



Challenges of HRM Practices with Green Impact in a Sustainable Environment

PawanKumarVerma¹ and V Vetrivel²

¹Research Scholar (Ph.D), Department of Business Administration, School of Management Studies, Vels Institute of Science, Technology and Advanced Studies, Pallavaram, Chennai-600117.

²Assistant professor and Research Supervisor, Department of Business Administration, School of Management Studies, Vels Institute of Science, Technology and Advanced Studies, Pallava-ram, Chennai-600117.

ABSTRACT: This study uses some conceptual articles to identify the factors influencing Green Human Resource Management. It found that Green HRM includes practices such as green recruitment, training and development, salary, monetary and non-monetary motivation management, and employee satisfaction. The study also provided suggestions for further improvement. It also highlights the need for Green Human Resource Management and the factors required for its implementation.

KEYWORDS: Green Human Capital, Green Compensation, Green Training, Green Rewards, and Green Competitive Advantage.

Received 01 Dec., 2024; Revised 08 Dec., 2024; Accepted 10 Dec., 2024 © The author(s) 2024.
Published with open access at www.questjournals.org

I. INTRODUCTION

Global organizations are increasingly prioritizing environmental sustainability, making the integration of Green Human Resource Management (Green HRM) a strategic focus across industries. Green HRM practices aim to align human resource management strategies with sustainability goals, fostering eco-friendly initiatives within the workplace. These practices cover various aspects of HR, such as recruitment, training, performance management, and employee engagement, all designed to reduce environmental footprints while enhancing organizational sustainability.

In a rapidly changing business environment, sustainability has become a critical priority for organizations worldwide. As environmental crises intensify and the demand for corporate responsibility grows, companies are incorporating Green HRM practices into their core operations. Green HRM involves integrating environmentally sustainable principles into HR functions to promote responsible practices.

However, despite the growing emphasis on Green HRM, organizations face several challenges in implementing these practices effectively in a sustainable environment. This article explores the key obstacles to adopting Green HRM practices and highlights the steps organizations can take to overcome these challenges, aiming to reduce their environmental footprint and foster sustainable workforce practices.

II. KNOWLEDGE GAPS AND LACK OF EXPERTISE

A significant barrier to implementing Green HRM is the lack of knowledge and expertise in sustainability and green practices. HR professionals, particularly in industries that have traditionally not focused on environmental responsibility, may lack the skills or awareness needed to apply Green HRM strategies effectively. Similarly, employees may not understand the importance of green initiatives or how they can contribute.

To address this, organizations must invest in training and development programs that focus on environmental sustainability. HR professionals should be equipped to integrate green practices into

recruitment, performance management, and employee engagement processes. Employees, too, should be trained and encouraged to adopt eco-friendly habits in their daily work routines. By fostering sustainability awareness and building expertise, companies can bridge knowledge gaps and facilitate a smooth transition to green practices.

III. FINANCIAL ISSUES AND RESOURCE ALLOCATION

The implementation of Green HRM practices often requires significant upfront investment, posing a challenge for small and medium-sized enterprises (SMEs) or organizations with limited budgets. For example, adopting energy-efficient systems, setting up eco-friendly workstations, or funding green training programs can strain financial resources.

Moreover, the long-term benefits of such investments, like reduced energy costs or enhanced employee retention, may not be immediately apparent. This creates a conflict between short-term financial goals and long-term sustainability objectives.

Organizations can mitigate this challenge by highlighting the long-term financial advantages of Green HRM practices. For instance, initiatives like energy-efficient lighting or waste reduction programs often lead to measurable cost savings over time. Companies can also seek external support, such as green certifications or government subsidies, to ease the financial burden. Starting with low-cost initiatives, like recycling programs or paper reduction efforts, can be an effective first step.

IV. SHORT-TERM PRESSURES VS. LONG-TERM GOALS

Green HRM practices are inherently tied to long-term sustainability objectives, which can conflict with the immediate demands of a competitive business environment. For instance, implementing green initiatives like waste reduction or energy-efficient technology requires time and investment before results become evident.

