



## Green HRM Move towards Corporate Social Responsibility: Review of Green HR Culture in Organizations and its Challenges

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**Abstract**—“Gaia” or ‘Mother Earth’ is a system in which all living things and non-living things keep sustaining with the influence of each other. With global economic competency and technological growth we can also see its direct and indirect impact on ecosystem. Industries are the important segments of any nation which not only contribute in economic well being but also towards corporate social responsibility through various community service projects and employment and retention of human capital. Now –a-days since 90’s with increasing green awareness many organizations are integrating green human resource practices as a step for decreasing number of carbon foot prints of each employee and active participation of all the pillars of an organization towards sustainable development. This research paper is basically a review of previous researches on GHRM and its role in corporate social responsibility. This research paper studies the role of HR in integrating GHRM in an organization, various methods of GHRM, benefits of GHRM and challenges while actually implementing GHRM practices among employee. This research paper reviews the current scenario of GHRM and suggests some future work to be done in this field.

**Keywords**— Green Human Resource Management, Corporate Social Responsibility, Sustainable Development, Carbon Footprints, Retention, Integration.

### I. Introduction:

An era of globalization, modernization and privatization has made a widespread impact on social, personal, economic, political and environmental aspects of human being. Each new decade carries a new challenge for sustainability of human, businesses and other such existing organizations. Sustainability is a development, “That meets the needs of the present without compromising the ability of future generations to meet their needs” [16]. The word sustainability appeared first time in “Related to our common future” the most discussed document which was elaborated for the United Nations with the purpose of creating awareness about the relationship between industrial organizational growth and

environmental issues. In 21<sup>st</sup> century many industries are flourishing in economic aspect but at the same time tackling environmental challenges like global warming, soil erosion, toxic waste management, as a pillar of societal well being. The main challenge in any organisation is to sustain organizational resources and utilizing human resources to comply with social responsibility in terms of satisfying needs and expectations of organizations, employees and consumers. Human resource management is a known concept for any management researcher. Human resources management mainly deals with the management of people within organizations focusing on policies like employee recruitment, training and development, performance appraisal and reward-management. Human resource management plays a vital role in corporate social responsibility though CSR is the collective efforts of all the parts of an organization. HR Department can be a strong medium for performing corporate social responsibility as the main objective of human resources is to fulfill the goals and achieve the success through its human capital.

CSR is an initiative which includes sustainable development into companies’ policies. It can create a positive social, economic and environmental surrounding. Corporate social responsibility is a platform to create a unique image of your product, establishing your product as a consumer friendly brand and maintaining trustworthiness for your aims towards social well being. Now a days due to rising environmental issues “Go Green” is a motto for consumers and even investors also, While making buying decisions or investment related decision consumers and investors both gives importance to organization’s contribution in charitable programmers behavior during any epidemic or survival of nature. While performing its corporate social responsibility HRM is exploring new techniques in its functions and practices. Green Human Resources Management is such a new practice in the field of HRM, which is widely getting popularity since last few decades. Green Human Resources Management is basically work towards lessen the number of carbon footprints in daily functioning of an organization GHRM mainly deals with integrating such

HR practices which can promote nature conservation approach and at the same time sustaining its organizational knowledge base in the form of human resources. In this research paper we mainly focus on despite the competition for survival in the market, multilingual, multicultural environment in an organization how GHRM can practice eco-friendly policies and integrate green living as a part of employees.

## II.OBJECTIVES

- To Study the need of Green Human Resources Management in an organization.
- To understand the role of human resource department in implementing GHRM in organization.
- To study the initiatives of Green Human Resources Management as a tool to fulfill corporate social responsibility.
- To study the various GHRM practices implemented by HR department of organization.
- To study the benefits of GHRM and Challenges in implementing GHRM practices in organization.

## III.RESEARCH METHODOLOGY

This study is basically descriptive and conceptual in nature so only secondary data has been used in it. The secondary data includes previous research papers, journals, literature available on academic websites etc.

## III.LITERATURE REVIEW

United Nation Environment Programs Frontiers report of 2016:

It has integrated various ecological challenges existing at national and world community which are threatening the goals of sustainability on a wider perspective. Sustainability as a principle could be effectively used to prevent human and natural resources UNEP emphasizes mainly on global warming, Air, Water and Noise Pollution, Toxic and Solid waste management, Soil erosion, Genetic engineering etc.

