

## **How Green HRM practices can help drive skills transformation?**

Vikrant

[imviky27@gmail.com](mailto:imviky27@gmail.com)

Scholar of Singhania University , School of Management.

**Abstract:** The foundation of Green Human Resource Management (Green HRM) is the Green Movement.. This movement is committed to environmental preservation and the protection of the planet. In June 1972, UN (United Nations) hosted its inaugural Human Environment Conference in Stockholm. UN acknowledged during this international conference that maintaining and improving the environmental conditions has become the top most priority for humanity. In the world of man-agreement, green HRM is a growing trend. Green HRM is the inclusion of sustainable environmental practices into company's HR policies in order to achieve a sustainable environment and a long-term healthy future for the business, industry, and hence the economy. Green is a colour that represents serenity, kindness, development, happiness, life, and fashion these days. The current study examines the literature on Green HRM and the 2030 Sustainable Development Agenda to build a conceptual model that explains the role of green HRM in achieving Sustainable Development Goals (SDGs). This research examines one measure that how green HRM help to drives skill transformation

**Keywords:** Green HRM, Sustainable Development, Organizational Environmental Performance, 2030 Agenda, Sustainable Development Goals (SDGs),

### **Review of Literature**

The researchers conducted a review of the literature on Green HRM, organizational environmental performance, and sustainability for the purpose of this research. Green HRM Practices Green HRM is the integration of HRM with the aspects of corporate environment management (EM). All the Green HRM practices refer to HRM practices aimed at encouraging employees to embrace green principles in order to attain the organization's environmental objectives and contribute to environmentally sustainable growth (Renwick, 2008). HRM policies and activities that are environmentally friendly and aimed at making the organization green are known as Green HRM (Mehta & Chugan, 2015). Green HRM (a subcategory of sustainable HRM) addresses environmental sustainability concerns (Yusoff, 2018). A systematic, purposeful integration of standard HRM techniques with the organization's environmental goals is known as green HRM. (Millar, 2016). Furthermore, Green HRM benefits firms by lowering workers' carbon costs through carpooling, online training, job sharing, teleconferencing, and online interviewing, as well as recycling (Yusoff, 2018). Green HRM is a broad and comprehensive implementation of the concept of sustainability in an organization (Sharma et. al., 2015). HRM that supports the sustainable use of resources in organizations is referred to as Green HRM (Mishra, 2014). Yusoff (2018), also states that the recruitment process, training & development, compensation system, participation of employees, performance management system, and other activities should be executed in order to achieve green HRM. As a result, this research describes green HRM as the application of HR methods,

ways of thinking, and methodologies that support the implementation of environmentally ethical corporate practices while attaining economic performance.

Organizational Environmental Performance Organisational Environmental Performance (EP) is defined as organisation's-commitment towards preserving the environment and operating within the established bounds of environmental care (Paillé, 2014). Many studies have looked at how green HRM efforts improve an organization's environmental performance (EP). Montabon(2007), provided an all-encompassing assessment of EP that includes accident reduction, continual learning, recycling performance, stakeholder perspective, external audits, carbon sequestration, and cost reductions. By transitioning standard HR operations to green practices, HR managers can play a critical role in reaching these EP goals (Harvey et. al., 2013). There are numerous benefits to adopting environmental performance initiatives in firms, including effective strategic approaches, operational cost reductions, development of a moral character, adherence to rules, and increased competitiveness (Quazi, 1999). Green HRM has been utilized in certain studies in a mediating role between organizational variables and environmental performance. Green HRM modulates the demand of stakeholders' company environmental performance (Guerce et al., 2016).

## **Transforming skills with Green HRM**

### **Green Hiring**

Green hiring is the process of finding and employing people who possess the expertise, abilities, competencies, and behaviours that are expected with an organisation's environmental management systems (Ullah, 2017). Despite the fact that attracting the innovative, skilled, and creative employees, increasing hiring possibilities, and hiring qualified employees is a major challenge, businesses must know and design green ways to attract and hire talented employees in order to ensure workplace sustainability.(Renwick et al., 2013). Wehrmeyer, (1996), emphasised the need of familiarizing new workers with the company's culture as well as ensuring that they are competent to uphold the company's environmental principles. Green recruiting also gives employers a chance to stand out from the rest and enhance overall opportunity to attract and retaining applicants following induction (Ahmad, 2015).

### **Green Training & Development**

Environmental sustainability necessitates the creation of strong policies and processes, as well as staff training at all levels. Employee training and development programmes should intentionally include environmental management components in this scenario. Training and development refer to actions that focus on improving employees' mentalities, skills, and views, as well as preventing the depreciation of facts and insight about environmental management (EM)(Zoogah, 2011). Seminars and workshops should be included in training and development programmes to assist employees to gain talent and expertise in EM so that they may alter their behaviour and pre-serve the environment (Hosain& Rahman, 2016). Through green training & development employees can be trained on environmental management, energy-saving and waste-reduction technique, spread environmental consciousness throughout the business, and

employees were given chances to engage in environmental management process. (Zoogah, 2011).

