

The Role of Leadership in Driving Green HRM Initiative and Fostering an Environmentally Conscious Culture

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Abstract: Environmentally responsible human resource practices are the holy grail of the Green HRM movement, which aims to save the planet from impending ecological disasters. Sustainability in the environment is quickly gaining popularity. Using the direct interaction with workers, "green HR" aims to promote sustainable practices and increase employee awareness and commitments to the sustainability challenge. Organizations have benefited from eco-friendly HR initiatives such as electronic filing, car sharing, job sharing, teleconferencing, virtual interviews, recycling, telecommuting, online training, energy efficient office spaces, etc., which have helped employees engage more, save money, and work for the company longer. Implementing Green HRM may improve efficiency, which in turn may save operational expenditures, and it will also assist experts in the sector better fulfill their Corporate Social Responsibility. Employers and manufacturers may reap many rewards by embracing Green HRM. These include enhancing public impression of the organization and its goods, adopting ISO14000 standards, and conducting rigorous environmental audits. People in society and in the workforce will start to pay more attention to how natural resources are being used economically. The purpose of this study is to examine innovative environmentally conscious approaches to green HR practices and to draw attention to the importance of green HRM in polluting sectors.

Keywords: Green HRM, Environmental friendly solutions, Protective Environment, Natural Resources.

Introduction

In today's world, when news reports repeatedly highlight the dire situation of Earth's natural resources as a result of their overexploitation by corporations and other profit-driven organizations, green HRM has become an absolute need. The severity of the ecological imbalance crisis has sparked a debate among scientists and activists. When we talk about "green human resources," we're referring to a strategy that uses every interaction with employees to promote sustainability awareness and responsible actions. Lee characterized "green management" as a method by which companies may improve the organization of their environmental management strategies in order to preserve and monitor different aspects of the environment[1].

To ensure environmental stability, the HR function will lead the way in aligning the company's policies and processes with sustainability targets that show an eco-focus. A "green HR" policy is one that promotes ethical and sustainable resource management practices inside an organization. Sustainability efforts in HRM are a subset of CSR activities in general[2]. Green HR initiatives help companies increase efficiency, decrease costs, boost engagement and retention, and improve energy efficiency in the workplace. These initiatives include electronic filing, car sharing, job sharing, teleconferencing, online training, recycling, and energy efficient office spaces[3]. The present crop of human resource managers has a responsibility to teach the next generation concerning the Green HRM movement, the Green Movement, which is responsible use of materials, and the significance of corporations in maintaining a wholesome ecosystem and natural resources for future generations. Scientists and meteorologists have long forewarned that tidal surges and other

environmental changes are signs of the imminent disaster that is global warming, so it's clear that our world is changing[4]. Changing our ways of being and making deliberate actions to alleviate environmental problems should be our top priorities right now. Sustainable development organizations are preparing to thoroughly review working instruments with different divisions to establish strategies that support and care for the environment, in light of the compelling need for quick action. The findings of this study may pave the way for Green HRM, or Human Resource Management with an Eco-Focused Focus, to become more popular in the HR sector. "Green HRM" was coined by Wehrm Eyer in 1996. Some of the green projects that will be analyzed by Green HRM include paperless workplaces, electronic filing, teleconferencing, reprocessing, ridesharing, virtual meetings, e-learning, and virtual meetings[5]. An innovative approach to HRM, "green HRM" is now standard practice. To both the theoretical and practical applications of HRM, it offers a new perspective. Environmental sustainability has four significant effects on HRM[6].

The creation of broadly accepted environmental standards and the increasing environmental consciousness on a worldwide scale are the main reasons behind this. Businesses are required to have documented environmental policies in order to comply with requirements. Several publications under the board's purview have addressed environmentally conscious accounting, marketing, retailing, and administrative practices[7]. A fresh strategy for HRM, dubbed "Green HR," is needed to include eco-friendly management practices. A large number of professionals are committed to raising awareness about green HRM[8].

