

# Green Human Resource Management Leading to CSR and Environmental Sustainability - An Analytical Study

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## ABSTRACT

Going green is a popular term for changing one's lifestyle for the safety & benefit of the environment. The concept is actually having a different meaning. The US Chamber of Commerce Small Business Nation defines going green as simply taking steps to "conserve energy, reduce pollution & save money." In today's business communities the concept of going green & maintaining green environment is of prime importance on which the significance of various environment management techniques are increasing day by day. Corporate Social Responsibility (CSR) is viewed as a comprehensive set of policies and programmes that are integrated into business operations, supply chains and decision-making processes throughout the company. This paper focuses on the extended outcomes of the Green Human Resource Management and Corporate social responsibility of the Kolkata based Indian IT giants drawing on the conclusion on how much they are interrelated.

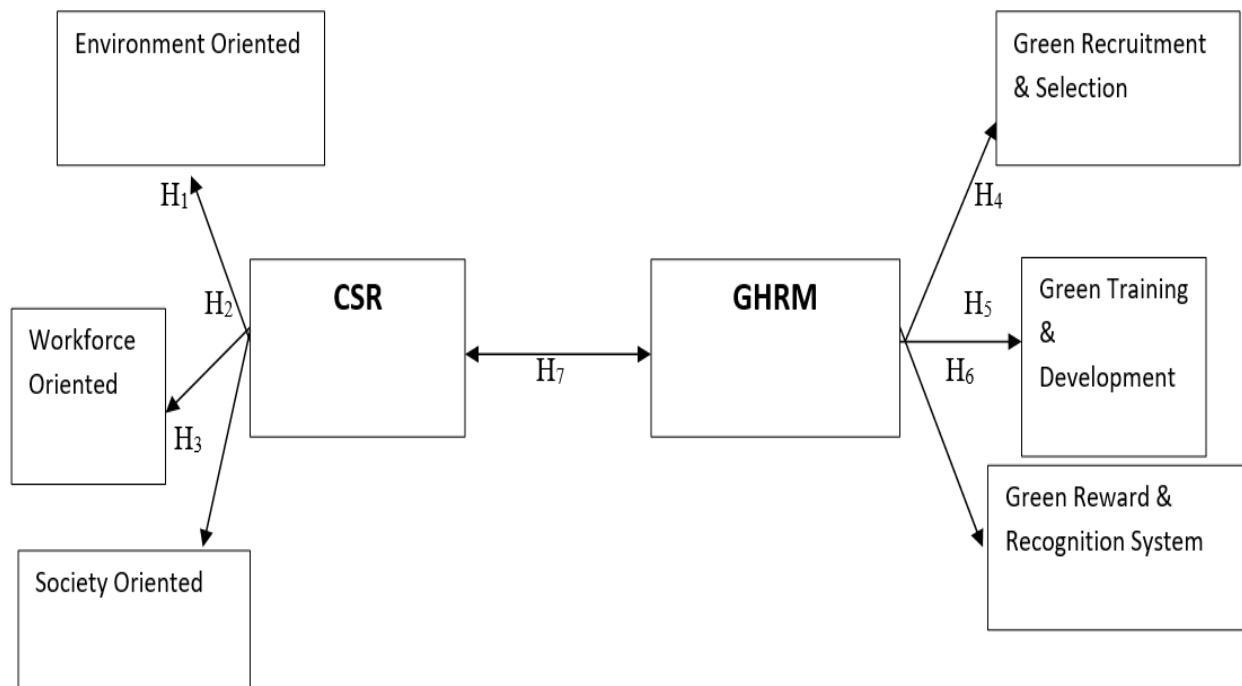
**KEYWORDS:** Corporate Social Responsibility, Green Human Resource Management, Organizations, Globalization, Environment.

