

Green Human Resource Management Studies In Indian Context: A Review Of Literature During The Period From 2015 To 2020

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ABSTRACT

The term Green Human Resource Management (GHRM) is a newly emerging concept and it plays a major role in the sustainable development programmes of organizations. Green Human Resource Management practices primarily deal with a range of environment-friendly activities and these activities lead to the sustainability of the organizations. Hence, HR managers in many organizations have introduced many Green HRM practices. Currently, researchers are conducting studies in the area of Green HRM because of its great significance. The objective of this paper is to review the Empirical Studies conducted in various Industries in India in the field of Green HRM. The study is purely based on secondary data. The researcher has reviewed 20 articles for the past five years (from 2015 to 2020). The data for this study were collected from online by using the key words related to Green Human Resource Management and Indian Industries. This review paper will further contribute to the field of Green Human Resource Management Studies.

Keywords: Indian Industries, Green Management, Green Human Resource Management.

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Industries are the substantial contributors of the Indian Economy. India has a wide range of industries viz; chemical industry, food processing industry, steel industry, cement industry, IT industry, banking industry, hospitality industry etc. These industries provide considerable benefits to the economy in several aspects including the terms of production of good and services, employment generation etc.

Apart from the GDP, the fastest growing among these industries produce some type of waste that will have drastic impact on the environment in terms of air pollution, water pollution, soil contamination, acid rain, global warming and other climatic changes. Such aspects environmental pollution will have drastic effect on our human life, flora and fauna and the whole eco system.

However, the increasing impact of the polluted environment on our daily lives entails the individuals and firms to adopt various green policies. Hence, HR managers in the organizations have now introduced several innovative “Green HRM polices”. Accordingly, it is the development of a personal responsible towards environmental activities, environmental management system, and environmental communication.

1.2 GREEN HUMAN RESOURCE MANAGEMENT

In any organization, Human Resource Management is concerned with the management of employees and has to perform a wide range of functions including recruitment, training and development, performance management, compensation management, managing employee relations etc. However, Green Human Resource Management generally refers to the environmental aspects and it is the integration of Environmental Management into Human Resource Management (Skibinska & Kott,2015). A distinct definition of Green Human Resource Management is to consider it as a set of HRM practices that organizations adopt to improve employees’ workplace green performance (Ullaand Jahan, 2017). Hassan Jabbar and Abid (2016) also reported that Green HRM functions aim to align the basic HRM functions to a company’s Green Management objectives. The functions include Green Recruitment, Green Performance Management, Green Training and Development and Green Compensation and Green employee relations (Opatha et al.,2013). According to Muster and Schrader (2015), Green HR consists of two elements, namely; environmental-friendly HR practices and preservation of knowledge.

Besides, it is also a management strategy for reducing the carbon footprint of the employees through job sharing, car sharing, electronic filing, teleconferencing, telecommuting and online training (Giri Goswami and Kumar Ranjan, 2015). These Green Human Resource Management practices will further lead to the environmental performance of the organizations. Other benefits include cost cutting, increased public image, reduction in carbon emission and eco- friendly work place.

1.3 OBJECTIVE OF THE STUDY

To review the Empirical Studies conducted in Indian Industries in the field of Green HRM Practices during the period from 2015 to 2020

2. RESEARCH METHODOLOGY

The present study is based essentially on the secondary data. The research articles are collected from online sources such as google scholar, JSTOR and research gate by using keywords such as Green Management, Green Human Resource Management studies and Green HRM Practices in India during the period from 2015 to 2020. After collecting available articles, the abstracts of these studies were examined and 20 Empirical research papers were selected for the present research paper.

3. RESULTS

No	Article Title	Author & Year	Article Summary
<i>I</i>	<i>Banking Industry</i>		
1	Employee Perception Towards Green HRM: An Investigative Study	Tulasi Das and Sreedhar Reddy (2016)	The objectives of the study were to find out the perceptions of employees regarding green HRM practices and its correlation with employees' demographic factors. The data was collected from the employees of Insurance and Banking sectors. The study used convenient sampling method and the sample size was 120. The result of ANOVA revealed that Employees' perceptions on Green HRM practices were significantly influenced by the Education of the respondents.
2	A Study on Green Human Resource Management Practices and its impact on Organisations	Ayeswarya R.B (2017)	The main objective of the study was to find out the impact of Green Human Resource Management Practices on organizations. The study was conducted in Banking industry and used simple random sampling and the sample was 75. The result of the factor analysis says that the Green Human Resource Management practices factors are Green Recognition factor, Training Factor, Recruiting Factor, Resource Conservation Factor, encouraging Factor and Eco-friendly Manufacturing Factor
3	A Study on the Influence of Green HR Practices on Employee Satisfaction Among Selected Scheduled Banks	Franklin John.S., Nilufar &Sathiq.P (2018)	The objectives of the studies were to analyse awareness level of Green HR practices among bank employees and to find out the level of Job satisfaction. The study used Convenient random sampling and the sample size was 172. The study used descriptive statistics, one-way ANOVA, for analysing the data. Result of the study showed that majority of the respondents understood the concept of Green HRM. The study also found that there was a significant relationship between Job satisfaction and Green HRM practices like paperless interview and joining formalities, feedback to improve environmental performance, green teamwork, inclusion of environmental awareness in recruitment, induction programs, disciplinary action for employees who violate green practices etc.
4	A Study on Demographic Profile and Green HR Practices in selected Scheduled Banks	Franklin John.S., Nilufar Sathiq.P (2018)	The main objective of the study was to analyse the influence of demographic variables on Green HR Practices. The study conducted in Banking sector and the sample size was 172. Result of the study found that there is no significant influence between Gender and Job Satisfaction and also found that there is a significant influence of Green HRM practices on Job Satisfaction.
5	A Critical Analysis of	Ramraj T. Nadar (2018)	The main objective of the study was to find out