To balance short-term pressures with long-term goals, organizations should develop strategic roadmaps that prioritize both. Gradual implementation of green initiatives and demonstrating quick wins—such as savings from remote work policies or reduced utility costs—can build momentum for broader sustainability efforts.

V. GOVERNMENT REGULATIONS AND EXTERNAL PRESSURE

In some regions, inadequate governmental regulation or lack of external pressure hinders the adoption of Green HRM practices. While certain industries operate under strong environmental policies, others lack clear guidelines or incentives to implement green initiatives.

Organizations can overcome this challenge by voluntarily adopting global sustainability frameworks like ISO 14001, the Global Reporting Initiative (GRI), or the United Nations Sustainable Development Goals (SDGs). Collaborating with industry groups and environmental organizations can also push for stronger policies and frameworks to encourage sustainable HR practices.

VI. NOT READY FOR CHANGE

Resistance to change is one of the most significant challenges in implementing Green HRM. Employees and management may be reluctant to adopt new practices, particularly if they perceive them as time-consuming or unnecessary. This resistance can range from skepticism about the benefits of green initiatives to reluctance in adopting small changes like energy-saving habits.

To address this, organizations must communicate the benefits of Green HRM clearly and foster employee engagement. Leadership commitment to sustainability, coupled with incentives for eco-friendly behavior, can encourage acceptance. Hands-on involvement through training, awareness campaigns, and inclusive green initiatives can further reduce resistance.

VII. ALIGNMENT WITH ORGANIZATIONAL CULTURE

Successfully embedding Green HRM requires alignment with the organization's culture.

Companies that have not previously prioritized sustainability may find it challenging to integrate green initiatives into their existing norms.

Leaders play a critical role in shaping a culture of sustainability. They must communicate its importance and align it with broader organizational goals. Introducing sustainability into daily operations—such as reducing waste, adopting energy-efficient technologies, and promoting green practices at every level—can help normalize eco-friendly behaviors and drive long-term change.

VIII. MEASURING AND EVALUATING EFFECTIVENESS

Measuring the success of Green HRM practices can be challenging, as traditional HR metrics may not directly capture the environmental impact. Metrics like energy consumption, waste reduction, and carbon emissions are vital but may not align easily with employee behavior and engagement data.

To address this, HR professionals should establish clear sustainability KPIs (Key Performance Indicators) and integrate them into performance management systems. Regular audits, employee surveys, and sustainability reports can help track progress and refine strategies.

IX. CONCLUSION

Naturally, Green HRM practices present immense opportunities for organizations to contribute to environmental sustainability, their successful implementation requires overcoming several challenges. Addressing resistance to change, bridging knowledge gaps, securing financial resources, and aligning sustainability with organizational culture are all critical steps.

Finally, organizations that embrace Green HRM not only create a sustainable work environment but also enhance their corporate reputation and contribute to global environmental goals. Achieving this requires strong leadership, clear strategies, and a commitment to driving change in a competitive business landscape.

REFERENCES

- [1]. Pankaj Kumar (2023), "Green HRM: Challenges and Trends", ISBN-13-979-8863599120, Sunrise Book Store, New Delhi.
- [2]. Mohammad Tahir (2020), "Green Human Resource Management: Theory and Practical Issues", ASIN: B08H185P2T. Amazon.in.
- [3]. Soni Agrawal & Roma Puri (2021), "Green HRM", Sage Publications, New Delhi.
- [4]. Shishira Srinivasa (2021), "Green HRM - A Run-Through of Different Approaches", Bookswagon, New Delhi.
- [5]. Ganesh Shermion (2022), Knowledge Human Resource Management, Himalaya Publishing House, New Delhi, ISBN-81-8319-428-6.
- [6]. Lalitha Balakrishnan and S. Srividhya (2019), "Human Resource Development", Himalaya Publishing House, New Delhi. ISBN-978-93-5202-249-6.