

A Literature Review Study on the Status of Green HRM Policies and Practices in Indian Manufacturing Sector

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ABSTRACT

The twenty-first century has shown a heightened interest in environmental issues, irrespective of related fields, whether political, public or business. Relevant treaties to tackle climate change have given rise to the recent interest in environmentalism globally. The Organisations will need to find ways and strategies to reduce ecological footprints and cope with green workplace issues. GHRM practices are required for employees at all organisation levels to improve the organisations environmental performance. The present paper seeks to study the status of GHRM Policies and Practices in Indian Manufacturing Sector through archival method of literature review.

Keywords: GHRM, Indian Manufacturing Sector, Environmental Performance.

INTRODUCTION

Green Human Resources Management (GHRM) can be defined as a set of policies, practices, and systems that stimulate the green behaviour of a company's employees in order to create an environmentally sensitive, resource-efficient, and socially responsible organization.

The growing role of **sustainable development** in the development of a modern company's competitive edge leads to the popularization of the question of how to incorporate ecological practices into the area of human resource policy – which is often referred to as Green Human Resources Management (HRM)."

Global Warming and Environmental Pollution have become major global concerns that require greater awareness of environmental ethics from the companies. Many manufacturing companies implemented Green HRM Policies and Practices as a strategy to create sustainable competitive advantage through good organisational environmental performance.

OBJECTIVES OF THE STUDY

Primary Objective:

The main objective of the study is to examine the status and extent to which certain manufacturing sector in India have adopted Green HRM Policies and Practices.

Secondary Objectives:

1. To know the Status of Green HRM Policies and Practices in Indian Manufacturing Sector.
2. To Propose areas for future research.

METHODOLOGY

The study is primarily based upon the secondary data. For this extent literature related to the topic from different databases, websites and other available sources were collected. A methodical evaluation of the literature was undertaken by means of an archival approach to accomplish the specified review goal. Major recent reviews were considered for this study.

Limitations

This paper is limited to a review of academic articles, thesis, Journals, Online Database and to know the Status of Green HRM Policies and Practices in Indian Manufacturing Sector only.

REVIEW OF LITERATURE ON GREEN HRM POLICIES AND PRACTICES IN MANUFACTURING SECTOR

Sweety & Gupta (2018) concluded that organizations in India, especially the manufacturing firms are adopting GHRM practices as an integral part of their organizational culture and playing their role efficiently in sustaining the environment and organization in future course of action. Along with the manufacturing sectors, service sectors are also realizing the importance of saving environment and saving intellectual capital of an organization, education sector can really make a measure impact across the globe by following the green HR practices and inculcating the same values in future intellectual asset soon to join some organization as managers, engineers, leaders and entrepreneurs as well. Academicians in the field of management can actually do the brainstorming of the students by stimulating them towards their role and responsibility towards environment and encouraging them to incorporate green habits in their personal lives. Education sectors must drive campaigns to raise awareness about the green practices like waste management, recycling, go paperless, saving electricity and water and using green products within the organization as well outside the organization.

Edyta & Anna (2018) states that Green HRM is a human resource strategy supporting pro- environmental corporate management. Benefits resulting from its implementation may be due to an increase in the ecological awareness of the staff which translates into the sustainability of practices across organizations. It is also a tool for increasing competitiveness thanks to enhanced image, cost reduction, improved customer relations, acceptance by local authorities and communities, and increased employee satisfaction, loyalty and motivation.

Amran, Goh and Nejati (2017) confirmed that GHRM is considered crucial by the stakeholders of FSI in Malaysia. All six GHRM processes namely, green talent management, green performance management, green training and development, green employee engagement, green reward system and green employee separation are pivotal. Findings indicate that GHRM is perceived to be an important factor but financial institutions are indecisive in GHRM implementation. So, there is a gap between stakeholders' perception and FSI readiness. It is also suggested that GHRM is still at the introductory stage across Malaysian FSI. Since there is a gap between stakeholders' perception of FSI' readiness to GHRM it is concluded that a GHRM process model is crucial for GHRM adoption with respect to FSI. A GHRM framework implementation will be helpful to enhance the readiness of implementation of GHRM.