"Green management" is the process by which firms tackle environmental challenges by establishing an administrative structure that focuses on environmental practices. This should be a priority in human resource management due to the reasons given. This highlights the need for aggressive environmental administration. Nevertheless, this might be accomplished with the assistance of staff members. Participation and feedback from representatives are crucial to the success of the Green HRM concept[9]. We need to make Green HRM a part of our everyday life since studies have shown that when workers are on board with environmental management systems, it shows in their personal attitudes and actions as well. The ever-evolving devastation of natural ecosystems due to human intervention necessitated the proposal of sustainable development. So, it's now a top priority on a worldwide scale to save native ecosystems and make sure human assets can last[10].

Because of this, it is even more important to reconsider the current methods used to complete projects. An economic strategy based on the ideas of significant value and social responsibility-based management may be established by following the sustainable development paradigm, which aims to accomplish financial objectives while also respecting widely held social and environmental values[11].

"Green HRM" is an umbrella term for a set of initiatives that utilize HRM rules to promote environmentally responsible resource utilization inside corporations. Recruiting, onboarding, performance evaluations, growth opportunities, remuneration, and general administration of benefits and compensation are just a few areas where green HRM efforts may help a firm reduce its carbon footprint[12]. This indicates that these occurrences are contingent upon the company-wide implementation of green HRM. By using these tactics, we may potentially boost employee morale, attitude, and behavior toward the organization[13].

Green HRM takes a different tack, describing an approach to human resource management that is less taxing on the planet. Using environmentally safe manufacturing processes and ensuring their products and services are safe for the world are essential for any business that intends to be there for the long haul[14].

The term "Green HRM" may now be used to explain how HR policies and procedures support the company's goal of environmental responsibility. Employees are encouraged to switch off gadgets when not in use, participate in e-training and meetings instead of in-person sessions, and conduct interviews by video conferencing instead of paper interviews as part of green HRM practices. A company's short- and long-term performance may benefit from environmentally friendly human resource practices that help employees increase their knowledge capital[15].

Amidst this context, this study aims to critically examine the many green HRM practices that organizations have implemented and the obstacles they have encountered in doing so, drawing on the current theoretical and empirical research in this area. Furthermore, it delves into the green HRM strategies used by a few of Indian hospitality firms[3][7].

Green Recruitment

A "green recruit" is a new hire who is conversant with conservation terminology and has knowledge of environmental systems and sustainable practices. To ensure successful environmental management within a business, green recruiting ensures that new talent is conversant with green practices and the environmental system. Firms are known to boost their recruitment efforts in order to compete for the most creative and imaginative workers. Hiring excellent staff is a critical task in this talent war, and firms also realize that being an employer is a great way to attract fresh talent. Google is only one of several corporations that has gone green in its hiring practices; Timberland is another, and sure, there are more. Although there is no universally accepted definition of "green recruitment," it is generally understood to be an approach to hiring that reduces or eliminates paper use[8]. Online application forms, online interviews, or telephonic interviews are all part of the paperless recruiting process that aims to reduce paper waste and gasoline consumption associated with interview travel. Reduced environmental deterioration is a result of these methods..

Green Performance Management

Throughout the year, an administrator and a representative engage in a continuous method of communication known as "execution the executives," with the goal of accomplishing the association's primary objectives. Concerns related to the association's methods and environmental duties are a part of green execution by executives. Improving the quality and assessment of environmental displays is possible via the mix of environmental administration into executing the board framework[8]. It acts as a barrier to protect environmental management from damage. The green execution board connects the executives' green anticipated set of duties to their actual green executions.

