

Recent Trends in Green Human Resource Management

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Abstract

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Green Human Resource Management (GHRM) has emerged as a key strategic approach for organizations to integrate environmental sustainability into their human resource practices. This paper reviews recent literature on the trends, challenges, and benefits of GHRM. The review suggests that organizations are increasingly adopting GHRM practices to enhance their sustainability performance, promote employee engagement, and gain a competitive advantage. However, there are also challenges associated with GHRM implementation, such as lack of top management support, limited employee awareness, and the need for specialized expertise. Authors have made an attempt to explore the gaps in the undertaken research and also tried to cover initiatives taken up by corporate sector, authors also studied Green HRM practices in respective sectors from multidimensional angles, this paper makes an attempt to discuss emerging recent trend in Green HRM spectrum. The paper concludes by discussing future research directions in GHRM.

Keywords: Green HRM, Environmental Sustainability, Challenges, Competitive advantage.

Introduction

As concerns about climate change and environmental degradation grow, organizations are under increasing pressure to integrate sustainability into their operations. One way to do this is through Green Human Resource Management (GHRM), which involves incorporating environmental sustainability into human resource practices. GHRM encompasses a range of activities, such as recruitment and selection, training and development, performance management, and compensation and benefits.

The purpose of this paper is to review recent literature on the trends, challenges, and benefits of GHRM. The paper begins by providing an overview of GHRM and its importance for organizations. It then reviews recent literature on the trends and adoption of GHRM, the challenges associated with

implementing GHRM practices, and the benefits of GHRM for organizations.

Overview of Green HRM

GHRM is a strategic approach that aims to integrate environmental sustainability into human resource practices. GHRM practices are designed to promote the adoption of environmentally responsible behaviors by employees and enhance the organization's sustainability performance. GHRM practices can also help organizations attract and retain environmentally conscious employees, promote employee engagement, and foster a culture of sustainability.

Literature Review

GHRM is a relatively new concept that has emerged from the intersection of environmental sustainability

and HRM practices. It involves the integration of environmental considerations into HRM practices such as recruitment, selection, training, performance management, compensation, and employee engagement. GHRM aims to promote environmental sustainability by ensuring that employees are aware of and committed to environmental goals and by encouraging them to adopt environmentally friendly behaviors both inside and outside the workplace (Gupta & Sharma, 2020).

Several studies have investigated the impact of GHRM on organizational performance. For instance, Agarwal and Singh (2019) conducted a study on Indian companies and found that the adoption of GHRM practices was positively related to the economic and environmental performance of the organization. Similarly, Jabbour et al. (2019) found a positive relationship between GHRM practices and the financial and environmental performance of Brazilian companies. These findings suggest that GHRM can enhance both the financial and environmental performance of an organization.

The implementation of GHRM practices involves a range of activities such as environmental training, employee involvement in environmental decision-making, and the adoption of environmentally friendly technologies. Several studies have investigated the various GHRM practices that organizations can adopt. For instance, Renwick et al. (2013) identified five key GHRM practices: green recruitment and selection, green training and development, green performance management, green compensation and benefits, and green employee relations. Similarly, Dhiman and Kaur (2020) identified four GHRM practices: green job design, green recruitment and selection, green training and development, and green employee involvement.

Mamta Arora and Arpita Kaul (2020) Found that green human resource management (GHRM) practices in 16 Indian companies belonging to 4 sectors: information technology (IT) services,

banking/finance, consultancy and engineering/technology. It has been found that all the IT/IT services sector companies and all the consulting firms included in this study are aware of the term green HRM while in the banking/finance sector, only 75% of the companies are aware of green HRM and follow certain green HRM practices. In the engineering/technology sector, 80% of the companies are aware of the term green HRM and employ certain green HRM practices.

Despite the potential benefits of GHRM, its implementation can be challenging due to various barriers. For instance, a lack of awareness and understanding of environmental issues among employees and management, a lack of financial resources, and a lack of government support are some of the common barriers to GHRM implementation (Gupta & Sharma, 2020). Additionally, resistance from employees and stakeholders who are not committed to environmental goals can also be a barrier to GHRM implementation.

Empirical studies have found that GHRM practices can lead to positive outcomes such as improved organisational performance, employee motivation and environmental sustainability. For example a study by Geng, Long, Chen, Chen (2014) found that GHRM practices can lead to reduced energy consumption and waste generation and increased employee job satisfaction and environmental awareness.

GHRM has been linked to organizational performance and competitiveness. For instance, Zhu et al. (2018) found that GHRM practices such as green training, green recruitment, and green incentives positively affect organizational innovation and competitive advantage. Similarly, Varsei and Danaee (2016) found that GHRM practices such as green recruitment and selection, green training and development, and green performance appraisal positively affect organizational performance.

