

# Assessment of the Current Scenario of Green Human Resource Management in Indian Organizations.

**K. Greeshma**<sup>1</sup>, UGC-NET JRF Research Scholar, Department of Management Studies,  
Sri Venkateswara University, Tirupati.

&

**Prof. P. Raghunadha Reddy**<sup>2</sup>, Department of Management Studies, Sri Venkateswara University, Tirupati.

## **Abstract:**

*Green HRM is slowly enveloping the corporate entities world over for quite some time. The main purpose of this study is to examine how far Green Human Resource Management practices have been implemented in Indian organizations and to find out the barriers affecting the implementation of Green Human Resource Management. This study is carried out based on the secondary data which is garnered from different sources to make it more meaningful. This paper explains what Green HRM is all about and why it is needed in Indian Organizations? It also focuses on the challenges that Indian Organizations have been facing in the implementation of various Green Human Resource Management practices and also outlines some possible solutions to overcome those challenges. The outcome of this study is expected to help the Indian organizations to transform into sustainable ones.*

**Key Words:** Green HRM, Green HRM Practices, Eco-friendly HRM, Implementation of Green HRM and Green HRM Issues.

## **1. Introduction:**

In Environmental Performance Index (EPI) 2020, India stood at 168th out of 180 countries and additionally recorded low scores on air quality, temperature change mitigation, as per the researchers at Yale and Columbia universities United Nations, who manufacture the biennial record book of national results on a variety of sustainability problems (Mangaluru, Javedkar). Conservation of our surroundings and environment is not an individual responsibility. Each and every citizen of India is entitled to protect and preserve our environment for the welfare of our future generations.

We, as individuals, as a group, as organizations and as an economy take so much from nature for our use and it just cannot be a one-sided affair. As such, in return we all have to do our part in the preservation of our mother nature. In India, an excellent range of international firms are exploiting the country's natural resources as well as water, even though as many states were reeling under severe drought. Indian companies have to take actions for sustainable utilization of natural resources, which helps the entire human race for generations to come. It is a way of not only providing resources for present generations but also not compromising on the needs of future generations as well. The growing role of sustainable development in the global competitive market, leads to the rise of a question of incorporating ecological practices into the area of Human Resource Management too. So the need of the hour is to explore ways to integrate Green Human Resource Management into Indian organizations.

What is Green HRM?

Green HR can be defined as expanding the role of HR to support the organisation to reach sustainability. In green HR, HRM policies are framed to support the sustainable use of resources and preserve the natural atmosphere. Green HR focuses on the development, implementation and maintenance of all activities aimed toward creating employee members corroborative and committed to sustainable goals. Green HR Initiatives encompasses the alignment of HR processes of staffing, performance management and appraisal, coaching and development, and employment relations with the organisation's sustainability goals (O'Donohue & Torugsa, 2016).

Why Is Green HRM Important?

According to Rugman & Verbeke (1998), Environmental Issues like climate change, resources depletion and reduction of biodiversity and ecosystem integrity are viewed as the most difficult managerial challenges in the current twenty-first century. The nation is witnessing the rapid destruction of natural resources by organizations, for which they themselves are responsible (Alshuwaikhat & Abubakar, 2008; Haden et al., 2009). For the production of goods and services, governments and organizations are using natural resources lavishly, without any thought of future. If this scenario continues, our future generations may not get even the basic natural resources like unpolluted air, water and a peaceful environment to live in. Hence there is a dire need now to adopt green practices than before.

According to H. H. D. N. P. Opatha & A. Anton Arulrajah, Green HRM is important because it paves a way to reduce or avoid global environmental issues like:

- Global warming.
- Natural disasters like acid rains, red rains, tsunamis, floods, hurricanes, and droughts etc.
- Health diseases owing to pollution.
- Harm to animals and other natural creatures.
- To ensure balance of relationships among plants, animals, people, and their environment.
- To increase the life span of humans and business organizations.

## 2. Literature Review:

**Cherian and Jacob, (2012)**, in their study stated that recruitment, training, worker motivation, and rewards are the necessary human dimensions that contribute to the development in employee implementation of green management principles.

