

GREEN HRM PRACTICES AND ORGANIZATIONAL CULTURE

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ABSTRACT

This study focuses on “Green HRM practices and organizational culture. Green HRM is the emerging topic in current scenario. Human Resource function can be influential in facilitating a comprehensive approach for creating a culture of sustainability. HR does have an important role in organizational culture, as it is the people who work for the Organization, who embrace and develop a particular culture. The corporate world is changing from business oriented financial perspective to a competency based organisation and green economy. As the world is moving towards green economy, the responsibility of corporate has expanded to go green.

Green HRM efforts towards the development of competencies and organization culture by using mechanisms to achieve goals. This study will explore the various ideas applied by the organizations for practicing green human resource practices and its impact on organizational outcomes. Green goals help to conceptualize the organisation to be a part of the society which works for sustainability in long term and thus tries to build an organisation culture which motivates people to go green for more life. The competencies of effective human resource should be engaged in such a way that the main aims of green HRM are fulfilled for increased performance and sustainable development.

KEYWORDS: Green HRM, Sustainable Development, Green Management Practices

INTRODUCTION

Green HRM is the emerging topic in current scenario for corporate. An organizations Human Resource can be influential in facilitating a comprehensive approach for creating a culture of sustainability. The strategy involves implementing changes to the different functions of HR like recruitment, induction, training and development, conducting performance appraisal, and also determining employee compensation. Green initiatives within HR form a wider form of corporate social responsibility. Green HR involves two essential elements environment friendly HR practices and preservation of Knowledge capital.

The present scenario of organizational working and its impact on the environment has carry-forwarded the go green concept from just individual to organizations. More organizations are operating in more environment friendly way. An organization’s Human resource department can be involved in facilitating an inclusive approach for creating a culture of sustainability. Green HRM and Sustainability are two different things which now a days are linked with each other, this paper deals with the meaning of Green HRM, Sustainability and their link and importance in today’s scenario. Organizations are progressively more concerned with sustainability and Green HRM. The HR function is distinctively positioned to assist both developing and implementing Green strategies.

GREEN HRM PRACTICES

The term Green HRM has become the buzz word within the business field at present and its significance is increasing manifold with the passage of time. This term has also secured its position as a hot topic in recent research works since the awareness on environmental management and sustainable development has been increasingly raising day by day all round the globe. Today the topic Green HRM not only includes awareness toward environmental affairs, but also stands for the social as well as economical well-being of both the organization and the employees within a broader prospect. Green HRM incorporate environment-friendly HR commencement and practices for sustainable use of resources that resulting in more efficiencies, Less wastage, Improved Job Related Attitude, Improved Work/Private life, lower costs, Improved employee performance and retention which help organization to reduce employee carbon footprints by the mean of Green HRM practices i.e. Flexible work scheduled, electronic filing, car-sharing, job-sharing, teleconferencing, virtual interviews, recycling, telecommuting, online training, energy efficient office space etc.

GREEN JOB DESIGN AND ANALYSIS

- Incorporating a number of environmental protection related tasks, duties and responsibilities in each job and put into effect.
- Including environmental, social, personal, and technical requirements of the organizations in job descriptions and person (job) specifications as far as possible and put into effect.
- Using teamwork and cross-functional teams as job design techniques to successfully manage the environmental issues of the company.
- Including environmental dimension as a duty in job description.
- Including green competencies as a special component in job specification.
- Designing and implementing new jobs and positions in order to focus exclusively on environmental management aspects of the organizations.

OBJECTIVES OF THE RESEARCH

- To analyze the awareness among employees in private sector organizations in Udaipur about Green HRM.
- To identify the factors for the implementation of various Green HR practices in private sector organizations in Udaipur
- To test the effectiveness of the Green HR practices in private sector organizations in Udaipur

DATA COLLECTION

Data was collected through primary and secondary sources. 10 private sector organisations were selected and 500 employees were surveyed. Primary data was collected through a structured questionnaire which was compiled taking into account the various aspects of green HR, its meaning or interpretation, implementation of green HR practices and their effectiveness in private sector organisations.