According to Wikipedia we can save environment with the joint efforts of humans on individual, organizational and community sphere.

In the era of industrialization awareness about the green movement is increasing in all aspects of life. While discussing the environmental issues term carbon footprints is gaining importance as a measurement of carbon emission. The carbon footprint is a part of broader concept of ecological footprint. A concept of ecological footprint is introduced in 1990's by ecologists of Canadian origin William Rees and Swiss-born regional planner Mathis Wackernagel. Carbon footprint is the measurement which is basically taken in consideration while implementing Green Human Resource Management practices. Carbon footprint is the amount of carbon dioxide (CO<sub>2</sub>) emission related to various functions of an individual organization, community place or nation. Carbon footprints are made up of direct CO<sub>2</sub> emission associated with activities like fossil is used in manufacturing, production, vehicle use

etc. In modern technology oriented lifestyle most of the carbon footprints are mainly the influential part of a person's carbon footprints so we can see through various previous literature that GHRM emphasizes on reducing carbon footprints in its organization framework and generate the work culture, human capital which nurtures the values to contribute in reducing carbon footprints and sustainable development.[22]

Corporate social responsibility as a part of HRM:

HRM is considered to be subset of corporate social responsibility. HRM practices concentrates basically on sustaining its knowledge base to serve CRS and implementing practices to integrate CSR in an organization.

In previous literature we can see the detailed description of HRM practices which can be transformed into Green practices as a part of GHRM.

According to (Pickelsetal 1999) the role of Human Resource Department should be strategic instead of operational means aligning the HR practices and functions with the strategic needs of the organization. The vital function of HRM is to bind the efficient knowledge capital management in organization and behave as a mediator between management and the human resource to utilize its human capital for accomplishment of targets of organization and benefits in terms of societal satisfaction (Personnel standards lead body, 1993).[20]

- The role of HRM in CCR: strategic partnership or operational support

(Harsha sarvaiya, Gabriel Eweje and Jim Arrowsmith, *Journal of Business Ethics*) [1]

While performing task related to CSR organizational strategies mainly needs rising employee contribution and transforming policies in organization to integrate new cultures the role of HRM in forming new policies and its implementation plays a vital role. [1]

- Discussion paper series: Green HRM: A review process model, and Research Agenda.

(Dr.Douglas Renwick, University of Sheffield Management School, Professor Tom Redam, University of Durham Business School, Dr.Stualrt Magullte, University of Sheffield Management School)

In this research paper there is description of how core HR practices are transformed into GHRM practices.

In GHRM recruitment, performance and management appraisal, training and development, employee relations, pay and rewards and exit all these HR practices are integrated into satisfying GHRM as a goal of CSR in organization. This research inculcates an idea of organization citizenship behavior for training and motivating employee for green behavior in personal sphere and organization sphere also. In future GHRM can be used by employer, employee and employee union and academics also for the well being of owners, employee and society. Through GHRM employers can associate contribution and active performance of employee in ecological well being functions to develop organization's green awareness and ultimately serve its CSR. Employers can increase employee contribution through resource recycling. Employee unions can use GHRM for employee's overall well being. GHRM can focus on sustainability of knowledge capital in organization. [2]

- Green work life balance: A new perspective for Green HRM Viola Muster, VLF Schrader (May 1<sup>st</sup>, 2011)  
(*German Journal of Human Resource Management: Zeitschrift for personal for schang*) [3]

This research article suggests that Green HRM can be successfully implemented if we take into account the personal and organizational life of employee. The main challenge while implementing GHRM is that employee behavior is not influenced only by his professional practices but also by factors in his/her personal life and sometimes employee feels reluctant to integrate professional GHRM practices in his/her personal life also. To create an equilibrium between professional life and personal life while performing GHRM and serving CSR it is important to nurture environmental awareness among employees at each HRM practice is a big challenge which can be completed through creating job retention, job appraisal and work motivation techniques among employees. [3]

- Why Examining Adoption Factors, HR Role and Attitude towards using E-HRM is the start off in Determining the successfulness of Green HRM:  
(*Yusliza M. Yusoff, T. Ramayahand Nur Zaliyan Othman, University Sains Malaysia, Penang, Malaysia Journal of Advanced Management Science*) [4]