**Gerhart et al, (2000); Huselid and Becker, (2000)**, states that HRM practices are the actual human resource programs, processes and techniques that actually get implemented in the organisation or business unit. Similarly, green HRM practices are the processes and techniques which are implemented in the organisations to reduce the negative environmental impacts or to enhance the positive environmental impact of the organisations. The main purpose of implementing green HRM practices in the organisation is to increase its sustainable environmental performance.

**According to Opatha, (2013); Opatha and Anton Arulrajah, (2014)**, Green HRM refers to "the activities which are involved in the development, implementation and on-going maintenance of a system whose ultimate aim is to transform employees of an organization into green employees". It is an integral aspect of HRM which deals with transforming normal employees into green employees who focuses on achieving environmental goals of the organization, which is a form of significant contribution to environmental sustainability. Green HRM includes all the policies, practices and systems which help the employees of the organization to go green for the benefit of the individual, society, natural environment, and the business as a whole.

**Renwick et al, (2008)**, defines Green HRM as "the integration of corporate environmental management into human resource management", and also stated that the human resources aspects of environmental management can be called as green HRM. These scholars also identified the powerful tools for aligning employees with an organization's environmental strategy are the different policies related to recruitment, performance management and appraisal, training and development, employment relations and pay and reward.

**Jain, (2009)**, outlined that Green HRM involves two essential elements namely, environment-friendly HRM practices and preservation of knowledge capital.

**Opatha and Arulrajah (2014)**, have explained GRHM as the policies, practices, and systems that make employees of the organization green for the benefit of the individuals, society, natural environment, and the businesses.

**Collins and Clark, (2003)**, elaborates that within an organization, human resources and their system are the basic foundation of any business, be it financial business or sustainable business. The author claims that Human Resource professionals are the only ones, who are responsible for planning and executing the eco-friendly policies within the organization to create a green atmosphere.

**Ichniowski et al., (1997)**, have explained that organizational strategies for environmental management and sustainable development will succeed when they are well-aligned with its human resource practices.

**According to Mampra, (2013)**, "The process of using HRM policies to encourage the sustainable use of resources and promote the notion of environmentalism is called Green HRM". It further leads to increasing employee morale and satisfaction.

**Jabbour, Santos, & Nagano (2010)**, defined Green HRM as "The process of greening the basic functions of human resource management such as job description and analysis, recruitment, selection, training, induction, compensation, performance appraisal and rewards etc."

**Mandip, (2012)**, opined that Green HR talks regarding promoting sustainable practices with effective employee responsiveness and commitments on the issues of sustainability. He states that green HRM includes eco-friendly HR programs, that results in greater efficiencies, lower costs, better employee engagement and retention and additionally helps organizations in introducing new activities like job sharing, car sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, electronic filing, energy-efficient office spaces etc. These activities also help in reducing employee carbon footprints.

**According to Jain, (2009)**, Green HR schemes facilitate organizations realize alternative ways to cut cost while not losing their top talent. The author concluded that Green HR needs the involvement of all the organization members in order to transform the organization into a sustainable one.

**Shaikh, (2010)**, states that Green Human Resource plays an important role in organization to supporting the environment related issues. In an organization Green HR includes, the HR policies and practices, training of people and implementation of rules related to the Environment Protection. It will also create awareness among employees and society associates about the utilization of natural resources more economically and to support eco-friendly products.

**According to Daily and Haung, (2001)**, organizations can focus on industrial development simultaneously by protecting and preserving the environment, this can be done with the help of green organizational practices. They even endorsed that the research has already proved that industries can gain more profits and competitive advantage by doing so.

### **3. Objectives:**

- To examine different practices of Green HRM followed in Indian Organisations.
- To find out the extent to which Green HRM practices have been implemented in Indian Organizations.
- To identify the challenges for the implementation of Green HRM practices in Indian Organizations.
- To suggest any initiatives for rapid and easy implementation of Green HRM practices in Indian Organizations.

### **4. Methodology:**

This study is mainly based on secondary data. An extensive literature review was conducted and data was gathered from different sources which include various websites, print and online journals.

### **5. Discussion:**

From the literature review, ten Green HRM practices were identified as global trends which are as follows:

#### *5.1. Recruitment and selection:*

It is the integration process of environmental management with recruitment and selection processes. It refers to conducting recruitment and selection programs with minimal environmental impact by way of using less paper, by conducting interviews using video conferences which save a lot of time and resources. It also focuses on hiring the candidates who are capable for the job and are also sensitive with environmental issues.

