



A STUDY ON THE GREEN HUMAN RESOURCE MANAGEMENT AT GATEWAY HOTEL, MANGALORE

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Abstract:

Green human resource management is an global environmental concerns and the development of environmental standard that are creating the need for businesses to adopt formal environmental strategies and programmes where the employees must be inspired, empowered and environmentally aware of Greening in order to carry out green management initiatives. Today Green Human Resource Management has become a key business strategy for the significant organisations where Human Resource Developments play an active part in going green at the office. Our lifestyle both at personal and professional level started affecting the environment so adversely that we cannot risk to letting the effects go unchecked. We have to change our living habits or face the consequences. No doubts the corporate world is a major stakeholder in the discussion about environmental issues and therefore conforms to be an important part of the solution to the environmental hazard. Green Human Resource Management is a manifesto which helps to create green workforce that can understand and appreciate green culture in an organization. And this requires a high level of technical and management skills in employees. The main aim of this research is to assess the level of practices of green HRM among the employees. The main objective is to know the significance on Green Human Resource management and understand the employees' perception towards the consciousness of environmental issues in workplace. This study is done mainly on the primary data selecting 50 samples with simple random sampling method and also secondary data.

Index Terms: Green human resource management, Social responsibility, sustainability, Environment & Workforce

1. Introduction:

Recently there has been observed an increasing awareness within business communities on the significance of going green and adopting various environment management techniques. The corporate world is going global, business in experiencing a shift from conventional financial structure to a modern capacity-based economy which is ready to explore green economic facets of business. According to Mampra (2013), Green HRM “as the use of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of environmentalism which further boosts up employee morale and satisfaction. Others describe Green HRM as the use of HRM policies, philosophies, and practices to promote sustainable use of business resources and thwart any untoward harm arising from environmental concerns in organizations”

Our lifestyle both at personal and professional level started affecting the environment so adversely that we cannot risk to letting the effects go unchecked. The New Oxford Thesaurus of English (2000) presents several meanings of “GREEN” such as verdant (grassy, grass-covered, leafy, verdurous, rural, pastoral (opposite: barren);

environmentally friendly; unripe; unseasoned; raw; inexperienced; naive; vivid; vigorous; and pale (in combining form). However, mostly it means something relevant to nature or natural environment. Green means environmental, 'Green' or 'Greening' has at least four meanings in the context of managing people at work/human resource management (HRM). 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 broader prospects[1-2].

The effort was undertaken since the damaging effects of different pollutants among which the industrial wastes being the major culprit that has been deteriorating and depleting our natural resources very fast has been evident. The "Magna Carta" on Human Environment was declared in the first United Nation's (International) Conference on Human Environment held in June 1972 in Stockholm declared that to defend and improve the human environment for present and future generation have become an imperative goal for mankind. The Green HRM literature is largely a western one and, given the importance of Asian economic development for environmental management, this is an important gap for future studies to reduce. Scholars of management around the world are now analyzing various managerial practices that can facilitate the achievements of the goals of GHRM and also have a significant impact on the environmental competitiveness of the organizations. Research is being done in many areas for environmental sustainability like green business [3], green education [4-5], green energy [6-7] etc.

2. Features of Green Building:

The Green Building features are: Minimal disturbance to landscape and site conditions; Use of recycled and environmental friendly building material; Use of non Toxic and recyclable materials; Use of Renewable energy; Efficient use of water cycling and Use of energy and eco friendly equipment. Green management is defined as the method whereby organizations manage the environment by developing environmental management strategies.

HR and Sustainability: Organizations are increasingly apprehensive with sustainability and corporate social responsibility. The HR function is exceptionally placed to assist in both developing and implementing sustainability strategy. The HR function can provide as a co-worker in formative what is needed or what is achievable in creating corporate values and sustainability strategy.

Green Management: A Green organization is defined as a workplace that is environmentally receptive, resource well-organized and socially responsible. In the environmental writing, the impression of green management for sustainable development has different definitions; all of which normally, look for balance between organizational growth for wealth design and protection the natural environment so that the future making may succeed.