This research widens the scope of GHRM. According to the findings of this research article Green HRM is not only related to environmental issues but actually GHRM are the policies and practices combined with the three important sustainability marks environment, social and economic equilibrium. It also focuses on the importance of electronic HRM to implement GHRM in organization through the use of E-HRM practices in other words automation by using technology managers can efficiently promote GHRM's main factor sustainability in organization as it decreases the environmental, social and economic stress on resources. E-HRM practices helps in deducting ecological waste by decreasing the number of stationary use in manual working, reducing social waste in form of reducing time for manual task of document arrangement etc. related to knowledge capital of organization and reducing economical waste like reducing organization cost factor with the help of work from home or sharing company vehicles for employee transportation etc. So this research gives insights to integrate E-HRM practices to nurture GHRM in organization and for sustainable development. [4]

- Green HRM: A way to greening the environment:  
(*Deepak Bangwal, Prakash Tiwari Department of Management Studies DIT University, India IOSR Journal of Business and Management*) [5]

This research focuses on how GHRM can boost the morale of the employee which is the main asset of organization. This research also reflects the social implication of GHRM which create added benefit for organization. GHRM creates increased retention rate of knowledge capital. [5]

- Green Human Resources Management: A Review:  
(*Sabzar Ahlmad Peerzadah, Dr.Sabiya Mufti, Dr.Nazir Ah.Nazir (International Journal of Enhanced Research in Management and computer Application)*) [6]

According to this research the study conducted by Hewitt Associates in 2009 that 86% of potential employee prefers to work for an organization which is more active in social and ecological cause. The Chartered Institute of Personnel and Development "A green employer may improve employer branding company image and is a useful way to attract potential employees who have environmental orientation." [6]

- The Effects of corporate social responsibility toward Green human resources management: The initiating role of sustainable environment.  
(*Sadia Cheema, Farheen Javed, Business and Management*) [7]

This research paper emphasizes on theoretical framework while integrating GHRM practices among employee. Ability, motivation, opportunity theory is focused while concentrating on the employee management in GHRM. This theory states that all the practices and policies by the HRM that helps to improve the human resources capital of a firm through enhancing the human capabilities creates a better performance outcomes (Renwick et.al 2013). These outcomes are namely toxic waste management, retention of employee; three aspects of AMO theory are improving the capability of employee by recruiting highly goal oriented staff. Second important aspect is maintaining the level of commitment and motivation of employee through rewards and appraisals. Employee will surely take green initiative if they receive an opportunity to participate in decision making and task competition related activities in GHRM (Renwick et.al 2013).

- Promoting employers pro-environmental behavior through green human resource management practices:  
(*Bilal Bin Saeed, Billal Afsar, Shakir Itafeez, Imran Hhan, Muhammad Tahir, Muhammad Asim Afridi Corporate Social Responsibility and environmental Management*) [8]

This research focuses on contemporary challenges is to integrate ecological sustenance into HRM practices.

- Green HRM: People management commitment to Environment sustainability:  
(*Gill Mandip (WW.ISCA.in) Research Journal of Recent Sciences*) [9]

Green HRM means utilizing each employee to increase rate of ecological sustainability practices and awareness about their responsibility towards environmental issues and ultimately sustainability concept. In go green initiative GHRM or human resource management sustainability is the key for human resources management and knowledge Capital management while coordinating their policies and practices with, the society. In this research it is stated that in GHRM communities, clients and contractors all are equal stakeholders along with employees and shareholders.



- Green HRM: Practices and Strategic Implementation in the Organization

(Susham Rani, Dr.K.Mishra International Journal on Recent and innovation Trends in Computing and Communication) [10]

This research focuses on sustainability concept and CSR as a part of GHRM. Green business practices were defined as those practices which focus on environmental administrator ship and social responsibility. The term sustainability, sustainable development, corporate suitability and CSR are often exchangeable.

Environmental attitudes and behavior as composition of experiences gained in working life and private life sources. (Viola Muster and VLF Schrader 2011)

This paper focuses on green intellectual capital. The optimistic relationship between intellectual capital in green innovation or ecological management and aggressive advantages of organizations. So in green management intellectual capital gets classified into green human capital, green structural capital and green relational capital.