Cheema1 and Javed1 (2017) proved that the results on the base of green human resource management as the key Determinant of sustainable environment. The research results showed that most firms encouraged a green approach as a way of acting socially responsible and creating a sustainable environment.

Reddy (2017) results included: electronic filing, group discussion and virtual interviews, ride sharing, job sharing, recycling, employment, on-line coaching, and developing additional energy economical workplace areas. Environmentally friendly HR proposals leading to larger efficiencies, lower prices and make an environment of higher worker engagement, which successively helps organizations to control in an environmentally sustainable fashion. This study has also helped the investigator to spot the areas like coaching and development, performance appraisal system and a few regular activities wherever non implementation of this idea of green HRM takes place.

Iqra (2017) said that green work climate develops positive environmental behaviour among employees which in turn develop a positive employee attitude to exhibit green behaviour at workplace.

Dumont. (2016) explored the relationship between in-role and extra-role employee green workplace behaviours and green HRM. This relationship occurs through social and psychological process. The study demonstrated that the Green HRM are positive for organizations, as employees are engaged and motivated to exhibit green behaviours with sustainability related policies. The study demonstrates that companies having strong GHRM policies which is implemented effectively contributes to desirable employee workplace attitudes and behaviours beyond the green domain so it is suggested that firm should adopt appropriate GHRM policies. Findings of the study suggest that organizations should implement a green HRM practices and activities to successfully achieve the green agenda and employees have also recognized the need to have environmental policies to attract and retain a new generation. But the values to be congruence between employee and institutional values. This research has significant implications for the application of management practices such as GHRM for the environmental outcomes and to address global environmental issues.

Cristina E (2016) proposed the model of Environmental Work Behaviour has some useful implications for green candidates as well: A close match between employee and organizational values is important for job satisfaction. Literature Review in this research suggests that candidates are most attracted to those organizations that are consistent with their values.

Yong and Mohd-Yusoff (2016) revealed that only strategic positioner and change champion are significantly related to Green HRM practices. Additionally, change champion is positively related to green analysis and Description of job position and green awards. It is recommended that HR professionals to possess strategic HR competencies in their quest for initiating change toward green practices and building green organization identity.

Anton & Opatha (2016) conclude that the emerging body of knowledge in green HRM has strong analytical and theoretical frameworks. Even though its knowledge creation progress just appeared as less theoretical or a theoretically weak journey, but reality is not so. As a notable example, it is possible to indicate the scholarly work of Renwick et al. in 2013, which categorized the existing green HRM literature on the basis of AbilityMotivation-Opportunity (AMO) theory. They laid a foundation to such initiations in green HRM. However, this review can be considered as a logical effort that provides a contribution to a certain extent in establishing strong analytical and theoretical underpinning to the valuable knowledge obtained by the scholars through systematic research works in the newly emerged field of green HRM.

Cheema (Corresponding Author), Durrani, Pasha & Javed (2015) explored that demographic variable have a significant role on impacting the level of performance for each individual. The research concludes that worker having interest in green approach and also possess right skills to implement environmental management system throughout the organization. It also highlighted the main hurdles in implementing is not having good planning for implementations as well as inconclusive view of green value, lack of technological support and not enough support from stakeholders.

B. Zoogah (2011) focuses on different perspective on Green HRM: a dynamic and psychological approach that integrates social information processing in HR managers decision and behaviours. The model addresses the dynamic interactions between construal's and other cognitions and affects that HR managers prime and activate within the processing system as they interpret, transform and act on green information to generate green decisions and maintain green behaviours. Research is having three important implications 1. Organizations provide information to managers to take decision for effective environmental management.2. Organizations have to target self-regulation attribute for the execution of green decisions and 3. Green practices should create business value, new innovations along with the environmental benefits.

Muster & Ulf Schrader (2011) proposed Green HRM meet its fuel potential only by considering employees in their two-fold role as producers and consumers. The concept offers chances not only for the environment, but also for the company and its employees by increasing, for example, work motivation and Job retention. It is suggested to facilitate environmentally friendly behaviours in both work life and private life since there is a reciprocal interaction between both domains.