Green Recruitment: Green recruiting is a system where the focus is given on importance of the environment and making it a major element within the organization. Complementing this, the recruits are also enthusiastic, and to some extent, passionate about working for an environment friendly "green" company. Recruiting candidates with green bend of mind make it easy for firms to induct professionals who are aware with sustainable processes and are already familiar with basics like recycling, conservation, and creating a more logical world.

Green Selection: In the selection context, when making selection for the job vacancies some companies consider candidates environmental concern and interest as selection

criteria. When interviewing candidates or evaluating them for selection, environmental related questions are asked by those companies [8-9].

3. HRM Practices Under the Green Selection:

Selection should considering candidate's environmental concern and interest as selection criteria. When interviewing candidates or evaluating them for selection, to ask environment related questions and selecting applicants who are sufficiently aware of greening to fill job vacancies. Preference should be given to select applicants who have been engaging in greening as consumers under their private life domain.

Green Induction: For new employees seem to be needed to ensure they understand and approach their corporate environmental culture in a serious way. Companies can adopt two approaches in respect of green induction. They are general green induction and job specific green induction. HRM practices under the green induction is to Providing general green induction; Providing job specific green induction; Making new employees familiar with greening efforts of the organization and encourage them to engage in green interpersonal citizenship behaviour.

Green Performance Management: Performance management (PM) is the process by which employees are prompted to enhance their professional skills that help to achieve the organizational goals and objectives in a better way. The recognition of the corporate strategy culminates into the PM. With the EM (Environment Management) affecting global business strategy, PM is also being influenced by the green wave in a possible positive manner.

Green Training and Development: Training and development is a practice that focuses on development of employees' skills, knowledge and attitudes prevent deterioration of EM-related knowledge, skills, and attitudes. Green training and development educate employees about the value of EM, train them in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization, and provide opportunity to engage employees in environmental problem-solving.

Green Compensation: Rewards and compensation are the major HRM processes through which employees are rewarded for their performance. These HR practices are the most powerful method which links together an individual's interest to that of the organization's. We also assert that incentives and rewards can influence employees' attention to the maximum at work and motivate them to exert maximum effort on their part to achieve organizational goals.

Green Employee Relations: Employee relations are that aspect of HRM which is concerned with establishing amicable employer-employee relationship. The relationship facilitates motivation and morale of the employees as well as, increases the productivity. Providing opportunities to the employee to involve and participate in green suggestion schemes by introducing green whistle-blowing and help-lines; providing training to the union representatives in environmental management and Joint consultations in solving environmental issues of the organisation [10].

Green Health and Safety Management: The green health and safety management is really beyond the scope of traditional health and safety management function of HRM. It really includes the traditional health and safety management and some more aspects of environmental management of an organisation. That is why nowadays many organizations are redesigning post of health and safety manager as health safety and environmental manager. This post includes a wider job scope when compared with traditional post of health and safety manager in an organisation. And the practices are ensuring green workplace for all; creating various environmental related initiatives to

reduce employee stress and occupational disease caused by hazardous work environment; and Creating and implementing strategies (e.g. green factory/green zone) to maintain an environment to prevent various health problems/ in order to improve health and safety of employees [11-12].

Green Employee Discipline Management: Green discipline management is a prerequisite in corporate environmental management. In ensuring green employee behaviour in the workplace, organizations may need green discipline management practices to achieve the environmental management objectives and strategies of the organisation. And the practices are setting penalties for noncompliance on targets in environmental management; Setting penalties or dismissal for environmental management breaches; Formulating and publishing rules of conduct relating to greening; and Developing a progressive disciplinary system to punish employees who violate the rules of green conduct [11-12].

Green Initiatives for HR: HRM system as a set of distinct but interrelated activities, functions, and process that aims to attract, develop, and maintain a firm's human resource. Organizations generally organize HR practices into systems that are consistent with their culture and business strategy. Which means HR needs to nurture supporters and create networks of problem-solvers willing to act to change the current status quo.

Green Building: The organizations round the globe are considerably opting for green building as their workplace and offices as an alternative to traditional offices. The phenomenon is quite trend setting as green buildings fulfil certain criterion for reducing the exploitation of natural resources that are utilized in their construction.