To reduce the environmental impact organizations must keep track of the amount of paper used, and should take steps to optimally utilize them during recruitment and selection, considering social networking sites for recruitment, considering factors such as green attitudes, green skills and green personality during selection.

#### *5.2. Environmental learning and awareness:*

Organizations must take steps to increase environmental awareness and green behaviours among hired employees. This requires investment of time and money to conduct formal environmental management training programs like, internal meetings, campaigns which lead to less consumption of water and energy, reduction of waste, utilization of renewable materials, and use of recycled materials by employees.

#### *5.3. Performance Appraisal System:*

The performance appraisal processes within the organizations must include adopting and promoting green behaviour by the employees as one of the key performance indicators. The Environmental initiatives and improvements taken up by employees must be measured and appraised as they are all motivating factors to employees.

#### *5.4. Compensation and reward system:*

In a study by Forman and Jorgensen (2001) on the importance of employee participation in environmental programs, it was observed that employee commitment to environment management programs was increased when compensation is offered for taking up the duties related to environmental responsibility. From the literature review it is revealed that incentives encourage executives to achieve short-term results and enrich themselves (Benz & Frey, 2007; Denis, Hanouna, & Sarin, 2006).

#### *5.5. Employee involvement:*

Involving employees in Environmental Management has been reported as improving Environment Management systems such as efficient resource usage (Florida & Davison, 2001); reducing waste (May & Flannery, 1995); and reducing pollution from workplaces (Kitazawa & Sarkis, 2000). Several authors in their study concluded that individual empowerment influences productivity, performance, facilitates self-control, individual thinking, and problem-solving skills in a positive way (Renwick, 2008; Wee & Quazi, 2005).

#### *5.6. ISO Certification:*

ISO certification is a set of standards introduced by Government of India, to help companies to reduce their carbon footprint by setting environment friendly business goals and objectives and to achieve them. But such type of certification is not mandatory. ISO 14000 certification was considered as a Green Human Resource Management practice because human resource management practices such as performance appraisal system, communication, training and competency mapping are linked with ISO certification (pavithra Mishra, 2017). Companies may also use this type of certification as a marketing tool to attract consumers who are environmentally conscious.

#### *5.7. Green teams:*

Green teams are voluntary groups formed by employees who are passionate about going green, whose main objective is to educate and empower the rest of the employees about sustainable HR practices and to come up with new ways for the organization, to transform into an environmentally sustainable one. While creating green teams, it would be best to include employees from various departments i.e., Sales, Human Resources, Marketing, Accounting, Operations, Manufacturing etc.

5.8. *Green Corporate Social Responsibility:*

Corporate Social Responsibility is not a new concept. But in recent years Corporate Social Responsibility does not only include labour and local philanthropy issues but also environmental actions. According to Lyon & Maxwell (2009), a greater number of companies are going green and Governments are also implementing certification standards. The reports from these initiatives are then made public and are called corporate social reports. It can be included as the environmental aspect of CSR of the companies – It implies the duty to cover the environmental impact caused by the company’s operations and to minimize the practices which may adversely affect the enjoyment of the country’s resources by future generations (Krisi Hodulova)

5.9. *Green Cafeteria:*

Green Cafeteria refers to adopting eco-friendly practices in dining halls and canteens etc. Practices like reducing food wastage, optimum utilization of water, investing in energy-efficient appliances, using bio-degradable disposables instead of plastic etc., not only helps in reducing the negative impact on Earth but also increases the public image of the organization.

5.10. *Waste disposal and recycling:*

Ever since the organizations are focusing on the concept of saving money, sustainability and saving the environment, several new human resource professionals were hired for creating the waste recycling programs and monitoring office thermostats. In the process, many HR professionals suggested that green initiatives must be included as an aspect of overall corporate social responsibility. At present, the whole corporate world is reciting the old mantra of three Rs—Reduce, Reuse, and Recycle to save the environment (Shoeb Ahmad, 2015).

**6. Some Indian Companies following Green Human Resource Management Practices:**

Recently, many top companies in India have realised the damage that industries are causing to the environment and the need to take precautionary actions for protecting the natural resources for the sake of future generations.