Smith & Perks (2010) showed that the functions least impacted by green business practice implementation are general management / human resources, purchasing / supply chain management and finance / information technology. Further analysis of the business functions reveals that the manufacturing / operations, marketing / sales and distribution / logistics functions are the most impacted functions by green business practices. It is recommended that general management and human resource management functions should be the drivers for implementing green business strategies to create a Green Work Environment.

Hakari (2009) showed that green workplace plays a vital role in providing psychological benefits to occupiers than physical improvement. Management creates greater benefits of green workplace including of reduction of cost of the company.

Prathibha & Katyayani (2017) showed that GHRM practices have significant impact on the organization performance of the small-scale industries of Hyderabad district. This research also shows that employees' absenteeism has reduced and sales growth if the organization has improved due to the positive perception of employees regarding HRM practices. It also concludes that GHRM practices have positive impact on organization performance of small- scale industries. Small scale industries need to implement GHRM practices if they want to improve their performance. It should improve training and development, compensation, performance appraisal and employee welfare practices which are influencing organization performance significantly.

Anu, Shikha (2017) suggests that managers should emphasize on green human resource factors while implementing EMS in the organization and study also show that there is a positive influence of Top Management support on

environmental performance, environmental communication, environmental training. Environmental involvement and rewards on environmental performance with environmental teams and green environmentally friendly practices.

Jain (2017) concludes that with proper understanding and implementation of scope and depth of green HR practices, a firm can improve its employees and organizational performance in a sustainable manner that will create some competitive advantages for them. Therefore, firms should integrate the green issues and practices into the regular, day to day HRM activities and also; into the strategic HR decisions and corporate policies.

Deepak, Prakash & Pankaj (2017) confirmed that work-life mediates the process through which GHRM has an impact on Employee Performance. This leads to a need to focus more on green training, GPR employees for their environmental – friendly practices in the work- life in order to generate a green culture valuable to an organization Employee Performance and green workplace for occupant workplace satisfaction.

Leszczynska (2016) explored green human resource management practices of organizations based on the existent literature. The paper presenting the role of HRM function towards creating a green organization as well as the current trends of green HRM practices. It is suggested that understanding and implementing GHRM practices allow an organization to shape the beliefs and behaviours of employees to get a desirable environmental result and also company can attain sustainable performance through GHRM.

Haridas, Chitra (2016) concluded that green training, employee involvement and green recruitment have a significant influence on firm's performance.

Sana, Auranzeb (2016) found the new dimensions of HRM practices and environmental performance and also confirms the claim that a firm's GHRM practices contribute to the improvement of performance with reference to Pakistani companies.

Hiba (2016) Demonstrates Green Management of Organizational culture to be implemented to increase employee commitment and awareness toward environment. It is found from the research that organizations appeal to use GHRM practices at a moderate level to encourage pro – environmental behaviour of employees. Findings demonstrates that the practice which has been done to increase employee commitment and environment awareness, green management and green culture, green performance management and appraisal, green recruitment and selection and T&D, green environment and performance while least used as green rewarding and compensation. It is also found that there is a positive correlation between the GHRM and the weakest is green T&D. Results supported the suggestion that there is a positive correlation between the GHRM practices and the environmental performance of the companies.

Rimi (2016) found that banks are not proactive in exploring the opportunities for greening. So, Banking industry needs to concentrate on using its HRM to bring about environment performance.

Mehtab, Atif, Ahmad, Sara and Iqbal (2016) suggest that management organized practices and actions could have a significant influence on environmental sustainability.

Prof. Dr. Uddin and Islam (2015) Proposes the development of a model of GHRM by reviewing the literature on human resource aspects of environmental management. The study argues that green HRM can play a useful role in business in promoting environment related issues by adopting and following the process. It also states that GHRM protect environment, enhance corporate image and employees get awareness about preservation of natural resources.

Lather, Goyal (2015) reveal that employees perceive that top management is committed to environmental management, employees are provided with environmental trainings before their joining or during their job as and when required and companies implement green programs which have an impact on environmental performance.