However, some studies have also highlighted the challenges and limitations of GHRM. For example, Jabbour et al. (2013) found that the adoption of GHRM practices is limited by organizational culture, lack of top management support, and lack of environmental awareness among employees. Similarly, Hassan et al. (2017) argued that the effectiveness of GHRM practices depends on the regulatory environment, market pressures, and organizational resources.

In conclusion, the literature on GHRM suggests that this concept can bring benefits for both organizations and the environment by promoting environmentally sustainable practices, enhancing employee engagement and commitment, and improving organizational performance and competitiveness. However, the adoption of GHRM practices is not without challenges and limitations, and further research is needed to better understand the factors that influence the effectiveness of GHRM practices in different organizational contexts.

Green HR Practices in Selected Companies

Wipro Limited: Wipro Limited is an Indian multinational corporation that provides information technology, consulting, and business process services. The company has implemented various GHRM practices, such as promoting eco-friendly transportation options for employees, reducing paper usage, and implementing energy-efficient technologies in its facilities. Wipro has also established an Environmental Management System (EMS) to monitor and improve its environmental performance.

Infosys Limited: Infosys is another Indian multinational corporation that provides software development, maintenance, and independent validation services. The company has implemented various GHRM practices, such as promoting energy conservation and waste reduction, using renewable energy sources, and encouraging employees to

use public transportation or carpool to reduce carbon emissions. Infosys has also implemented an EMS to monitor and improve its environmental performance.

Tata Motors Limited: Tata Motors is an Indian multinational automotive manufacturing company. The company has implemented various GHRM practices, such as promoting energy conservation, reducing water usage, and recycling waste materials. Tata Motors has also implemented an EMS to monitor and improve its environmental performance.

Mahindra & Mahindra Limited: Mahindra & Mahindra is an Indian multinational automobile manufacturing corporation. The company has implemented various GHRM practices, such as promoting eco-friendly transportation options for employees, reducing energy usage, and implementing renewable energy technologies in its facilities. Mahindra & Mahindra has also established an EMS to monitor and improve its environmental performance.

Trends and Adoption of GHRM

There is growing evidence that organizations are increasingly adopting GHRM practices. A study by Gupta and Sharma (2021) found that GHRM practices are becoming more prevalent in organizations, with a particular focus on recruitment and selection, training and development, and performance management. The study also found that larger organizations are more likely to adopt GHRM practices than smaller organizations.

Another trend in GHRM adoption is the increasing focus on employee engagement. A study by Zhang et al. (2021) found that GHRM practices that focus on employee engagement, such as employee participation in sustainability initiatives, are positively associated with organizational sustainability performance.

Challenges of GHRM Implementation

Despite the benefits of GHRM, there are also challenges associated with its implementation. One challenge is the lack of top management support. A study by Bals et al. (2021) found that the success of GHRM implementation is highly dependent on top management support and commitment. Without top management support, GHRM practices may not be prioritized or adequately resourced.

Another challenge is limited employee awareness of environmental issues. A study by Zhou et al. (2021) found that employees awareness of environmental issues is a key factor in the adoption of GHRM practices. Lack of employee awareness can lead to resistance to change and difficulty in implementing GHRM practices.

Finally, the implementation of GHRM practices may require specialized expertise that is not readily available within organizations. A study by Kianto et al. (2021) found that organizations that lack specialized expertise in sustainability may struggle to implement GHRM practices effectively.

Benefits of GHRM for Organizations

Despite the challenges, there are several benefits of GHRM for organizations. One benefit is improved sustainability performance. A study by Azizi et al. (2021) found that GHRM practices positively affect organizational sustainability performance. Another benefit is the attraction and retention of environmentally conscious employees. A study by Bocken et al. (2021) found that GHRM practices.

There are several benefits of implementing GHRM practices in the workplace, including: Improved Corporate Social Responsibility: By implementing sustainable practices in the workplace, organizations can improve their reputation as responsible corporate citizens.

Reduced Costs: Implementing GHRM practices can help organizations reduce their energy and resource usage, resulting in cost savings.

Increased Employee Engagement: GHRM practices can increase employee engagement and job satisfaction by providing opportunities for employees to contribute to environmental sustainability.

Improved Regulatory Compliance: By implementing GHRM practices, organizations can comply with environmental regulations and avoid potential legal consequences.

Conclusion

By way of implementing and incorporating GHRM practices, organizations can improve their corporate social responsibility, reduce costs, increase employee engagement, and improve regulatory compliance. The implementation of GHRM requires a comprehensive strategy that involves the entire organization, including policies, training, and performance evaluations. sustainable future. GHRM is an emerging concept that has the potential to enhance both the financial and environmental performance of an organization. However, the implementation of GHRM can be challenging due to various barriers. To overcome these barriers, organizations need to create awareness and commitment to environmental goals among employees and stakeholders and allocate financial and other resources to GHRM practices.

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