*I.Resources Conservation Strategy by Tata Motors:*

Tata Motors is one of the India’s largest vehicle manufacturer and is well known for being socially friendly in its operations. Its Board-Level Safety, Health and Environment Committee continuously monitors the environmental performance of the organisation. The following are some of the greening processes that the company engages in -

- Water conservation - In all its manufacturing plants and subsidiaries, the organisation has adopted a water treatment process to reuse the wastewater and to ensure no waste discharge. Thus, all of its manufacturing plants have obtained a status of Zero Liquid Discharge (ZLD). The percentage of water being recycled has been increasing from year to year.
- Energy conservation - In Tata Motors, lightings in all the offices and common spaces in the organization, in the streets inside the premises and in productions areas use only 100Watt LED lights as they consume less energy and are long-lasting than others.
- Waste management - Tata Motors Limited being a manufacturing company, produces a huge amount of waste, disposal of which is a huge problem to the organisation. For this purpose, the organisation has taken up initiatives to generate energy from the waste material and also to use specified types of wastes as raw material.

Green Initiations	Description
Water Conservation	<ul style="list-style-type: none"> <li>▫ Water treatment process</li> <li>▫ Zero Liquid Discharge (ZLD)</li> </ul>
Energy Conservation	Using only 100 watts LED lights
Waste Management	Generating energy from waste material

*II.Greenest luxury hotel chains by ITC:*

ITC Hotels integrates the world class green best practices with contemporary design elements for delivering the best of luxury in the greenest manner. ITC Hotels also blends the elements of nature for delivering the unique value proposition to their guests.

- All ITC’s luxury hotels are LEED Platinum (Leadership in Energy and Environmental Design) rated and are thus the ‘greenest luxury hotel chain in the world’.
- The status of all groups of ITC are carbon positive, water positive and solid waste recycling positive ensuring a lower carbon footprint.
- ITC Maurya, New Delhi; ITC Maratha, Mumbai; ITC Grand Central, Mumbai; ITC Sonar, Kolkata; ITC Windsor, Bengaluru; ITC Gardenia, Bengaluru; ITC Kakatiya, Hyderabad and ITC Mughal, Agra are committed to perform to the highest standards of energy, water and waste efficiency and are rated LEED Platinum.
- All the buildings are designed in such a way that they are energy efficient, utilizes renewable energy, conserves and recycles water to preserve the eco-system around them, making them Green Buildings.

Green Initiatives	Description
LEED Platinum rated	<ul style="list-style-type: none"> <li>▫ Leadership in Energy and Environmental Design</li> <li>▫ Greenest luxury hotel chain in the world</li> </ul>
Recycling positive status	Carbon, water and solid waste recycling positive status
Green Building Movement in India	All the hotels are committed to perform to the highest environmental standards
Green Buildings	All buildings are energy efficient

### III. Eco-friendly Strategy by Tamilnadu Newsprint and Paper Limited:

TNPL has been adopting sound ecological practices at every stage of activity, not only to bring down the pollution load but also to improve the overall profitability through adoption of cleaner production technologies. The company has initiated many community development activities like harnessing of wind energy, adoption of greener technologies, resource conservation, responsible waste management and minimal pollution loads to enhance the quality of life in and around TNPL.

- TNPL preserves over 40000 acres of forest land from depletion by using Bagasse as a primary raw material.
- TNPL Effluent Water Lift Irrigation Society (TEWLIS) - Through an Activated Sludge Process, the effluent water is treated and is used for irrigating the dry barren lands around the mill.
- Wind Farm – 15MW Windfarm power project was set up at Devarkulam and Perungudi villages in Tirunelveli District to generate renewable energy.

Green Initiatives	Description
Raw Materials	Bagasse is being used as a primary raw material
TNPL Effluent Water Lift Irrigation Society	Polluted water is treated and is used for irrigation purpose
Wind Farm	For generating renewable energy

### IV. Green Building Initiative by Godrej:

Green building is a practice of increasing the efficiency by using the energy, water, materials around and reducing the impact on human health and environment. The CII-Sohrabji Godrej Green Business Centre in Hyderabad follows the below mentioned practices -

- The construction is spread over 4.5 acres and most of the space of it is left untouched with an intension of not disturbing the flora and fauna.
- The building also has a rainwater harvesting system for reusing the storm water.
- The building is equipped with a roof top garden and is covered with solar photovoltaics for converting sunlight into electricity.
- It also owns green building technology of Phytoremediation, which is a process of using a variety of plants to destroy or to eliminate the contaminants or pollutants in the soil and groundwater.
- Godrej has also invested on Vertical Landscaping, which is a technique of growing plants on a vertically suspended panels in small spaces and in indoors which serves both the purpose of decorating the walls and producing oxygen keeping the environment green.