Employee Participation in Green HR Practices

The people who work for any given organization bring a wide range of experiences, perspectives, and personalities to the table. As a result, the ways in which these people go about their daily lives have varying impacts on the natural world. In all areas of life, some people followed methods that degrade the environment, while others followed practices that were good for the planet. When it comes to developing better environmental strategies, it's important to acknowledge that workers who are enthusiastic and actively participate in environmental management fundamentals may make a big difference. By advocating human resource policies that provide more appealing or satisfying chances for improvement in relation to waste reduction, employers may give their employees a sense of agency and encourage them to embrace certain environmental management fundamentals. Value, awareness, and real value acknowledged by customers significantly impact employee involvement[9]. The examples help bring attention to those instances where alternatives for employee engagement are made during the structuring of environmental work in a business

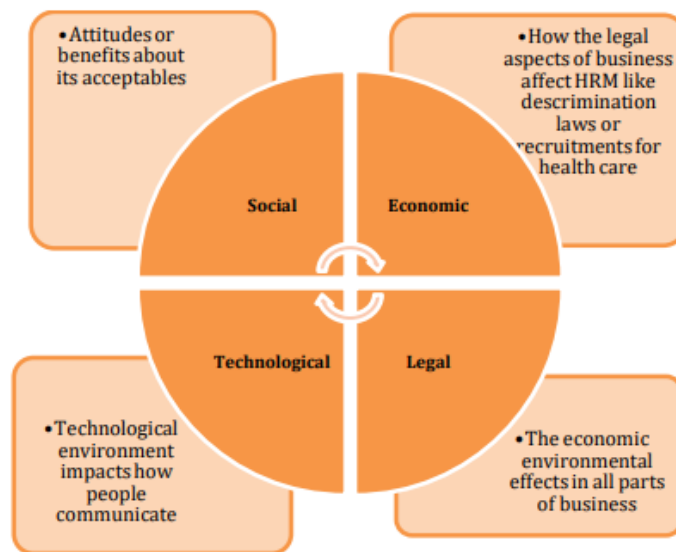


Figure 1: Importance of green HRM for organizations (Source: Al-Hajri 2020, p.30)

POPULAR GREEN HRM PRACTICES

In this work, a discussion has been conducted on some popular green human resource management techniques that are usually used by firms in order to promote environmental sustainability at the company level. These include the following:

Recruiting and selecting environmentalists: A process that might be classified as "green recruitment" is the process of employing people who possess the knowledge, skills, methods, and behaviors that are compatible with the environmental management systems that are in place within a business. With the aid of recruitment techniques, effective environmental management may be established. This is accomplished by ensuring that new employees are aware with the environmental culture of the firm and are able to uphold its environmental ideals. Green employers' interest in reaching environmental objectives and how prospective job seekers see them on the dimensions of sustainability as they claim is another aspect of green recruitment, selection, and employment analysis. Green employers are interested in attaining environmental goals. These practices include, but are not limited to, the incorporation of environmentally friendly job descriptions, eco-friendly locations, paperless interviews, and other similar practices into their recruiting portfolio. Additionally, new hires are made aware of the environmental policies and adherence of the firm at the beginning of their employment, among other activities. There is a common practice of include environmental elements and green capabilities as components of job specifications.

Green Performance Appraisal: The incorporation of environmental performance into performance management systems by human resource managers has the potential to protect environment management from any potential harm. In order to get valuable information on environmental performance, it is possible to install environmental performance standards throughout a whole corporation, as well as green information systems and audits. It is generally agreed that performance evaluation is the most essential component of performance management. Providing workers with helpful feedback and supporting continual improvements in the environmental result of the company are two of the benefits that an efficient performance assessment system offers.

Green Training, Development, and Orientation: Green training and development programs help to educate employees of the organization in spreading awareness about green practices in the industry. These programs also facilitate the training of employees in work methods that are suitable for the conservation of energy and the reduction of wastages of scarce resources. Additionally, this will offer the workers with the chance to participate in the resolution of environmental issues and the development of innovative approaches to the reduction of environmental pollutants and dangers in the workplace,

particularly in the chemical, pharmaceutical, industrial, and service sectors such as hotels and hospitals. The purpose of the orientation and induction program in these types of sectors is to acquaint new employees with the greening initiatives of the company and to provide them with modules that will assist them in establishing green citizenship behaviors in the future.