Table 1: Sampled Organizations

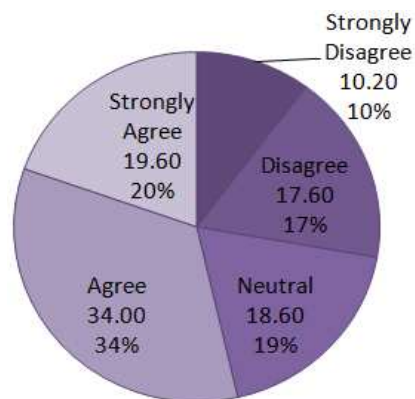
S.No.	Name of Organization	Industry
1.	Aashirwad Minerals and Marbles	Mineral
2.	Advent Institute	Educational
3.	Aravali Hospital Pvt. Ltd	Hospitals, Healthcare
4.	Cambay Spa & Resort, Udaipur	Hospitality
5.	GBH American Hospital	Hospitals, Healthcare
6.	Gorwara Chemical Industries	Chemical
7.	Macsen Laboratories	Chemical
8.	Madhusudan Marble Pvt Ltd	Cement, Marble, Stone etc
9.	Tempsens Instruments India Pvt. Ltd	Engineering
10.	Vaidehi Minerals	Mineral, Metal, Mining

DATA ANALYSIS AND INTERPRETATION

Green HR Awareness amongst the Respondents

Table 2

Response	N	Percentage
Strongly Disagree	51	10.20
Disagree	88	17.60
Neutral	93	18.60
Agree	170	34.00
Strongly Agree	98	19.60
Total	500	100.00

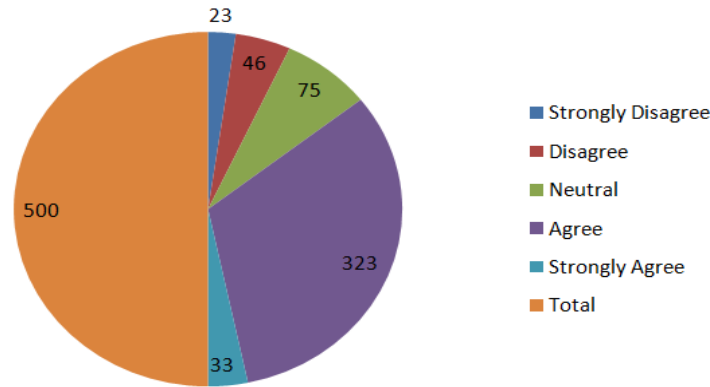


Inference: 54 % of the respondents were aware of the term “Green HR” which reveals the fact that popularity regarding green human resource is increasing and more employees are aware of the concept.

Analysis of Effectiveness of Green HR Practices in Improving Organization Culture

Table 3: Effectiveness of Green HRP

Esponse	Number of Respondents	Percentage
Strongly Disagree	23	4.6
Disagree	46	9.2
Neutral	75	15
Agree	323	64.6
Strongly Agree	33	6.6
Total	500	100



Inference: It was found that the nearly 65 % have a positive opinion and they are of the view that green HRP is effective and 13.8% of the respondents were of negative opinion about the effectiveness of the term in relation to its impact on organisation culture.

Factors Why Organizations Need to Adopt Green HRM Practices

Factors	Rank
Helps in employee retention	IV
Promotes CSR	I
Build brand image	III
Fights competition	VIII
Helps to become market leader	V
Improves organization culture	II
Avoids stress at work place	IX
Avoids interpersonal conflicts	VI
Recycling and waste management	VII

FINDINGS OF THE STUDY

It was found out that respondents are aware of the term “Green HR”. They know about the green HR concepts and believe that they are effective for the organisations. It was further analyzed that people who are not aware of the term, Green HR are aware of the practices and know that their organization follows such practices. Hence the term is not known, but the practices are known. From the respondent’s frequencies it was found that the Green HR methods were effectively implemented in the organizations. The main factors which were identified for the implementation of HR practices were promotion of corporate social responsibility, improves organisation culture and builds a brand image of the organisations. Few more factors which were considered for implementation are employee retention, helps in becoming market leader and avoids interpersonal conflicts within the organisation.

CHALLENGES FOR GREEN HRM

- There are some employees in every organization who are not equally motivated to adopt green HRM practices
- Developing and maintaining a culture of green HRM is a lengthy and time consuming process.
- At the initial stage of implementation, it requires a high investment and may bring a low return.
- Recruiting and training employees about green HRM is a challenging job to do.
- It is very difficult to appraise the green performance of employees’ behaviour.

- It is difficult to transform employee attitude to green HRM from traditional HRM in a short period of time
- A major challenge for HR professionals is to select and develop future green leaders is to create a green working structure, set up green working processes, providing green tools and creating expected green thinking for their employees.

CONCLUSIONS

An organisation can improve its branding, productivity and even profitability by implementing Green human resource practices. The employees and organizational performance can also be improved by positive change in organisation culture and commitment which will give a competitive advantage to them. The above analysis concludes that with proper understanding and implementation of scope and depth of green HR practices the organisation can become a market leader. Therefore, firms should integrate the green issues and practices into the regular, day to day HRM activities and also; into the strategic HR decisions and corporate policies.

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