Paperless Office: Most of the work in the office is managed on paper but with introduction of IT, the consumption of paper has been reduced. Today E-business and learning have changed the methods and procedures at offices converting them into paperless offices. For example: Jamie Garratt started Idea Rebel, a Vancouver-based digital agency in 2008, which is a complete paperless office.

Conservation of Energy: Conservation of energy in the office has the potential for a great environmental impact. In an effort to provide more efficient and eco-friendly services, offices around the world have implemented several energy conservation initiatives to reduce the environmental impact.

Recycling and Waste Disposal: Recycling is the methodology of processing used up materials (waste) into new and useful products. Recycling reduces the use of raw materials that would have been otherwise used to produce new products of waste. At present, the whole corporate world is reciting the old mantra of three R's—Reduce, Reuse, and Recycle to save the environment.

Corporate Social Responsibilities and Green HR: CSR is also known a Responsible Business or Corporate Social Performance. It is a form of corporate self regulation integrated into a business model. CSR policy emerges from the corporate vision, mission and objectives. Corporate does not operate in Vacuum; they are part of society, responsible to different stakeholders. Business would put responsibility for the impact of their activities on the environment, consumer, employees, community's stakeholders and all other members of public spheres. There are different approaches for CSR by corporate, community based development projects are regarded as CSR –Programmes.

HR and Sustainability: Organizations are increasingly apprehensive with sustainability and corporate social responsibility. The HR function is exceptionally placed to assist in both developing and implementing sustainability strategy. The HR function can provide as a co-worker in formative what is needed or what is achievable in creating corporate

values and sustainability strategy. The Human resource department of organizations has the ability to play an important role in the design of their organization's sustainability culture [2, 11, 13-14].

4. HR Role to Promote Sustainability in Green HRM:

Green Printing: More printing of paper leads to increase in paper, toner wastage and carbon dioxide emission. Preston Software is software which can reduce paper demand by up to 50% without degrading the output image quality.

Green Design for Payroll and Taxation Forms: Sealer Solution enables automatic individual information printing and form sealing in a secure manner. Its speed is 34000 pieces per hour while operating in a silent mode. It can not only reduce manpower but also enhance the indoor working environment in the HR department.

Green Manufacturing & Disposal of Staff ID Card: ID card issued by HR department is made of PVC and hard to be recycled. PETG is better material to produce plastic cards in terms of ecology, it is 100% recyclable, does not produce noxious fume and creates less water and air pollution. Moreover when such cards that contain personal information need to be disposed use of Disposal Service can be made which enable the waste plastic cards to be securely transferred for recycling [15].

Green Management: Green management initiatives become an important factor in forward-thinking businesses around the world. Researchers argued that employees must be inspired, empowered and environmentally aware of greening in order to carry out green management initiatives. Corporate green management requires a high level of technical and management skills in employees, since the company will develop innovation-focused environmental initiatives and programmes that have significant managerial implications [15].

Green Human Resource Management: Green Human resource refers to using every employee interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations to reduce employee carbon footprints by the likes of electronic filing, car-sharing, job-sharing, teleconferencing and virtual interviews, recycling, tele-commuting, online training, energy-efficient office spaces etc. *Paperless Office:* Banks and other service sector was major consumer of paper, but today with introduction of IT, the consumption of paper has come down. E-business, e-learning has changed the methods and procedures at offices. *Wastage-Disposal:* This recent development in disposal of industrial waste, domestic waste, the sewerage system, bio-medical waste is an example of "Protective Environment" or we care for environment. *Conducting an energy audit:* Frequent suggestions include: Improve insulation, install timers to automatically turn off lights, use energy efficient light bulbs, keep temperatures at comfortable ranges that are not excessively cool in the summer and warm in the winter. *Reduce commuting:* Encourage carpooling by provide preferred parking for car poolers). Offering transit passes to employees who take the bus or subway, and bike racks for cyclists. *Reducing business travel:* Teleconference instead of travelling. For must-go trips, keep track of the miles driven and flown and buy carbon offsets from a non-profit like Carbonfund.org to make up for the greenhouse gas emissions. *Buying green:* Tell suppliers that you are interested in sustainable products and set specific goals for buying recycled, refurbished, or used. Make the environment, and not just price, a factor when purchasing. *Detoxify:* Many offices have toxic substances, such as used batteries and copier toner, on hand. Talk to suppliers about alternatives to toxics, and make sure you properly dispose of the ones you can't avoid