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## INTRODUCTION

In the globalization and liberalization era every organization be it producing a small pin or big airplanes is facing a stiff competition for its existence and building their image where corporate social responsibility plays a very vital role. Basically, corporate social responsibility is a concept where the organization takes the responsibility of providing something good back to the society in any form of development. It involves the impact of their activities for the betterment of the customers, community and environment in all aspects of their operations. Corporate social responsibility technically involves the procedure how a company manages its business processes in order to produce an overall position impact on the society. The concept of CSR is considered to be a global trend in today's business world. It is a recent approach and the organizations are struggling to find out their social responsibility roles as it became mandatory now a day. Sometimes it is considered as philanthropy whereas sometimes as an ethical duty of the business. The increase in the rise in demand of corporate social responsibility gives rise to the application of the various management tools. Disposition of waste materials and industrial pollution i.e. toxic chemicals are areas of focus that needs the concentration of the corporate for the formulation of policies and regulations for the benefit of the society. In the globalized business arena the organizations are focusing on maintaining the ecological balance of the environment which gives rise to the concept of green human resource management. **Going green** is a popular term for changing one's lifestyle for the safety & benefit of the environment. The concept is actually having a different meaning. The US Chamber of commerce Small Business Nation defines going green as simply taking steps to 'conserve energy', reduces pollution & save money. In today's business communities the concept of going green & maintaining the green environment is of prime importance on which the significance of environment management techniques are increasing day by day. In the globalized marketing scenario where the corporate world is not only going global but also experiencing a shift from conventional financial structure to a modern capacity based economy which is ready to explore the green economic facets of business. The concept of green HRM by the HR department is an integral process which involves all the activities i.e. recruitment, selection, performance appraisal method, reward & pay system are all framed in the go green concept hence ensuring that the employees are supported by meeting the social, ecological and economic benefits from the green environment. The HR department of the company plays a significant role in creating the culture of their organization by handling the environmental responsibility as a part of the CSR activity. The concept of the green human resource management promotes the environmental related issues by adopting it in various human resource policies, procedure, practices, training & development

of the laws related to protect the environment. This paper focuses on the extended outcomes of the Green Human Resource Management and Corporate social responsibility of the Kolkata based Indian IT giants. A proposed model is framed that portraits the relationship between CSR & GHRM.



## PROPOSED HYPOTHESIS

H<sub>1</sub> - Environment Oriented factor is directly related to CSR

H<sub>2</sub> - Workforce Oriented factor is directly related to CSR

H<sub>3</sub> - Society Oriented factor is directly related to CSR

H<sub>4</sub> - Green Recruitment & Selection is directly related to GHRM

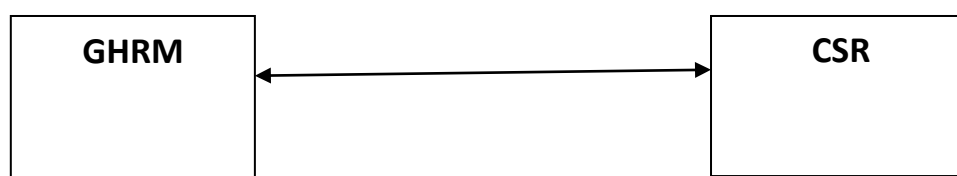
H<sub>5</sub> - Green Training & Development is directly related to GHRM

H<sub>6</sub> - Green Reward & Recognition is directly related to GHRM

H<sub>7</sub> - CSR and GHRM are strongly interrelated.

Though hypothesis number H<sub>1</sub>, H<sub>6</sub> have significant contribution in finding the relationship between GHRM & CSR, after conducting Pilot survey & preliminary analysis it is found that hypothesis number H<sub>7</sub> is most important to establish & validate the relationship between two constructs i.e. GHRM & CSR.

Accordingly the model was modified and adjusted as given below :



GHRM & CSR are both latent variable in nature i.e. they cannot be measured directly and some measurement variables are required for both of them. After going through related literature and theories I have identified three measurement variables for GHRM and CSR those are -

The factors which influences CSR strongly are-

**Environment Oriented**, includes a strong focus on energy efficiency, green infrastructure development, maintaining the water efficiency and development of green campus.

**Workforce Oriented**, includes engaging the human resources in creating environmental awareness sensitizing them towards nature & conserving various resources.

**Society Oriented**, includes organizing the various community campaigns, women development campaign, go green campaign across the country spreading the message of saving the mother earth.

Similarly the direct factors which influences Green Human Resource Management involves-

**Green Recruitment & Selection**, includes saving the paper saving trees, maintain the e- portal for collecting the CVs and further proceedings.

**Green Training & Development**, includes E-waste management training, development of employees' skills, knowledge, and attitudes about Environment conversation and EM initiatives.

**Green Reward & Recognition**, includes green reward system, e- recognition portal, greening of performance related pay (PRP).