Green organization is an organization which is environmentally aware, with a competitive resource management and sensitive towards its social responsibilities. In the decade of 90's not only economic performance is the measurement parameter for success of company but also related to decreasing number of carbon footprints and ecological, social awareness. [10]

- Strategic GHRM: A proposed model that supports corporate environmental citizenship:

(Suhaimi Sudin 2011. International Conference on Sociality and Economics Development) [11]

This study explains strategic GHRM while managing ecological constructs. Implementation of corporate green management initiatives requires a high level of technical and management skills among employees due to the facts that company will develop innovation focused environmental initiatives and programs that have a significant impact on the sustainable competitive of the firms (Callehbach et.al.1993).[11]

- Corporate Social Responsibility, Industry and Strategy: (Mark Orlitzky, Jie Shen, Industrial and organizational psychology) [12]

This research focuses on challenges while interlinking corporate social responsibility or GHRM to the representative factors of an organization .GHRM meant for green behavior of employees while reforming organizational task like promotions, recruitment, training, rewards and performance appraisal. (Ones and Dilchert 2012). To integrate GHRM oriented behavior or socially responsible HRM is necessary to embed GHRM in organization's strategic intent. But it is a major challenge for GHRM to incorporate with embedded CSR though it can boost performance and morale of company and employee both.[12]

- Green HRM: An organization strategy of greening people:

(Dr.Paral Peshwal International Journal of Applied Research) [13]

This research explains the benefits of GHRM with the help of green initiatives taken by ITC and ONGC group of companies. [13]

### III. ANALYSIS

#### A. Nature of HRM as a core to implement GHRM

People, employee or human capital is the main asset of any organization. Alignment of human efforts with monetary and technological elements can fulfill the goals of an organization. Human resource management is a core factor to implement GHRM in organization which can be understood through its definition, "Human Resource Management is a management function that helps manager's recruit, select, train and develop members for an organization separation of human resources to the end that individual, organizational and societal objectives are accomplished". HRM practices are oriented towards development of both employee and company so by transforming various basic HRM practices into GHRM organization can nurture green behavior among employee and perform its CSR also.

#### B . Human Resource Activities

1. Human Resource Planning
2. Recruitment and Selection
3. Placement and orientation
4. Performance appraisal
5. Counselling
6. Carrere planning
7. Training and Development
8. Job Evaluation
9. Transfer, Promotion and Demotion
10. Job Analysis
11. Job Design

#### C. Green HRM:

Green HRM is a field which came into existence in 1990's when there was start of many go green movements toward environmental issues like pollution, industrial waste management energy consumption etc. Industries or corporate world is the one of pillar for economy of any nation. So go green movement entered into the behavior of organization as an integral part CSR. While performing its ecological responsibilities organization exceed its Human Resource Management department scope to Perform as substance for sustainable development. There are various definitions of GHRM which tries to explain the wide scope of GHRM.

1. GHRM is the integration of environmental management into Human Resource Management" (Ramchandran)
2. Green Human Resource Management is environment friendly HR initiatives leading to better efficiencies,

less cost and heightened employee engagement level". (Anjana Nath).

The main approach of GHRM can be simplified by dividing it into two basic factors and those are:

1. Ecologically sustainable Human Resource practices.
2. Sustainability or retention of knowledge capital of organization.

While integrating sustainability as strategic approach main concern of GHRM is to take initiatives towards reducing carbon footprints of each employee following Green HRM practices can help in decreasing number of carbon footprints of organization.

D. GHRM practices followed by Human Resource management Department at organization.

#### 1. Green Recruitment and selection:

Nowadays potential employee applies for a job with expectation of monetary opportunity driven environment and he/she also gives preference to an organization which is sensitive towards social and environmental cause. To integrate green culture in an organization it is necessary to select and recruit employee who is already aware and concerned about environmental issues. Any organization with motto of people and society should always display its ecological, CSR policies through its official website, Journal, Marketing, Social Media platforms etc. so potential interested employee gets acknowledged about it beforehand. Alignment of technology based recruitment and selection procedure can effectively aid in sustainability of environmental resources which gets harm in traditional way of using stationary paper etc. while conducting interviews. While selecting and recruiting new employee use of online tools is step towards green recruitment. Green recruitment and selection mainly concentrates on green aptitude, awareness towards environmental issues, applying green behavior in private life etc. by future employee.