Green Initiations	Description
Green Building	4.5 acres of flora and fauna
Rainwater Harvesting System	Reusing the storm water
Solar Photovoltaics	Converting sunlight into electricity
Phytoremediation	Using plants to destroy pollutants in soil and water
Vertical Landscaping	Growing plants in indoors and in small spaces

### V. E-Waste Management by Wipro:

E-Waste or Electronic waste refers to the used electronics which are not working like computers, stereos, copiers, televisions etc., Components such as Mercury, Lithium, Barium and lead present in the e-waste will leak into the earth and reach groundwater thus creating water and soil contamination. Hence, they must be disposed properly. Wipro has taken initiatives to manage the e-waste -

- Wipro has more than fifteen centres all over India for the collection of e-waste.
- The e-waste thus collected will be disposed through a network of certified partners for reusing or recycling.

- Wipro has also emerged in socializing and convincing its customers on returning their e-waste (End Of Life material) to them.
- Wipro has also invested in collecting, warehousing, transporting and processing the e-waste.

<b>Green Initiatives</b>	<b>Description</b>
E-waste centres	More than 15 centres for collection of E-waste
Certified Partners	E-waste is disposed for reusing and recycling through these partners
Socializing with customers	Collecting E-waste from its customers
New investments	For collecting, warehousing and transporting the E-waste.

*VI.Green Product Strategy by LG:*

LG Electronics has been using a strategy of developing products that reduces environmental impacts throughout their life cycle. Features of Greener products by LG Electronics are -

- Replace Hazardous substances – LG is voluntarily planning on replacing hazardous substances like Phthalates, Antimony trioxide and Beryllium in product components.
- Improve Home Environment – LG is trying to reduce noise and vibration in its products like washing machines, air-conditioners and vacuum cleaners and is obtaining various labels related with allergy for improving home environment.
- Reduce CO<sub>2</sub> Emissions – LG Electronics allows customers to measure the carbon footprint of a product and how much GHG is emitted when they use a particular product, and is making efforts to reduce the GHG emissions.
- Enhance Energy Efficiency – All the LG products are complying with international energy regulations including ErP (Energy-related Products) in order to reduce on mode and standby mode power consumption.
- Increase Recyclability – LG has an internal process to take care of product decomposition and recyclability from the product development stage to the manufacturing of the products.
- Reduce Resource Consumption – Developing slim designed products to reduce the use of resources and for ease of use.

<b>Green Initiatives</b>	<b>Description</b>
Replace Hazardous substances	<ul style="list-style-type: none"> <li>▫ Reduction in the use of heavy metals,</li> <li>▫ Reducing use of hazardous chemical substances.</li> </ul>
Improve Home Environment	<ul style="list-style-type: none"> <li>▫ Minimizing product noise and vibration,</li> <li>▫ Minimizing negative environmental impacts in living environment</li> </ul>
Reduce CO <sub>2</sub> Emissions	<ul style="list-style-type: none"> <li>▫ Using renewable energy,</li> <li>▫ Reduction in CO<sub>2</sub> emissions throughout the product life cycle.</li> </ul>
Enhance Energy Efficiency	<ul style="list-style-type: none"> <li>▫ Reduction in power consumption,</li> <li>▫ Reduction in standby power.</li> </ul>
Increase Recyclability	<ul style="list-style-type: none"> <li>▫ Increasing the use of recyclable materials,</li> <li>▫ Designing for easy disassembly.</li> </ul>
Reduce Resource Consumption	<ul style="list-style-type: none"> <li>▫ Reduction in product volume and weight,</li> <li>▫ Using recycled materials</li> </ul>

*VII.Green Belt Strategy by HCL:*

In HCL, environmental actions are involved in right from the beginning of the manufacturing process and in day-to-day operational aspects.