## LITERATURE REVIEW

The term "social responsibility of business" was first coined by Howard Brown in 1995. According to him, "business should consider the social impact of their business activities". The broader part of every organization involves the societal concept. Kieth Davis, 1960, has focused on social aspect and fulfillment of societal expectations by the corporate houses. In this era, scholars were tried to connect the business with the society. Social elements were became the part of the business. Carrol, 1979, has explained the term more clearly and systematic way as it is a set of economic, legal, ethical and discretionary expectations of the society towards business organizations, operating within its premises. Only mere charity and philanthropy was not all about CSR, which is rather a more ethical concept. In present times corporate social responsibilities has taken the seat of strategic relevance. David Vogel, 2003, has pointed out that corporate social responsibility is more of a business response to the growing public concerns which revolves around the social moral responsibilities towards the well being of the society. An organization is basically a part of the society and its taking everything from the society to develop itself, so at one point of time it becomes the responsibility of the organization participate in the social well being of the society. Orlitzky, 2003, With rapidly changing scenario, competition has become more intense, in such a condition CSR is even being employed as a part of a differentiating strategy at the product, business and corporate level. Every organization is striving to sustain in this competitive global market and where change is the only constant identity. CSR establishes a fine line of differentiation by establishing the brand identity. Lord, Home & Richard Watts, 2007, explained corporate social responsibility as an ethical behavior calls for the business moral responsibility for improvement in workers life quality and well beings of their family and social groups. It's a responsibility which involves a combination of environmental dimension, social dimension and economic dimension that includes the entire employees benefit as well as the benefit of the society. Green human resource is a part of green management philosophy which includes the policies, practices followed by a firm for the environment management activities. It involves all kinds of features that are required to carry out by a firm for maintaining the 'go green concept'. Various business giants are following serious steps towards this concept as they have understood the need for sustainability if not the substantial growth of business. According to Justin Victor (2008), one half of HR professionals indicated that their organizations have a formal or informal environmental responsibility policy. Top Three green practices reported by HR professionals were encouraging employees to work more environment friendly, offering recycling programs and donating / discounting used furniture supplies. John Sullivan (2009), in his paper has stated that environmental issues are on most every one's mind so if your firm has a competitive advantage in this area will create an employment brand. Green recruiting is a chance to differentiate yourself in a recruiting marketplace where standing out from the crowd is already extremely difficult. Moreover Gen y is focusing on the Green Recruitment. Which includes a complete structure from collecting the CV's through electronic media, short listing the candidates, arranging the interviews and selecting the right human resources. Zoogah (2011), describes the Green Human Resource Management as the HRM policies, philosophies, & practices to promote sustainable use of business resource. Ultimately the green concept focuses on maintaining the ecological balance, environmental sustainability which the HRM and the organizations focuses on effective utilization of resources based on the sustainable policies. Renwick, Redman & Maguire, 2013, With the current situations organizations are on the look to find out the techniques and ways to mitigate the ecological

footprints in addition to handling the pressure of the economic issues. The current century portrays great interest in all the concerns on the environment in a global perspective to all the fields in business. Disposition of waste materials and industrial pollution such as toxic chemicals are the areas of focus that need the formulation of policies and regulations and its effects to the society. Cheema, Pasha & Javed, 2015, Green HRM is conceptualized as the use of the respective HRM policies in promoting the sustainable spending of resources in a business with the aim of encouraging the cause of a sustainable environment. In order to achieve an organization's objectives of making profits and maximizing the shareholder's wealth, businesses start attaining the success by considering and concentrating on environmental and social factors. Jabbour & de Sousa Jabbour, 2016, Through an eco-friendly drive, the HR function is the epitome of the environment sustainability in a firm with the alignment of its policies & practices. Human Resource department of any organization act as a major pillar for its sustainable growth, the more its policies & practices are environment friendly the more it likely to add a new feather in its sustainable activities. The word green has its relevancy depicting the description of nature from the general meaning of a leafy plant to a deeper meaning of an environmentalist and preservationist or an eco-activist. Green Human Resource Management involves commitment, policy playing implementation, measurement of human resource system that accompanied by the organization's culture and long term goals.

## RESEARCH METHODOLOGY

This part of the study involves the measurement of the constructs for which the scales were taken after checking the reliability & validity. A questionnaire was framed including the scales developed. The scale used for this was the Likert Scale (min 1; max 5). The data for this study involves both the primary and the secondary sources. The primary sources include the filling up the questionnaire by the Mid-level & Senior level Managers of the different IT organizations of Kolkata. Secondary sources are the books, referred journals and also the company websites. The sample size for this study was 100 – 120. After collection the data was statistically analyzed through Structure Equation Model (SEM) using AMOS (version 6). The output validates the proposed model which means all the proposed hypotheses are accepted including the core one.

## RESULTS & DISCUSSIONS

The result that was extracted from this study was that both CSR and GHRM are connected on a common ground i.e. Sustainability of the environment. It includes that the GHRM develops an admirable atmosphere for pursuing the sustainability of the environment. Under this the managerial roles such as recruitment, selection, rewards, training and development were found playing a strong position in maintaining the CSR activities. The role of GHRM was found in the world of sustainable environment where rewards, performance appraisal etc. induces a high implication of environmental practices where GHRM was followed. Finally, it can be concluded that both the GHRM & CSR has a strong positive relation with each other in those firms where the organizations involve more managers of all the levels in adopting the green practices by incorporating the HR practices, implications, strategies etc., the more they are basically involved in that the more they are serving the society in the name of CSR. It can be thus discussed that, the IT giants who are basically practicing the GHRM concept are getting involved in the CSR activities. So, it can be said that in certain organizations GHRM can be termed as a disguised CSR.

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