#### 2. Green Training and Development:

To fulfill the purpose of decreasing carbon footprints and nurturing more eco friendly behavior among new employee it is necessary to form training and development policies which are concerned about environmental issues and sustainable development Green training and Development programme is necessary factor for retention of newly appointed employee as well as higher level executives also.

#### 3. Green Performance Management and Appraisal :

To Fulfill Retention of knowledge capital and sustaining green environment behavior it is most important step to have performance appraisal management based on green parameters performance appraisal evaluated according to the individual performance for environment issues will be motivating factor for employee participating in sustainable development.

#### 4. Green Compensation and reward system:

Compensation and reward policies is the effective strategic approach to transform the behavior of employee. In reward system managers motivate employee by giving rewards for their green performance. Rewards can be monetary or promoting etc.

#### 5. Green Employee Relations:

While operating HRM functions maintaining good relations between employee and employer is the main challenge for any manager. Employee relations can make positive and productive environment to promote the motivation and morale of employee to contribute in green activities. Employee empowerment is the outcome of employee relations management to sustain productive employee relations. There are provision for employee to get participate in decision making and suggestion providing process for green initiative. Employees can suggest new and unique green practices to reduce carbon footprints and retain environmental sustainability. In some cases not only employee but their relatives or family members are also encouraged to contribute in making this eco-friendly culture an integral part of their life through community service. Involvement of employee in decision making process heightens the self esteem of employee and grows the chances of active participation in organization's CSR and green initiative. Positive green employee relationship can come up with problem solutions to solve work related issues and at the same time environmental issues. Employee relations management helps to integrate, employees motive, knowledge, problem solving skills and green policies, green initiatives together.

#### 6. Sustainability:

According to world summit on Social Development 2005 there are three goals of sustainable development viz. economic development, social development and environmental awareness. Sustainable development is a holistic approach towards equilibrium of socio economic processes and ecology sustainability is economic approach for retaining future ecological value by taken into account the organization's economic, social and environmental policies. Sustainability is the base for retention of knowledge capital.

#### F. Corporate Social Responsibility:

India's new companies Act.2013 has introduced Corporate Social Responsibilities. Corporate Social Responsibility is described as self regulation that is part of a corporation's business model and strategic plan. CSR means that a "CSR is a company commitment to operating in an economically, socially and environmentally sustainable manner whilst balancing the interest of diverse stakeholder."

“CSR is the commitment of business to contribute to sustainable economic development by working with employee, their families, the local community and society at large, to improve their lives in ways that are good for business and for development” (World Bank Group).

In today's world business is not only concerned with economic profit or success but it is related to organization's contribution in environmental issues and social causes. Stakeholders are also interested in organizations that fulfill corporate social responsibility. GHRM and corporate social responsibility are interlinked fields. GHRM is a strong move towards corporate social responsibility. HRM is a tool for serving corporate social responsibility as it is full of resources, people and knowledge conservation techniques. Most commonly completed corporate social responsibilities as a part of Green Human Resource Management are decreasing carbon footprints, initiatives towards climate change. CSR is concerned with employee well being so it is related to employee welfare practices also. Corporate social responsibility is sustainable business practices that helps organization in cost saving, developing organization's brand image, meeting customer loyalty, retention of human capital of organization and economic success of organization

Significance of CSR and GHRM is that CSR is stick to utilize its resources in sustainable eco-friendly way so it won't get scarce about resources in future to develop its brand. There are 4 types of CSR namely Ethical Responsibility towards employee, Philanthropic Responsibility like Charity, Environmental Responsibility and Economic Responsibility. Among these 4 types of CSR now-a-days stakeholder, employee and customers are getting more aware about environmental responsibility so the GHRM plays a significant role in serving environmental aspect of CSR.

#### G. Green Initiatives:

To implement GHRM in organization it is necessary to transform its traditional HR practices with green approach at management and employee level both at the same time. Green initiatives are practices which are created considering GHRM as an integral part of corporate social responsibility. Following are some of the green initiatives which are applied by many organizations to fulfill its CSR:

##### 1. Green building:

Green building can help in conservation of construction related ecological resources. Green building initiative provides energy efficiency as well as helps in cost cutting without eliminating human resources.

##### 2. Paper less work:

Automation or electronic digital work environment helps in reducing stress on trees for creation of paper and other stationery. Paperless work culture saves time and increase efficiency of employee.