- Educating and empower the security, housekeeping, cafeteria, transport and other staff in managing the environment goals.
- Benchmarking efforts of various agencies and understanding the required environmental targets for the Information and Communications (ICT) industry.
- Educating various stakeholders across the globe have helped HCL to monitor and report data pertaining to ‘Responsible Operations’, from the 4 Global Development centres (GDCs) to 14 GDC.
- The data includes environmental aspects and employee health aspects.

<b>Green Initiatives</b>	<b>Description</b>
Educating and Empowering	Educating the staff in managing the environmental goals
Benchmarking	Understanding the environmental targets
Monitoring	Reporting data pertaining to Responsible Operations

In 2018, Dr. E. Jalaja conducted a study on Green Human Resource Management Practices in Indian Organisations and mentioned the following organisations as the few Indian organization's that are taking initiatives towards going green.

S. No	Company	Program	Green Initiations
1.	Suzlon Energy	The suzlon One Earth One Campus	<ul style="list-style-type: none"> <li>▫ Green banking initiative</li> <li>▫ Energy efficient building</li> <li>▫ Renewable energy based on hot water systems</li> <li>▫ Water Management systems waste management systems.</li> </ul>
2.	Wipro technologies	The Eco Eye	<ul style="list-style-type: none"> <li>▫ Recycling waste</li> <li>▫ Minimizing usage of hazardous substances.</li> <li>▫ Following green practices in all activities</li> <li>▫ Replacement of CRT monitors with LED monitors.</li> <li>▫ Establishment of green testing laboratory for measuring carbon footprint.</li> </ul>
3.	ITC		<ul style="list-style-type: none"> <li>▫ Introduced Ozone treated elemental chlorine free bleaching technology.</li> </ul>
4.	TCS		<ul style="list-style-type: none"> <li>▫ 11th world's greenest companies.</li> <li>▫ Turning waste into kitchen fuel.</li> </ul>
5.	HCL	Go Green	<ul style="list-style-type: none"> <li>▫ First to launch Antimony &amp; Beryllium free laptops.</li> <li>▫ Collecting e-waste from customers through HCL green bags campaign.</li> </ul>
6.	ONGC	Mokshada Greem Cremation	<ul style="list-style-type: none"> <li>▫ Saving 60-70% of wood in cremation by saving fourth of burning timer per cremation.</li> </ul>
7.	BHEL		<ul style="list-style-type: none"> <li>▫ Creating awareness through newsletters.</li> <li>▫ Corporate gardens with natural fertilizers.</li> <li>▫ Rewarding Bicycle users.</li> <li>▫ Zero waste policy.</li> </ul>
8.	Idea Cellular	Use Mobile, Save Paper Campaign	<ul style="list-style-type: none"> <li>▫ Green pledge to save paper and trees.</li> <li>▫ Setting up bus shelters with potted plants.</li> </ul>
9.	IndusInd Bank		<ul style="list-style-type: none"> <li>▫ Solar based ATM's.</li> </ul>
10.	Tamil Nadu Newsprint & Papers limited	Bio-methanation Project	<ul style="list-style-type: none"> <li>▫ Own power generation facility.</li> <li>▫ Exporting excess power to state grid.</li> <li>▫ Recycling &amp; reusing solid and liquid waste.</li> </ul>
11.	Tata Metaliks Limited	Every day is an Environment Day	<ul style="list-style-type: none"> <li>▫ No Saturday working.</li> <li>▫ No lights on day time.</li> <li>▫ Plantation, Ground water maintenance, and Power generation.</li> </ul>
12.	Maruthi Udyog Limited		<ul style="list-style-type: none"> <li>▫ Green supply chain management.</li> <li>▫ Energy saving manufacturing facilities.</li> </ul>
13.	MRF Tyres		<ul style="list-style-type: none"> <li>▫ Producing ZSLK eco-friendly tubeless Tyres.</li> </ul>

Source: (Jalaja, 2018, p.15)

Dr. E. Jalaja, also states that many new start-ups in India are putting their efforts for Going Green, by focusing on waste management, alternative sources for energy and awareness programmes and also mentioned some of such new start-ups, which are as following:

S.No	Start-Up	Programme	Initiation
1.	Digital Green	Multimedia solutions for rural education	<ul style="list-style-type: none"> <li>▫ Supports agriculture with the blend of technology.</li> <li>▫ Creates and shares videos on agriculture, livelihood, health and nutrition.</li> </ul>
2	Waste Ventures	Waste Management	<ul style="list-style-type: none"> <li>▫ Pick-ups waste by employing waste pickers.</li> <li>▫ Produces nutrient rich organic compost.</li> </ul>
3	EnCashea	Collecting waste in exchange of cash	<ul style="list-style-type: none"> <li>▫ Pays cash for segregated waste.</li> <li>▫ Recycles the waste.</li> </ul>
4	Fourth Partner Energy	Making Solar energy accessible	<ul style="list-style-type: none"> <li>▫ Provides finance for solar projects.</li> <li>▫ Builds rooftop solar project.</li> </ul>
5	Banyan Nation	Recycling Plastic	<ul style="list-style-type: none"> <li>▫ Collects plastic waste from industries.</li> <li>▫ Recycles the plastic waste for reuse.</li> </ul>
6	Say Trees	Tree Plantation Drives	<ul style="list-style-type: none"> <li>▫ Passionate nature lover's plants trees.</li> <li>▫ Works on weekends.</li> </ul>
7	Priti International	E-Commerce for products made out of waste	<ul style="list-style-type: none"> <li>▫ Recycles industrial and consumer waste into useful products.</li> <li>▫ Designs and manufactures handmade products from waste materials.</li> </ul>
8	Help Us Green	Recycling waste flowers	<ul style="list-style-type: none"> <li>▫ Produces 'flower cycled' products.</li> <li>▫ Collects flowers from temples and other places and repurposing them as bathing soaps, luxury incense, and vermicompost etc.</li> </ul>
9	Jhatkaa	Campaigning platform	<ul style="list-style-type: none"> <li>▫ Campaigns environmental issues by collaborating with locals.</li> </ul>
10	D&D Ecotech	Rain water harvesting	<ul style="list-style-type: none"> <li>▫ Helps households and organizations to adopt rainwater harvesting.</li> <li>▫ Designs and customizes rainwater harvesting.</li> </ul>
11	The Ugly India	Citizen activism platform	<ul style="list-style-type: none"> <li>▫ Volunteers cleaning the premises.</li> <li>▫ Beautification of walls and premises.</li> </ul>
12	Feeding India	Distributing left-over food	<ul style="list-style-type: none"> <li>▫ Collects left-over food and helping the needy.</li> </ul>
13	Green Ventures	Sustainable energy solutions	<ul style="list-style-type: none"> <li>▫ Creating green technologies and innovative business models.</li> <li>▫ Provides solutions to large scale energy generation projects.</li> </ul>
14	The living greens	Rooftop farming	<ul style="list-style-type: none"> <li>▫ Setting up rooftop farms &amp; kitchen gardens.</li> <li>▫ Growing organic vegetables.</li> </ul>

Source: (Jalaja, 2018, p. 16)

## 7. Challenges in implementation of Green Human Resource Management Practices:

### 7.1. Absence of formal system:

Making technological changes does not transform any organization as Eco-friendly, it is achieved only by making changes right from the organizational goals, to assumptions of employees, to daily practices and the modes of doing them. It must be included as an integral part of the organization.

It is not mandatory to follow these practices, it depends completely on the company's decision. Because of the absence of formal system of such practices, many companies may not come forward to take up the changes voluntarily.

### 7.2. Size of the company:

However, it is not possible for all the company's existent in the market to adopt Green HR practices easily. Now a days, in the highly competitive market, not all companies and more specifically SME's (Small and Medium sized Enterprises) can afford to take risk of introducing new changes in all of its functions on its own, without any returns on the investment they make.

Besides, it may sometimes take heavy investments to start some programs like, introducing green cafeteria, green training programs etc., which may be seen as a drawback by the companies.

### 7.3. Values within the organization:

Organizations must have values committed to environmental responsibility. Employees must be given various levels of power to incorporate changes in the organization which may reduce negative environmental impact. For this purpose, support from top management is required. For effective implementation of Green HR practices, not only position of the company, formal power of employees, top management support but also compatible organizational culture is also needed. Organizational culture always influences and shapes the beliefs and assumptions of the members of the organizations.

The organizational culture of the companies must be in such a way that, they must encourage the passion of employees to go green, and should always be welcoming new changes. A greater number of companies always fail to pay much attention to their organizational culture.