	Green Hr Strategy In Indian Banking Sector		the awareness level about Green Management strategies adopted by banks and also to understand the reasons behind people leaving the banking sector. The size of the sample was 40 and the respondents were cooperative and private bank employees. The result of the study found that majority of the employees were aware of Green HRM Practices. The study also found that there was a relationship between Employees Age and Green HRM practices.
<i>II</i>	<i>Education Industry</i>		
6	The Strategic Implications of Green HRM Practices towards Employee Organizational commitment an Inferential Analysis	M S KishanVarma, K Kalpana & Leonard Lambert (2019)	The objectives of the study were to determine the dimensions of Green HR Practices and to evaluate the influence of employee organizational commitment on HR Practices. The sample size of the study was 125. Correlation and Regression Analysis of the result revealed that there was a relationship between Organizational Commitment and Green HRM practices like CSR, increased savings, change commitment and social image.
7	Assessing Green Human Resource Management Practices in Higher Educational Institute	Subhadeep Mukherjee, Soumendra Bhattacharjee. Nabanita Paul & Urvashi Banerjee (2020)	The main objective of the study was to identify the best green practices at NIT Silchar. Sample size of the study was 206. The result of the study showed that, the institution having following Green HRM practices like Use of Solar system and panels, use of both sides of paper, Dustbins are available at suitable locations within the campus. Switching of lights, fans, desktop or any other machines when not in use, Green kid park, Eco-club
<i>III</i>	<i>Health Care Industry</i>		
8	A Study on the role of Green Human Resource Management Practices on Employee Performance: An Empirical Analysis on Health Care Industry	Mr.Purushottam Kaushik Kanapala & Nagaraju Battu (2018)	The objective of the study was to find out the role of Green Human Resource Management Practices on Employee Performance. The study was conducted in health sector. The result of Regression Analysis revealed that the Green HRM functions like Green Recruitment, Green Performance Management and Appraisal, Green Training and Development, Green Employee Relations and Green Pay and Rewards had a moderate effect on Employee Performance.
<i>IV</i>	<i>Hospitality Industry</i>		
9	A Study on The Green Human Resource Management At Gateway Hotel, Mangalore	Laveena D'Mello, H. H. Manjush &Meena Monteiro (2016)	The main aim of this research was to assess the awareness level about Green HRM practices among the employees in the Mangalore Gateway Hotel. Sample size of the study was 50. Result of the study stated that majority of the employees were aware of the Green HRM practices in the Hotel.
<i>V</i>	<i>IT Industry</i>		
10	Green HR: Analysis of sustainable practices incorporated by IT firms in India	Parida Ruchismita, Raj Shitij, Sharma Pallavi, Yadav Vivek (2015)	The objective of the study was to find out the various Sustainable Practices and awareness level. The sample size of the study was 200 and the data was collected from IT firms in India. Percentage analysis of the study found that majority of the employees were aware of sustainable practices. The study also found that companies were adopting various methods towards sustainable development like double sided print outs, less use of papers, encouraging carpooling, switching off

