased overall performance.
11. Reduction of utility costs significantly. Even small businesses can significantly reduce their utility costs by using technologies that are energy-efficient and less wasteful.
12. Rebates and Tax Benefits. Going green is easier with the assistance of governments, local municipalities, Water supply authority, and electric companies that offer tax incentives and rebates.
13. Increased business opportunities. Some government agencies, commercial businesses, and



non-profit institutions mandate that only businesses that meet specific green standards can bid on their contracts. Some also mandate that their purchasing departments only buy green products or use products and services sold by companies that meet certain green standards.

14. Reduction of environmental damage. Encouraging employees, through training and compensation, to find ways to reduce the use of environmentally damaging materials.

Today, most educated and affluent consumers look for companies that adopt environmental standards. Organizations pursuing environment-friendly human resource policies are also immensely benefitted.

This may help in arriving at greener products and green savings from waste elimination. The promotion of such values may also indirectly improve consumer satisfaction

#### **Relation between green HRM and Environmental issues**

Numerous organizations have faced substantial environmental performance challenges resulting from more than a half-century of worldwide industrialization. Grounded in social learning theory and recourse-based view theory, this study explores environmental performance and its impact on employees and industry outcomes. Drawing on a cross-sectional online survey of 500 full-time employees working in the chemical industry in Lahore, Pakistan. The results revealed a significant positive influence of Green HRM practices on employees' Green innovation as well as on environmental performance. Additionally, significant influences of study variables were recorded on outcomes such as green compensation and reward, green performance management and appraisal, green training and development, and green recruitment and selection. Several key policy insights related to consumer resistance to innovation in low income societies and future research directions are suggested, along with theoretical and practical implications.

#### **What is Green human resources practices in India?**

Earlier, we judge the corporate success by its profit but now they need to perform green practices to create green environment which help to build loyalty. Corporation needs to reduce the carbon footprints and create positive the attitude of the employees towards social and environmental aspects. Green HRM help the organization to use the resources in an efficient way. Owner of the business are little but owner of the nature are many

(community) where business and we survive. It is advantageous for both business & the society. In India many firm adopt Green HRM which help in environmental sustainability like Wipro Technology, Suzlon Energy, ONGC, ITC Limited and many more.

#### **SOME EXAMPLES OF GREEN HRM PRACTICES:-**

- Providing free bicycles for employees to come to work instead of driving.
- Organizing car-pools service.
- Buying computers from companies which are using recycled components.
- Buying things from local vendors.
- Companies take incentives to Go Green practices
- Companies can save power by start their work in early morning
- Conduct an internal energy audit in the organization
- Create eco-friendly attitudes among employees
- Reduce the paper work by doing it online
- Recycle the wastage of firm
- Teleconferencing can reduce the time and energy
- Monitor water supply to save water
- Using alternative resources which.

#### **How IT sectors implemented green HRM practices**

##### **Wipro Technologies**

It was the 1st IT Company which launch eco-friendly desktops and note book in India. It takes an incentive to decrease in the organization's carbon footprint. Also manage its water and energy efficiency, and develop new benchmarking in reutilizing waste.

##### **Suzloan Energy**

Suzloan Company has the most energy efficient building built in India with green roof, energy efficient and renewable energy based hot water system. Many other policies like carpooling, zero waste management, green management etc. are practiced by the companies.

##### **Tata Consultancy Services**

TCS mainly focus on agricultural demands of community. It provide consultancy services and it is also a largest software services exporter.

##### **Oil & Natural Gas Company**

ONGC had taken many incentives to go green and help to reduce wastages by producing oil and gas, which help to create sustainable development.

Idea Cellular, HCL Technologies, ITC Limited, Tamil Nadu Newsprint and Paper Limited, Indusland Bank and many other also practices green HRM.



## II. Research Methodology

HRM is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, ethical considerations, diversity and inclusion. These, among other initiatives contribute to the understanding of Human Resource Management as a contemporary issue owing to their sustained evolutionary nature. Various attempts have been made towards tracing the historical development of the discipline of Human Resource Management (HRM). However, these initiatives have largely been concentrated on certain specific

periods of time and experiences of specific countries and regions such as Australia, the USA, the UK and Asia (Nankervis et.al, 2011; Kelly, 2003; Ogier, 2003). This research attempts to document the entire history of the

Sources: Direct from respective sectors/company (Secondary data)

discipline of Human Resource Management from a holistic perspective. The evolution and development of HRM will be traced right from the pre-historic times through to the postmodern world. Major characteristics in the evolution and development of HRM will also be examined and documented.