#### *7.4. Complexity:*

Adopting Green HR practices involves changes in the existing values of the organization, procedures, employee's beliefs and thoughts. Green HR practices can be implemented in all activities of a company from its sourcing to value-added processes, to output distribution to waste disposal. The process of identifying what and how all these functions impact on the environment takes a lot of time, knowledge and expertise and is a very time taking and difficult process.

Another complication is, deciding on how much control must be exercised to bring the change. Before taking any action of change, its cost-benefit, difficulty-feasibility-, short-, medium- and long-term benefits must be analysed. But it may not be possible to have environmental expertise ready in the company, so for this purpose environmental training must be given to all the employees which again takes time and money. Moreover, staff must be supportive and motivated for the new changes to come.

#### *7.5. Fear of Risk and Uncertainty:*

Always there exists a component of risk and uncertainty in bringing new changes into practice. Uncertainty may arise due to lack of awareness and expertise about what is the change, why it has to be done and how it has to be done. The companies also have to convince its shareholders while implementing new environmental policies about continuity of profits, that these changes does not affect their profits, whereas they themselves are not certain about it. These factors may increase pressure on the organizations which may lead them to rethink their decision of implementing Green HR practices.

#### *7.6. Resistance to change:*

The effectiveness of the implementation of Green HR policy is directly proportional to the individual's and organization's willingness for adopting the change. Uncertainty of future may increase anxiety among employees, as there is lack of awareness about various alternatives, they may not be ready to learn new things, they may be afraid that these new practices may make change in their position or power in the organization. All these factors may lead employees to resist new changes, by ignoring the new practices, or holding onto the old practices.

## **8. Solutions:**

### *8.1. Financial context:*

Financial context is one of the most influencing obstacles for the implementation of environmental policy in any organization. Environmental policy implementation is also affected by various external forces. Among those factors the most vulnerable factor is consumer demand. The companies are willing to introduce eco-friendly practices in all of their activities, if they can get more price from consumers for eco-friendly products and services. With increase in demand, the production of eco-friendly products will always increase. The bottom line is, the main motive of profits should not get disturbed, just because of introducing new practices in the organization.

By ensuring the profits, it would be much easier for the companies to convince the shareholders and to cope up with the fear and uncertainty of the future consequences.

### *8.2. Organizational culture and Values:*

The process of adopting eco-friendly HR practices must be regarded as a cultural change. The organizations must come up with a new environmental policy which contains the new process of change, new environmental goals, and learning. New approaches like participatory approach and negotiated approach could be implemented, where employees can come up with new sustainable ideas, and is also a form of motivation to employees. There is a need for the development of such an organizational culture which enables its employees to adapt to rapidly-changing external environment.

### *8.3. Change management:*

However, uncertainty and unpredictability of adopting new changes may increase resistance from employees; this may be dealt by paying attention to raising awareness through training and staff development and continuous commitment from top management. The provision of training, knowledge and expertise must not be provided to a single person, because when he leaves, the policy implementation will be at risk. This is a gradual and long process, where consistency is the only key.

### *8.4. Top management support:*

There is a need for commitment regarding the initiatives of Green HR policy from top management i.e., CEO and Board members. Then they must take decisions relating to the investment of both time and money, which will save a lot of chaos in the middle and lower management. Environmental policy must be added to job descriptions. New positions such as Environmental managers or

internal consultants must be developed who may monitor the optimum usage of natural resources within the organizations. Separate funds for implementation of policy must be created.

## 9. Conclusion:

For a developing country like India, Green HRM will be very beneficial. From the above it is evident that Indian companies are still in a growing phase in transforming into sustainable organizations. The companies will very much be benefitted in a long run, if they introduce eco-friendly practices not only in Human Resources but also in all its departments. However, challenges will be posed in every stage of implementation of new method of practices. Whereas, the size of the company, complex changes process, fear and uncertainty and resistance from employees have been identified as the major barriers for introduction of Green HRM in Indian Companies. But with constant support from top management, providing training to staff, and by getting financial help from shareholders and stakeholders, these challenges can be mitigated to some extent. By understanding the necessity of Green Initiatives, the companies must be persistent to overcome those barriers as this new mode of functions benefits not only the company and its employees but also to the society and the environment as a whole.

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