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## Factors Affecting the Implementation of Green Human Resource Management Practices

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### **Abstract**

*The growing scientific evidence of conservation of environment, confirms that sound management of Organisations is an environment issue. With the aim of promoting a more integrative approach on this topic, the present chapter highlights the factors affecting implementation of Green Human Resource Management Practices in the firms. This chapter throws light on the External factors such as Government policies, Environmental factors and Internal Factors such as Organisational Culture, Leadership Style, Top Management commitment. This chapter presents the role of Management in saving earth with special reference to IT industry.*

**Keywords:** *Green Human Resource Management, Leadership Style, Organisational Culture*

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## **Introduction**

Green or greening is necessary for our prosper and its existence. It is possible not only to make organisations green but also to make each individual or employee green. A colleges or study the relationship between carbon footprint and environment suggests to take precautionary measures to safeguard the Mother Earth.

Green Human Resource Management – Human Resource Management means employing people, developing the resources, utilising, maintaining, and compensating their services in tune with the job and organisational requirements with a view to contribute to the goals of the organisation.

Green Human Resource Management is referred to all the activities involved in development, Implementation and ongoing maintenance of a system that aims at making the employees of an organisation green.

### **GHRM is an Integration of Environmental Management into Human Resource Management.**

Environmental management is an attempt to control human impact on and interaction with the environment to preserve natural resources. Environmental management mainly focuses on improvement of human welfare for present and future generations the situation of well doing especially in terms of good fortune, happiness, well-being, or prosperity of all human beings is concerned by environmentalists. Environmental management includes carbon footprint.

**Carbon Footprint:** It is the emission of carbon compounds into the atmosphere by everyone, organisation, or society. Carbon dioxide is so called Greenhouse gas causing global warming. Carbon footprint is the total of all emissions of carbon dioxide which were induced by human Activities in each time frame. Generally, a carbon footprint is calculated for the period of a year.

In the present scenario of changing factors in society, it is needed to understand and predict behaviour of employees in an organisation. It is concerned not only with what employees assume about the environment sustainability but also how they are reacting to the environment issues, when they are acting in saving the earth, what strategies they are adopting in saving the earth, where they are trying to implement the strategies but also who is supporting them in achieving environment concerns.

### **Factors Affecting the Implementation of Green Human Resource Management practices.**

Green Human Resource Management has gained currency in many organisations since a decade. Green Human Resource Management is giving a way for unique inventions in developing activities related to environment. Green Management has initiated the concept of Green Human Resource Management due to growing concern of harmful issues on environment because of organisational activities. Championing of Green HR practices in the organisation can be both advantageous to organisation and for society. Organisation can be directly and indirectly benefit from Green

HR practices. Environment adaption and environment accounting are the two main theories which gives an understanding on Green HR. Environment Accounting is intended to sanction, dispense, and examine the flow of financial and human aspects on the environment. Environment Adaption is the change that has been initiated by the organisations in upbringing the better services for the environment. The organisations had to understand both environment accounting and environment adaption for the easy implementation of Green initiatives in the organisation. Planning, organising, directing of the resources for the environment sustainability are the major functions of Green Management, similarly implementation of those strategies also very important. Factors affecting during implementation of Green HR practices with reference to IT industry are both Internal factors and External Factors. Organisational Culture, Leadership Style and Top Management commitment are the internal factors, Government policy, Environmental factors are the External factors (Cherian and Jacob 2012).

### **Internal Factors Affecting the Implementation of Green HR Practices**

The internal factors refer to anything within the firm and is under the control of the firm. Some of the internal factors are Plans, Policies, Human Resources, Management, Culture leadership styles, Physical assets such as (Plant, Machinery, Equipment) Infrastructure, Relationships, Operations Management, and many. Some of the major Internal factors of IT Industries, that affect the implementation of Green HR practices are:

1. Organisational Culture
2. Leadership Style
3. Top Management commitment

**Organisational Culture:** It is a way of life a group of employees does work in a common place. The organisation culture is defined as the way of behaviour followed by group of people at workplace. It consists of beliefs, values which are shared commonly by leaders and are communicated to the workforce. These values and beliefs are ultimately will shape the perception of employees within a firm. Key assumptions, values, and symbols in an organisation that mirror what the personnel and managers assume about the environmental sustainability issue. The organisation must set up the values and beliefs towards Planet by conducting environment awareness programs. Employees acquire culture through the learning processes of enculturation and socialization related to Green. Acceptable conduct in society about environment codifies the Green cultural norm; it serves as a guideline for behaviour, demeanour in a situation, which serves as a template for green expectations in a social group. British poet and critic Matthew Arnold observed culture as the cultivation of the humanist ideal. In the firm to spread the humanistic ideal about Green HR it need a cultivation of art, music, dance, ritual, religion, technologies regarding environment will be affective in implementation of Green HR practices.