Green Compensation and Reward: The efficacy of green incentives and compensation may be shown most clearly in the case of businesses that are engaged in sectors that produce a significant amount of pollution. Businesses with an eco-friendly atmosphere contribute more than businesses that are not environmentally friendly. Companies that make use of green incentives and compensation mechanisms have the potential to achieve higher success in the long run in terms of pollution control. It is possible for managers to encourage environmentally conscious behaviors among their staff members by implementing a green remuneration scheme. Green incentives consist of a variety of workplace and lifestyle advantages, which may vary from carbon credit offsets to the distribution of free bicycles to staff. The purpose of these benefits is to encourage employees to participate in the green agenda of the business while having the opportunity to make a contribution.

Green Relations with workers: It is apparent that individual empowerment has a beneficial impact on productivity and performance, and it also strengthens the workers' capacity to exercise self-control, think independently, and solve problems. It is possible to widen the scope of employee relations inside the organization by inviting proposals from workers at all levels, from the top to the lowest. This will allow employees within the organization to have the chance to offer something to the firm. In addition to generating new ideas for environmentally friendly behaviors, this approach contributes to the creation of a wider awareness on green concerns. In order to encourage their workers and their families to participate in local environmental projects, businesses often provide financial assistance in the form of grants. When managers demonstrate supportive behaviors toward their workers, it encourages those employees to provide potential solutions to environmental issues. Other practices that should be included in relation to this effort include the publication of rules of conduct that are associated with the greening of workplaces and the development of a progressive disciplinary system to penalize workers who breach the norms of green conduct inside the workplace.

Green Building: It has become a phenomena that is establishing trends that businesses all over the globe are notably choosing for green building as their workplaces and offices instead of regular buildings. This is a phenomenon that has grown very popular in recent years. Buildings that are environmentally friendly produce less waste by reducing the amount of natural resources that are used in their development.

Environmentally Responsible Welfare Practices: In many companies today, the notion of health, safety, and welfare of workers has been renamed to health, safety, and environmental management. This transformation has occurred in many businesses. Ongoing efforts are being made by the management of these firms to lessen the prevalence of stress-related occupational diseases and hazards in the workplace.

In a paperless office, the use of paper is either limited or removed entirely. This is accomplished by transforming crucial official documents and other paperwork into automated processes. Paperless offices are becoming more popular in the workplace. Even only a few years ago, the majority of office work was handled on paper. However, as a result of the creation and growth of information technology, the amount of paper that is used has decreased. The majority of businesses have been transformed into paperless offices in recent years as a result of the proliferation of online business and educational opportunities.

For the sake of energy conservation, human resource managers of firms often organize campaigns in which they request that workers switch off electronic devices such as computers, televisions, lights, and other electronic devices while they are not being used. Solar lights are put in businesses in order to make use of renewable energy from a hundred percent. Car sharing and greater usage of public transportation are two aspects of travel that are emphasized by some corporations as part of their travel strategy in order to reduce energy consumption.

The process of transforming wasted materials (trash) into new and valuable goods is referred to as recycling. Recycling is a procedure that is used to recycle garbage. Through the use of this technique, the utilization of raw materials that would

have otherwise been accessible for the development of new goods is reduced. As a result, this technique has the potential to save a significant amount of energy, reduce the amount of trash that is tossed into the garbage cans, and ultimately result in the creation of an environment that is greener, cleaner, and more breathable.

The moderating role of employees' green work climate perceptions

The capacity to carry out the duties assigned to an employee is the yardstick by which their performance is evaluated; hence, employers are not hesitant to require, oversee, and compensate employees based on this performance. Also, we state that unlike opinions of EGP, which moderate the relationship between GHRM and EP, views of a green work environment moderate the link in a unique manner. This research aims to support the idea that organizational imperative norms shape how people perceive their company's green work climate, and that these norms in turn affect how green HRM and environmental good practices relate to environmental governance. The most important reason being that when employees are carrying out tasks that have been defined by the company, the rules of command must be quite clear. The attitudes of colleagues about the green work environment, which represent the descriptive norms of the workplace, would moderate the link between GHRM and EP in respect to EGP, we assume. In this case, the descriptive norms of what colleagues often observe should be more prominent, and they should impact a wider variety of potential EGP levels.