Employees acquire awareness of the different components and value of environmental management through green training and development. Developing the capacity and abilities to deal with all types of environmental difficulties is one of these ideals. Employees will gradually develop a mentality in which green principles will be ingrained. They will openly embrace novel ways and practices for contributing to the environment in a business, ranging from labour allocation to waste management.

#### **Green Performance Management And Appraisal**

A year-round communication process between a supervisor and subordinate focused at accomplishing the organisation's strategic goals is known as performance management (Baranwal et. al., 2016). Green performance management covers concerns such as organisational policies and environmental obligations. The quality and value of environmental performances are improved when environmental management is included into the performance management system (Jackson et. al., 2012). Environmental sustainability requires the establishment of corporate environmental performance management standards, green audits, and information systems. Management of environmental concerns and organisational policies are included in the scope of the green performance management system (Renwick et. al., 2013). In this situation, a business can only preserve the environment if performance assessment is closely related to green objectives, tasks, and employee's commitment towards the environment related policies (Mandip, 2012).

To enhance their environmental performance, leaders should offer frequent performance appraisal of employees on their involvement in environmental goals achievement (Jackson et. al., 2011; Opatha&Arulrajah, 2014). The performance assessment rating system must be updated to include aspects for assessing individuals on behavioural and technical abilities such as collaboration, association, creativity, and environmental awareness. Such abilities supports the organisation's fundamental principles and aid in the development of a green organisation (Liebowitz, 2010).

#### **Green Employee Involvement**

Employees involved in environmental concerns, according to researchers, have a greater understanding of environmental challenges. Furthermore, they have greater capacity to tackle environmental challenges, which leads to higher environmental performance (Rothenberg, 2003). Tang (2018) identified certain prerequisites for increasing employee participation in green activities. The first is that the organization must have an excellent green vision. Secondly, the organization must provide information regarding the green climate. Climate related communication channels were also found to be crucial. Informal and formal communication can help to foster a green culture inside a company. Employees would be more comfortable in exhibiting green behaviour, as a result of these types of talks. The importance of green culture within the company has also been emphasised by researchers. Research suggests that HR managers should strive to create a work atmosphere in which employees are free to think and may engage in discussions regarding environmental concerns.

Efforts linked to the green environment are encouraged in this culture through a process in which employee engagement creates results. Employee involvement in environmental performance is influenced by two different processes: employee empowerment and employee engagement (Renwick, et. al., 2013).

## **Organizational Environmental Performance**

Organisational Environmental Performance (EP) is defined as organisation's commitment towards preserving the environment and operating within the established bounds of environmental care (Paillé, 2014). Many studies have looked at how green HRM efforts improve an organisation's environmental performance (EP). Montabon (2007), provided an all-encompassing assessment of EP that includes accident reduction, continual learning, recycling performance, stakeholder perspective, external audits, carbon sequestration, and cost reductions. By transitioning standard HR operations to green practices, HR managers can play a critical role in reaching these EP goals (Harvey et. al., 2013). There are numerous benefits to adopting environmental performance initiatives into firms, including effective strategic approaches, operational cost reductions, development a moral character, adherence to rules, and increased competitiveness (Quazi, 1999). Green HRM has been utilized in certain studies in a mediating role between organisational variables and environmental performance. Green HRM modulates between demand of stakeholders company environmental performance (Guerce et al., 2016).

**Continuous Learning and Development:** Green HRM practices emphasize continuous learning and development, including training on environmental sustainability practices which can provide employees with new skills and knowledge. This helps employees transition to different roles or industries that require sustainability skills, such as renewable energy or green technologies.

**Innovation and Creativity:** Green HRM practices encourage innovation and creativity to achieve sustainability goals, which can help employees develop problem-solving skills and think outside the box. This mindset enables employees to adapt to new challenges and opportunities.

**Social Responsibility:** Green HRM practices promote social responsibility and ethical behaviour which can help employees develop a sense of purpose and values leading to more meaningful and fulfilling careers with a positive impact on society and the environment.

**Soft Skills Development:** Green HRM practices emphasize teamwork and collaboration to achieve sustainability goals in addition to creative problem-solving and adaptability. Many of these skills are transferable across different industries and job roles helping employees transition and find success in new fields.

**Digital Skills Development:** Many green HRM practices involve the use of technology to reduce environmental impact. Implementing these practices can help workers develop digital skills, such as proficiency in remote collaboration tools and project management software.

The 2030 Agenda includes goals for people, planet, and prosperity. Main objective of 2030 agenda is to promote world peace. This plan will be implemented in a collaborative collaboration by all nations and stakeholders (DESA, Sustainable Development, UN, 2015).