##### 3. Renewable energy resources:

Nowadays many organizations are opting for use of renewable energy resources like solar energy, use of energy star-rated light, bulbs etc. organizations motivate employee to save energy at work place and in personal life also. Turning off the personal computers, tube lights, fans and other electronic gadgets while no one is using it helps in conservation of energy and money expenditure on energy resources by organization.

##### 4. Recycling the waste initiate the sustainable use of material resources and also helping waste management which is becoming major environmental issue.

##### 5. Job sharing can help in retention of knowledge capital in organization.

##### 6. Teleconferencing, video conferencing and virtual interviews helps in reducing pollution caused by transportation.

##### 7. Vehicle sharing by employee while commuting to office.

##### 8. Online training.

##### 9. Work from home culture.

#### H. Green HRM application:

##### 1. Green HRM is a strong method to serve a corporate social responsibility by undertaking ecological initiatives.

##### 2. It helps in creating organization's positive image and establishing it as a brand.

##### 3. Retention of knowledge capital.

##### 4. Fulfilling purpose of sustainable development.

##### 5. Saving monetary and material resources of organization.

##### 6. Conservation of environmental resources such as energy, water etc.

##### 7. Creating equilibrium between work place and personal life of an employee.

##### 8. Creates green awareness amongst employee and ultimately to boost green entrepreneur concept.

##### 9. Malleable work environment with the use of work from home, telecommunication practices.

#### I. Challenges in implanting GHRM:

##### 1. Recruitment of eligible employee with ecological concern involves a risk factor.

##### 2. Employee may find it is tiresome to apply green practices of work place in their private life.

##### 3. To mould an employee into pro-ecological trait is a main challenging task while forming training and other GHRM practices.



4. It is a stressful role of initiating green practices solely on the part of HR department.
5. Motivational factor which is the core of performance appraisal is not of same structure for each employee.

#### IV. CONCLUSION

In this research of Green Human Resource Management analyzed from the study of pervious research done in this subject we can conclude that GHRM is an effective tool of transforming traditional HR practices into eco friendly practices. As an Important department of any organization Human resource department can play a vital role while serving purpose of corporate social responsibility through means of GHRM practices like Green recruitment, Green selection. Green training and Development, Green performance management and appraisal, Green compensation and reward system Green employee relations are GHRM techniques which integrates Green Culture in each function and employee of an organization. GHRM helps in decreasing number of carbon footprints of employee and nurturing sustainability principle through retention of knowledge capital. Though in this ecologically aware era most of the organizations on the global level are implementing GHRM as company core policy still there are certain major challenges which are hindering the path of HR department while actual integration of GHRM successfully in organization. To maintain equilibrium between personal and working environment of an employee is a major challenge while integrating green culture. To be innovative and creative while transforming traditional HR practices into GHRM is another challenge for HR department. To mould an employee into green entrepreneur, keeping his/her interest intact for the GHRM practices and boosting a morale of an employee through green rewards are actual tasks which are subjective in nature which cannot be generalized for all employee in truly successful manner. After analyzing the previous research in depth we can conclude that most of the financially competent companies are integrating GHRM practices in their daily organizational functions on their own. GHRM helps in creating product image and fulfilling customer's ecological expectations. So the new trend of not only earning profit but contributing in corporate social responsibility is main agenda of HR department while implementing GHRM practices is gaining importance.

#### V. SUGGESTIONS

Even though many organizations are voluntarily accepting Green entrepreneurship and go green motto in their entry to exit functions still there are certain loopholes which can be erased by following suggestions:

- Instead of imitating global GHRM practices without any changes there is need of understanding cross cultural environmental concepts while applying it in local organization.
- GHRM programmes and skills should be updated among HR personnel through organized and systematic training.
- Company's corporate social responsibility and Green human resource management agenda should be reflected in its marketing strategy and on all official platforms.
- Green rewards and green performance appraisal can be monetary sometimes so it can boost employee's motivation.
- Startups and small scale businesses needs to be involved more in numbers for application of green human resource management. Future studies can focus on GHRM approach of startups and small scale businesses.
- Future research work can be done about use of renewable energy resources, recycling of waste, community services as a part of GHRM practices.
- Green performance measurement system can be a major research area in GHRM related future studies.

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