			lights and other power consuming resources like ACs after 6 pm, using energy efficient electronic equipment's, encouraging online application for jobs and conducting interviews through video conferencing etc.
11	Green Human Resource Management (GHRM) in IT Companies: Environmental Sustainable Policies	Mr.Surineni.Kamalakar Rao &S. Chandra Mouli (2017)	The objective of the study was to examine the employees' perception regarding the implementation of the Green HR Practices in the IT Organization. Sample size of the study was 494. Respondents were from 10 IT companies in Hyderabad. The result of the study found that the Green HRM practices like Green Recruitment, green Employee Engagement, Online training programs could promote the sustainability of the IT organizations.
V	<i>Manufacturing Industry</i>		
12	Impact of Green Human Resource Factors on Environmental Performance in Manufacturing Companies: An Empirical Evidence	Lather AnuSingh & Goyal Shikha (2015)	The objective of this paper was to find out the relationship between Green Human Resource Management factors on Environmental Performance in manufacturing companies. The study was conducted in Delhi NCR region and the sample size of the study was 133. The results of Regression analysis suggested that the variables like Top Management Commitment, Employee Green Trainings and Green Programs had a significant positive impact on the Environmental Performance of the companies.
13	A Study Of Green Hr Practices and Strategic Implementation In The Kolhapur Based Industries.	Bindhu Menon (2016)	The objectives of the study were to find out the awareness about Green HR Practices and also to study the Green HR initiatives taken by the manufacturing organizations. Sample size of the study was 273.The study found that majority of the respondents are aware of Green HRM practices. The study also found company encouraging the vehicle sharing.
14	The effects of corporate social responsibility toward green human resource management: The mediating role of sustainable environment	Sadia Cheemal and Farheen Javed (2017)	The objective of the study was to analyse the relationship between CSR and Green Human Resource Management practices. The study was conducted in the Textile industry and the sample size was 273. The result of the structural equation modelling found that sustainable environment, Managerial role, selection & recruitment, rewards & pay systems, performance& appraisal were having a positive influence on corporate social responsibility. The study also found that sustainable environment mediated the relationship between Green Human Resource Management and CSR.
15	Green HRM Practices Followed by Selected Manufacturing Industries in Coimbatore	K. T. Vijaykarthigeyan, A. Giriprakash (2019)	The objectives of the study were to find out the awareness level and perceptions about Green HRM Practices. The study was conducted in manufacturing industries in Coimbatore. The sample size of the study was 200. The results of the ANOVA test showed that, employees' Age and Gender had no influence on the awareness regarding Green HR Practices. The study also found that employees Experience played an important role in Green Recruitment.
16	Green Human Resource Management in Indian	Richa Chaudhary (2019)	The objective of this study was to examine the status of the implementation of Green Human

	Automobile Industry		Resource Management (GHRM) functions in Indian Automobile Industry. Sample size of the study was 91. The result of the study found that Green Human Resource Management functions such as Green Recruitment and Selection, Green Training and Development, Green Performance Management, Green Compensation and Rewards, and Green Employee Involvement significantly predicted the task related and employee Green Behaviour.
VI	<i>Multi-Industries</i>		
17	Green HR: Does Its Performance Match with the Value Perceived by the Employees?	Pavithradevi V. Dr. Sandhya Rani C (2016)	The objectives of the study were to determine the performance of the Green HR practices and to analyse the influence of demographic variables on the Green Perception. Sample size of the study was 162 from different organizations. The study used t- test and chi –square test. The result of the study showed that the value perceived by the employees towards Green HR practices had an influence on the performance of the Green HRM practices. The study also found that there is a statistical significance in between Designation and Functional Domain on the Value perceived and Performance of Green HR Practices.
18	Sustainable Green HRM – Importance and Factors affecting Successful Implementation in Organizations	Suruchi Pandey et al (2016)	The main objective of the study was to find out the factors affecting the effective implementation of Green HRM. The sample size of the study was 232. The data was collected from manufacturing and services industries through questionnaires. The result of the factor analysis revealed that most important factors affecting Green HRM are Employee perception and Organizational Culture and least important are Government Rules and Regulations. Cost and Lack of Organizational infrastructure were not seen much important.
19	A study of employees’ perception towards Green HRM Initiatives	Shweta Rajput, Vivek Pachauri (2018)	The objective of this paper was to measure and analyse the employee’s involvement and participation in Green HRM in the organizations. The sample size of the study was 100. The respondents were from different organizations of North India. The result of the factor analysis found that more than half employees had positive attitudes on Green HRM Practices.
20	An Examination of Factor Influencing on Employee Perception towards Green Human Resource Management	Lakshmikothiswari V., K. Uthayasurian (2019)	The main objective of the study was to find out the relationship between Green HRM and employees’ Demographic Factors. Sample size of the study was 100. The data was collected from different organizations from the Puducherry region. Results of Chi-square and ANOVA test found that employees’ Education significantly influenced the Green HRM practices.

3.1 DISCUSSION

The primary objective of the study was to review the articles during the period from 2015 to 2020. Out of the 20 articles, five studies focussed on Manufacturing and Banking Industries, four studies collected data from multiple industries, two studies were from IT and Manufacturing Industries and one each from Health care and Hospitality Industries.

The analysis the review study found that only few empirical studies were conducted in Healthcare and Hospitality Industries. In addition, it was also found that the employees are aware of Green Human Resource Management practices in organizations and also of its importance. Apart from awareness, employee Age,

Education and Experience plays significant role in Green HRM Practices. It was also identified that the Green HRM functions like Green Recruitment, Green Performance Management and Appraisal, Green Training and Development, Green Employee Relations and Green Pay and Rewards are particularly associated with the Green HRM policies.

CONCLUSION

The present study reveals the importance of Green Human Resource Management practices and how it is incorporated with organizations. Furthermore, the study appraises that more Empirical studies need to be explored in the Indian scenario with significant Green Human Resource Management Functions and Practices. This analysis will also give a motivation to the coming up researchers to enhance further empirical studies using various statistical models and analytical tools in the field of Green Human Resource Management in Indian context.

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