Source: The 2030 Agenda for Sustainable Development Goals (website: [sdgs.un.org](http://sdgs.un.org))

**Figure 1. 17 SDGs are divided into three categories: economic, environmental, and social.**

1: Green Ranking: Global to 10 Companies

Rank	Company	Green Score	Country
1	L'Oreal SA	89.90%	France
2	Centrica PLC	88.70%	United Kingdom
3	Enbridge Inc	86.00%	Canada
4	Siemens AG	85.30%	Germany
5		83.70%	United States of America
6	Henkel AG & Co KgaA	82.60%	Germany
7	Accenture PLC	82.50%	Ireland; Republic of
8	BT Group PLC	82.40%	United Kingdom
9	Adidas AG	79.60%	Germany
10	Koninklijke Philips NV	77.90%	Netherlands

Source: Green Ranking 2017-18, Global Top 10 Companies, Newsweek ([www.newsweek.com](http://www.newsweek.com))



In summary, Green HRM can help with non-linear career pathways by providing employees with the opportunity to develop a diverse set of transferable skills, promoting innovation and creativity, encouraging social responsibility, and providing training and development opportunities. This can help employees navigate the changing job market and pursue paths that align with their interests and passions. Organizations that can leverage green HRM practices and enable their employees will have a significant advantage in the post-Covid world.

## References

- Ahmad, S. (2015). Green human resource management: policies and practices. *Cogent Business & Management*, 2(1), 1030817.
- Guerci, M., Longoni, A. and Luzzini, D. (2016), "Translating stakeholder pressures into environmental performance—the mediating role of green HRM practices", *The International Journal of Human Resource Management*, Vol. 27, pp. 262-289.
- Guerci, M., & Carollo, L. (2016). A paradox view on green human resource management: Insights from the Italian context. *The International Journal of Human Resource Management*, 27 (2), 212-238, <https://doi.org/10.1080/09585192.2015.1033641>
- Harvey, G., Williams, K., & Probert, J. (2013). Greening the airline pilot: HRM and the green performance of airlines in the UK. *The International Journal of Human Resource Management*, 24 (1), 152-166, <https://doi.org/10.1080/09585192.2012.669783>
- Hansla, A., Gamble, A., Juliusson, A., & Garling, T. (2008). The relationships between awareness of consequences, environmental concern, and value orientations. *Journal of Environmental Psychology*, 28 (1), 1-9.
- Hosain, M. S., & Rahman, M. S. (2016). Green Human Resource Management: A Theoretical Overview.
- Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016). Green human resource management and green supply chain management: Linking two emerging agendas. *Journal of Cleaner Production*, 112, 1824-1833, <https://doi.org/10.1016/j.jclepro.2015.01.05>.
- Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management. *German Journal of Research in HRM*, 25, 99 – 116.
- Liebowitz, J. (2010). The role of HR in achieving a sustainability culture. *Journal of Sustainable Development*, 3 (4), 50-57, <https://doi.org/10.5539/jsd.v3n4p50>.
- Mandip G. Green HRM: People management commitment to environmental sustainability. *Research Journal of Recent Sciences*. 2012; 1:244-252.
- Mesmer-Magnus, J., Viswesvaran, C., & Wiernik, B. M. (2012). The Role of Commitment in Bridging the Gap Between Organizational Sustainability and Environmental Sustainability! in *Managing Human Resources Environmental Sustainability*, eds. Susan E. Jackson, Deniz S. Ones and Stephan Dilchert, New Jersey: Jossey-Bass, 155-186.
- Opatha, H. H., & Arulrajah, A. A., (2014). Green Human Resource Management: simplified general reflections. *International Business Research*, 7, 101–112.
- Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). The impact of human resource management on environmental performance: An employee-level study. *Journal of Business Ethics*, 121 (3), 451-466, <https://doi.org/10.1007/s10551-013-1732-0>

Rani, & Mishra (2014). Green HRM: practices and Strategic Implementation in the Organization- al international Journal on Recent and Innovation Trend in computing and Communica- tion, 2(11)

Renwick, D.W., Redman, T., & Maguire, S. (2008). Green HRM: A review, process model, and research agenda. University of Sheffield Management School Discussion Paper, 1, 1-46.

Renwick, D.W., Redman, T. and Maguire, S. (2013), "Green human resource management: a re- view and research agenda", International Journal of Management Reviews, Vol. 15, pp. 1-14.

Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2017). Green human resource management prac- tices: scale development and validity. Asia Pacific Journal of Human Resources.

Teixeira, A. A., Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2012). Relationship between green management and environmental training in companies located in Brazil:

A theoreti- cal framework and case studies. International Journal of Production Economics, 140 (1), 318-329,

Tranfield, D., Denyer, D., & Smart, P. 2003. Towards a methodology for developing evidence- in- formed management knowledge by means of systematic review. British Journal of Man- agement, 14(3): 207–222.

United Nations, Department of Economic and Social Affairs. (2018). *2018 Revision of World Ur- banization Prospects*.