Flexible work arrangements

Increasing the extent of economic reduction is one of the factors that is contributing to the expansion of industrialization. It is necessary for the company to instill a feeling of awareness among its staff members about the need of protecting the environment and controlling environmental standards. This is because of the reason stated above. In order to achieve this goal, a corporation must implement environmentally friendly policies and standards on a global scale, such as ISO 14000 and ISO 45,000. It is necessary for the majority of the organization to modify the structure of management of the human resource in order to effectively execute a sustainable idea. GHRM has been given support and awareness by researchers who have indicated the requirement of adopting and properly implementing green practices with a specific aim of the function of an organization that has some special strength regarded with HRM practices. This has led to the growth of GHRM.

Career development opportunities

Opportunities that are associated with the growth of a career are those that enable people to achieve greater levels of professionalism in areas such as continuing their education, expanding their network, or advancing their skills. This may often result in the acquisition of employment that have significant seniority or leadership duties, and as a consequence, the yearly income will increase as a consequence of this fact. That being said, it is of the utmost importance to make the most of the possibilities that present themselves in the process of developing a profession for a variety of reasons. Initiation, planning, decision-making, exploration, and implementation are some of the significant processes that are necessary for successful carrier prospects. Other steps include exploration and execution. When it comes to providing assistance for their employees' career chances, managers should not minimize the importance of doing so. Should they do so, the threats of recognizing morale by experienced workers will give the impression that they are not valued enough.

Environmental management systems

When we speak about GHRM practices, we mean that we encourage all employees to communicate with management about green practices, that we try to improve workers' awareness of sustainability issues and their dedication to addressing them, and that we use this information to implement green practices. An important part of any company's mission statement should be its commitment to creating a green environment, and here is where human resources come into play. Workers should be able to handle certain use patterns in their personal life if a sustainable workplace is to promote environmentally responsible behavior among its employees. Green HRM aims to educate employees on the complexity of environmental management as its principal goal. Included in this is understanding what kinds of tasks are

necessary, how the system works, and, finally, how it aids in environmental preservation. Employees get motivation and self-esteem from the events, and they feel good about themselves for being a part of the sustainable program..



Figure 2: Green Human Resource Management Model

Positive impact on the environment and society

Human resource management practices that are less harmful to the environment might have positive effects on both. Following these procedures to the letter will help the organization increase its sustainability and decrease its carbon impact. Human resource management practices that prioritize environmental sustainability may boost retention rates by giving employees a reason to come to work each day and a sense of impact they can see in the world. Because they are being recognized for their contributions to the firm's sustainability, employees may be motivated to stay for a longer duration with this mentality. Furthermore, by demonstrating a commitment to sustainability, green HRM practices may boost the company's reputation. That can lead to an increase in both new and returning consumers. Finally, green HRM practices may help build a more sustainable company, which can benefit the company and its employees in the long run. Green human resource management practices are good for the planet and for people. Businesses may lessen their impact on the environment by cutting down on resource use, pollution, and carbon emissions by switching to more eco-friendly procedures. More output, higher levels of employee engagement, and overall efficacy might result from this. A company's proactive measures to protect the environment may help make employees feel valued and invested in their job. Staff retention might improve as a result of this. The company's future success depends on the adoption of environmentally friendly human resource management techniques.

Conclusion

This research set out to answer the question, "How can green human resource management strategies encourage employees to do their part in creating a green workplace?" by examining the potential benefits of such approaches. Each of these measures taken by companies with the ability to significantly reduce their impact on the environment is part of green HRM. This can only be achieved if the company adopts and successfully applies green HR practices. That includes green HR practices such as eco-conscious hiring, an emphasis on long-term sustainability, eco-friendly performance reviews, eco-friendly professional development, and eco-friendly compensation and benefit administration. Several studies have found that when businesses start using green HRM practices, it makes people feel more connected to the company, which in turn improves their behavior and attitudes both on and off the job. Organizational credibility and sustainability are boosted by eco-friendly HR practices. Because of this, the employees care more about preserving natural resources, help with pollution control and waste management, and make or provide products and services that are beneficial for the environment.

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