using. Rethink transportation Consider the petroleum it takes to ship and receive products. Evaluate the impact of products you buy or sell, and find ways to mitigate those impacts. *Energy*: efficient cars and trucks for your employees' business uses and delivery of products. Provide leadership and resources for going green Assign a specked executive-level person to head up going Green/Organizational Sustainability initiatives including "going green" in Company's mission statement and business plans. *Get employees involved*: Create a team to lead the company eco-efforts. Communicating about Going Green issues - Inform suppliers and customers about your efforts. And get in touch with local regulatory agencies, many of which offer financial incentives to businesses that implement green initiatives. Keep employees and shareholders/investors informed about going green progress. *Save water*: Monitor sinks and toilets for leaks that waste water. Eliminate water waste in manufacturing processes and in watering the company's lawns. *Explore opportunities for implementing alternative energy sources*: Evaluate opportunities for using solar energy, bio-fuels, wind power and other alternative energy sources. *Implement green manufacturing processes*: Use energy efficient equipment, and streamline processes to use fewer steps and less materials and packaging. Green ideas and concepts are beginning to gather pace within the HR space, often complementing existing sustainability-based initiatives [10].

Green Work Life Balance: Green HRM can meet its full potential only by considering employees in their two fold role as producers and consumers. Employees learn different kinds of behaviour not exclusively at the workplace, but also in private life. Since reciprocal interactions between working life and private life occur, a "Green Work-Life Balance Concept" is suggested to facilitate environmentally friendly behaviour in both life domains [16-17].

Work Life and Private Life: Both the recognition of possible interactions between working life and private life, and the resulting conclusion that HRM should consider these interactions are not new in general. On the one hand, plenty of research has been conducted into the interface of working life and private life. On the other hand, the implementation and prevalence of work-life balance policies in companies have considerably increased. However, both developments have not yet been connected to Green HR. Many researchers, especially in the area of HRM, argued that the effectiveness and successful in any management innovation and strategic tools are depending on the availability and ability of their human resources employed in the strategic manners.

Green Intellectual Capital: Many studies in the past found that intellectual capital (IC) has positive influence on competitive advantage of firms. IC is the total stocks of all intangible assets, knowledge, and capabilities of a firm that could create values or competitive advantages, and achieves its excellent goals. However, no research has explored whether IC in environmental management has a positive effect on competitive advantage of firms. Hence, this paper proposes to fill this research gap, and support a novel construct of green intellectual capital - the positive relationship between IC in green innovation or environmental management and competitive advantages of firms. This classified green IC into green human capital, green structural capital and green relational capital. This paper proposes to further explore, whether the three types of green IC have positive effects on corporate environment citizenship as on important factors of competitive advantages of firms.

Corporate Environment Citizenship (CEC): Corporate environmental behaviour has been investigated as challenge to explain the heterogeneity of organizational response to the environment-related institutional pressures. Studies relating to this definite

problem have normally standard that organizations are matter to strong institutional pressure in the form of normative societal opportunity, coercive regulations, organization public policies, media and non-governmental organizations scrutiny.

Environment Issues at Workplace:

Green human resources refer to using every employee interface to promote sustainable practices and increase employee awareness and commitments on the issue of sustainability. It involves undertaking environmental friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which is in turn help organizations to reduce employee carbon footprints by the likes of electronic filing, car sharing, job sharing and teleconferencing and virtual interviews, recycling, telecommuting, online training, energy efficient office spaces etc.[18,19].

Green HRM is a emerging concept in an organisation as per the requirement of the profit HR should hire a person who eco-friendly in competency, while hiring a person ,HR forum will faces number of hazards, in order to save the expenditure of production HR need to concentrate on GREEN HRM concept. This study focuses upon the need and requirement of GREEN HRM and its relevance's to the present scenario .In order to find out the truth involved in Green HRM in or problems, certain steps must be taken.