**Leadership Style:** Leadership is the motivation or encouragement of people in achieving the common goal. According to Hollander, Leadership is a process of influence between leader and those who are followers. Leadership style

is the method or procedure, direction of plans implemented by the leader for their followers to adopt. Leadership styles are crucial in implementing the Green HR practices. The initiatives opted must be communicated properly by the leaders and leaders must develop the zone to present the opinions of employees regarding the environment. Green leadership behaviours and cognitions shape the responses of the firm to improving environmental conditions. Transformational and democratic leadership are fostering environmental participation and involvement of stakeholders. Transformational leadership styles are the strategies followed to bring the change within the organisation by motivating, and inspiring employees to innovate and create change regarding the environment that will help in organisation success. Democratic leadership style is very helpful in bringing change in the organisation about the environment, as in bringing environment sustainability initiatives within the organisation there needs the involvement of the employees. To involve the employees in innovative approaches of environment requires democratic leadership style.

**Top Management Commitment:** Top level Management take the Strategic decisions. Green HR practices are decided by the top management. The decisions regarding the environment sustainability are taken by the strategic management. They must be committed towards the environment concerns. In the form of financial allocations, policy and strategy towards environment problems top management must be committed. Implementation of Green HR practices are dependent on top managers. Strategic management must give consent on Greening the environment,

it boosts the confidence of the employees in developing the innovative Green HR practices.

**External Factors Affecting the Implementation of Green HR Practices:** External factors are those circumstances which are not under the control of the business. External factors may have direct impact on the ability of the business. The impact of external factors can be positive or negative. As business cannot control the external factors it can take decisions according to the circumstances to remain successful in the market. External factors that affect the implementation of Green HR practices are:

### **Government Policies**

### **Environmental Factors**

**Government Policies:** Any measures adopted by government for protecting the environment due to impact of human activities on the earth. These are the laws governing the environment. Government regulatory activities in the areas such as pollution, plastic, littering, and many are initiated in different countries. These regulatory activities must be adopted by the organisation for the smooth implementation of Green HR practices. Human Resource Department of the organisation must compliment with the government policies. The organisation can suggest the innovative actions regarding safe, clean, and healthy environment to government. Intervention of government into the organisations' policies will have its impact on the success of the Green Organisation positively or negatively.

**Environmental Factors:** Environment is termed as the surroundings an organisation is existing. Environmental factors such as population density, climatic change, occupational hazards, natural disasters etc., may have its influence on the organisation in implementing the Green Hr practices. Poor environmental quality has its greatest impact on the earth. Organisation cannot control these factors hence it must adapt the environmental factors in making the success.

**Environmental Management** is an important perspective in the current scenario. Degradation of environment poses a serious threat to humanity. The need for environmental management are

1. Proper utilisation of resources
2. To succeed in dealing environment and ecology crisis
3. To defendable progress
4. For economic needs and values
5. To decrease disasters
6. To decide the limiting line between environment and development

Environment management means performing the functions of management in dealing with the environmental factors it is planning, organising, directing, staffing and coordinating all the activities related to natural world.

**Planning:** Planning is where we are to where we want to be in the future. In the present scenario the habitat of living organisms is getting imbalance due to pollution that are occurring to our surroundings. Hence, we want to make a do

you mean where it is safer and healthier place to live on for present Era and for future Era.

Planning pertains to formulating strategies of environmentally friendly initiative programmes in advance that will contribute to the environmental goals. In other words, it involves planning of human resources, requirement, recruitment, selection, training etc., towards nature friendly programmes.

**Organising:** It means arranging the planned strategies in a systematic order. It is a means to an end. According to J C Massie an organisation is the structure and a process by which a cooperative group of human beings allocates its task among its members, identifies relationship, and integrates its activities towards a common objective. The activities plan must be interlinked accordingly and has to allocate the resources and identify the relationship between each parameter that contributes towards the preservation of the Earth. Organising the para metres of environment will help to reach the mean end.

**Directing:** The logical function after completing planning and organising is the execution of the plan. The basic function at any level of operations is motivating, commanding, leading and activating people. The attainment of environment safety goals is possible by proper direction guiding each individuals, organisation and society.

**Staffing:** On employing the right person on right job. The responsibility of saving mother earth is every individual who lives on the earth. Hence every individual, organisation and

society must be aware of consequences that one if ever ignore the conservation of world.

**Coordinating:** All the above mention functions of management must to be integrated into harmonious relationship with reference to the environmental goals.

Environmental management performance planning, organising, directing and coordinating with relation to conservation of The earth.

**Conclusion:** HR Practices towards Sustainability involves undertaking environment-friendly initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention, which in turn, help firms to minimize employee carbon footprints by the likes of electronic filing, car-sharing, job-sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces, etc. Green HR initiatives help companies find alternative ways to cut costs without losing their top talent. Focus on Green HRM as a strategic initiative promotes sustainable business practices. Functions of management in dealing with the environmental factors such as planning, organising, directing, staffing and coordinating all the activities related to natural world must be performed by employees.

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