### Data Collection

Study is based on both primary and secondary data. Primary data is collected by researcher from different industrial and banking sectors by using random sampling method and some data is collected from secondary sources like Bengal chamber of commerce and directly from their website like wipro, TCS, etc.

Sources Secondary (Direct form Company's website)

### Statically Analysis

#### Case Processing Summary

		N	%
Cases	Valid	32	100.0
	Excluded <sup>a</sup>	0	.0
	Total	32	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.942	6



Company	Industry	Country	Green recruitment and selection score	Green Training Score	Pay and reward systems score	Green appraisal and performance management score	Empowerment and supportive managerial behaviors	Environment score
Wipro	IT Services	India	5	5	5	5	5	5
Vestas Wind Systems A/S	Machinery manufacturing	Denmark	5	5	5	5	5	5
TCS	IT Services	India	5	4	4	4	5	4
Tech Mahindra	IT Services	India	5	4	3	3	4	4
Chr Hansen Holding A/S	Food and beverage manufacturing	Denmark	4	5	5	4	4	3
Autodesk Inc	IT services except telecom and hosting	United States	4	4	3	3	5	4
Schneider Electric SE	Industrial Conglomerates	France	3	4	4	4	3	3
L&T	Engineering & Construction	India	4	3	4	3	4	4
Infosys	IT Services	India	5	4	4	3	4	4
Hindustan Unilever	Household & Personal Products	United Kingdom	3	4	3	3	3	4
Atlantica Sustainable Infrastructure PLC	Power generation	United Kingdom	4	3	4	4	3	3
Sims Ltd	Smelters and steel making	Australia	3	4	3	3	3	4
HCL Technologies	IT Services	India	3	3	3	3	3	3
Ambuial Cements	Building Materials	India	3	3	4	4	3	3
Johnson Controls International PLC	HVAC equipment manufacturing	Ireland	4	3	3	2	3	3
Beijing Enterprises Water Group Ltd	Water and sewage treatment	Hong Kong	3	4	2	3	3	4
JSW Steel	Steel	India	3	3	4	3	4	3
ABB India	Diversified Industrials	Switzerland	3	3	3	2	4	4
Cisco Systems Inc	Telephones and telecom equip manufacturing	United States	4	4	3	3	3	3
Samsung SDI Co Ltd	Semiconductor and electronic components manufacturing	South Korea	3	2	3	2	4	3
Apple Inc	Telephones and telecom equip manufacturing	United States	3	4	3	3	3	3
HP Inc	Computers and peripherals manufacturing	United States	3	4	3	3	3	3
IDBI Bank	Banks - Regional - Asia	India	2	3	2	3	3	2
Eicher Motors	Auto Manufacturers	India	2	3	3	3	3	2
Sun TV Network	Broadcasting - TV	India	2	2	2	2	3	3
NTPC	Utilities	India	3	2	2	2	1	2
Indiabulls Housing Finance	Specialty Finance	India	2	3	3	2	1	1
ICICI Bank	Banks - Regional - Asia	India	3	3	3	2	2	2
Shriram Transport Finance Company	Credit Services	India	2	2	1	2	1	1
LIC Housing Finance	Specialty Finance	India	2	2	2	2	2	2
Adani Enterprises	Coal	India	1	2	2	2	2	2
Power Finance Corporation	Credit Services	India	1	1	1	1	1	1

Communalities		
	Initial	Extraction
Green recruitment and selection score	1.000	.783
Green Training Score	1.000	.778
Pay and reward systems score	1.000	.777
Green appraisal and performance management score	1.000	.761
Empowerment and supportive managerial behaviors	1.000	.784
Environment score	1.000	.782



Extraction Method: Principal Component Analysis.

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.666	77.758	77.758	4.666	77.758	77.758
2	.531	8.844	86.603			
3	.293	4.877	91.480			
4	.267	4.448	95.928			
5	.140	2.337	98.265			
6	.104	1.735	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix <sup>a</sup>	
	Component 1
Green recruitment and selection score	.885
Green Training Score	.882
Pay and reward systems score	.882
Green appraisal and performance management score	.873
Empowerment and supportive managerial behaviours	.885
Environment score	.884

Extraction Method: Principal Component Analysis.  
a. 1 components extracted.

$$\text{Green HRM index} = (.885 + .882 + .882 + .873 + .885 + .884) / 6 = 0.89$$

After Rotation

Component Matrix <sup>a</sup>	
	Component 1
Green recruitment and selection score	.885
Green Training Score	.882
Pay and reward systems score	.882
Green appraisal and performance management score	.873
Empowerment and supportive managerial behaviours	.885
Environment score	.884

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

After rotation there is no improvement of factor extraction. Therefore Green HRM index remains unchanged after rotation of matrix.

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