Green HRM of an organisation results in an increase of productivity and reduces wastage. It is corporate prudence and cost effective practice to retain workers for new jobs than releasing and hiring new ones. Green HRM started with the aim to develop the eco-friendly nature within them and the preview of the organisational setup, by developing HR policies and the strategies, in order to attain the organisational goal. Scope of the study had been discussed with the HR forum and the employer's employees within the Hospitality sector which have been taken for the purpose of the research. The study is attempted to know employees opinion and importance of Green HRM, Changing attitude and perception of an employee towards the Green HRM, significant role of the Green HRM and the HR policies and the strategies to promote the sustainable development of the Organisation. Gateway Hotel was identified as appropriate for the present study where the data collection was limited to the company employees only [20].

The major findings of the study are 58% of respondents are of age between 20-30 years. It can be said that the work force in the hotel industry is young and energetic. 64% of respondents are married and the other 38% of respondents are bachelors.58% of respondents have an experience of working in the hotel for more than 5 years. 32% of the respondents have their salary ranging from above Rs. 3,0000 per month is understood from that majority of respondents are economically strong.86% of the respondents are residents of urban domicile and the other 14% respondents from rural areas.76% of respondents are living in Nuclear Family, 76% of respondents are unaware about the green human resource management.44% respondents think Green Human Resource Management is required for an organization.64% of respondents opinioned that green award is entitled for the development of productivity.70% i.e. 35 of respondents agreed that industrial relations among colleagues motivates the HR department to frame. Majority of the respondents believe that Green Human Resource Management promote health and safety environment, green policies promote in hiring a good candidate by the talent and they think that recycling organizational products promote more profit. 80% of respondents have opinion that awareness program green go will promote environmental sustainability. Majority of the respondents are aware that best practices for going green can be done through reducing excess use of paper,

they believe that green printing procedure needed to be implemented to save the profit/expenditure & promote green revolution, they prefer green human resource management in day to day business life. 58% of respondents have said that by recycling, reducing, reusing they contribute to the place of work. 74% respondents think that the concept green human resource management decreases the unemployment rate. 58% have said that the HR department is a part of decision making in planning of green human resource. 80% of respondents have opinion that not much Indian organization is promoting green human resource management. 36%, of the respondents said that green staffing can be done by exchange of ideas for the growth of green human resource management [20].

5. Suggestions:

The Green HRM is the main component in an organization as preferences for other welfare measures the green concept also ought to be considered. In developing country like India people are more conscious about the profit rather they need to think about the natural resource. Green by hearing the concept people are think that is a curse for an organization but actually the concept meant for conservation of natural resource and application on business in order to save the expenses; detailed study have been taken above. As a HR orientation about the Green and conservation of natural resources has to be given to the employees. Proper planning need to be assessed in order to implement the green in business otherwise it will contribute for loss of the profit. Prepare each of the employees to take the initiative in implementing Green HRM. Suggestions should not be at theory level rather than to be more practical and realistic and this can be a role model for the future. As an effective HR concentrate towards the whole aspects of an organization to exercise the provisions and to make the premises welfare oriented [21].

6. Conclusion:

The Green HRM is the needed concept for every organization, in this current scenario people are unaware about the real truth of the Green. As compared to the olden days people were very conscious about the nature and natural resources but now are conscious about making money only wherein actual other business ethics are being losing the importance. Making money is the motto of the business rather has to think about an effective usage of natural resources by which an organization save number of expenditure. The present study gives quite a few insights-which may be obvious, and significant about the Green HRM on organization. Green is a basic component which has to be taken for the main consideration. The significant role focusing towards the green recruitment, green selection, green induction, green training, green compensation etc. if the organization develops with this then both the natural resources and the profit will be preserved. Gate Way Taj Hotel, Mangalore have well, quite experience, reliable and competent employees. The hospitality sector feels a need for development of employees through Green HRM, if an employee trained effectively will raise the profit and the employees can be attracted towards the working environment. Thus, the effort of the Gate Way Taj, Hotel will be achieved accordingly [1-2, 21].

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