Mousami, Nilanjan (2015) found that companies have been implementing a number of Green HRM initiatives, However, more serious approach needs to be taken to implement them. Also, to include the green HRM policy into various HRM functions such as recruitment, induction, training and soon and the study also indicate that, employee involvement and participation would play a pivotal role in promoting Green HRM improving organization.

Solomon (2014) revealed that how a supply can chain organization monitor and evaluate their supply chain activities in order to aid environmental sustainability. Research suggest that supply chain involves operational activities and to make these activities environmental friendly it has to be categorized under criteria namely green design, green procurement, green manufacturing, environmental management and green marketing. These criteria which consist of 30 sub criteria are evaluated in order to complete the overall environmentally friendly appraisal of the supply chain department.

E. Jackson, Renwick, J. C. Jabbour, Muller-Camen (2011) concluded by describing opportunities for research at the intersection of strategic HRM and environmental management.

Jose & Jabbour (2011) states that companies that are able to align practices and human resource dimensions with the objectives of environmental management can be successful in the organizational journey towards environmental sustainability. It also verified that environmental issues have not been completely inserted in the traditional practices of human resource management, such as selection and financial remuneration for good environmental performance. So, there is an unbalance between the several human resource practices for environmental management.

Silva & Samaranayak (2010) explains the importance of green workplace environment and its impact on workplace. A green workplace environment benefits different stakeholders of an organization. Reducing resource utilization, maintenance cost, risks and health hazards, absenteeism and turnover can be reduced by the implementation of green workplace environment. Increased in performance of an employee and also reduction of employees health care cost after implementation of green workplace which create safety, hygiene and comfortable environment through green project. Errors, stress got reduced and mental satisfaction, clear mind, job satisfaction improved their concentration and work because of green work environment.

Harris, Linda, Sandy & Toni (2009) focus on how nurses can facilitate “green” hospitals and work toward environmental sustainability. It states that working toward environmental health in the hospital, nurses can promote the health of three interconnected entities: the patient, the worker and the environment. Promoting green initiatives in hospitals became an ethical duty and a part of job description for nurses to address the issues of environmental health.

Renwick & Stuart (2008) reviewed the literature on environmental management (EM) and HRM, and offered a process model and research agenda forward in Green HRM. It is concluded that Green HRM may provide interesting results for all stakeholders in HRM. For employers and practitioners, these may be to establish the usefulness of linking employee involvement and participation in environmental management programmes to improved organizational environmental performance, perhaps via a specific focus on waste management and recycling; for unions and employees, they may help them lobby employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being; and for academics, they may reveal additional data to add an HRM element to the knowledge base on Green Management in general.

FINDINGS

To know the Status of Green HRM Policies and Practices in Indian Manufacturing Sector.

This paper has presented a survey analysis of the status of Green HR Policies and Practices in certain Manufacturing companies existing in India.

For most of the Organisation it is part of Organisations stated goals. Perhaps it is not surprising that, as with previous studies, demonstration of Green HR Policies and Practices is part of Organisations stated goals (Sweety and Gupta 2018).

Small and medium sized companies generally lack resources, the capital, top management support to implement Green HR Policies and Practices.

Large companies have well- established structure and facilities and top management support to implement Green HR Practices which have an impact on environmental performance (Iather, Goyal 2015) and (Anu, Shikha 2011).

GHRM Practices have positive impact on organisational performance of small-scale industries. They need to implement Green HRM Practices if they want to improve their performance (Prathibha and Katyayani 2017).

To Propose areas for future research.

Findings can be extended to study on the issues in further. Academicians and Practitioners can apply this result to their research and business strategies on how to improve sustainable performance and to effectively implement GHRM Practices in Manufacturing Sector.

SUGGESTION

Many manufacturing companies have been implementing a number of Green HRM Policies and Practices. However, more serious approach needs to be taken to improve the effectiveness of the practices. Therefore, it is concluded that

even small and medium sized companies need to give greater importance to greening through HRM feature.

CONCLUSION

This study provides some insights into the implementation of Green HR Policies and Practices by certain manufacturing companies in India which should help HR Practitioners to acquire a better understanding of the current status in implementing of Green HR Practices. The result also showed GHRM Policies and Practices have been practiced to somewhat to a greater extent in manufacturing companies in India.

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