

**GREEN HUMAN RESOURCE MANAGEMENT: AN INNOVATIVE APPROACH FOR THE  
SUSTAINABLE AGRICULTURE IN INDIA**

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**Abstract**

the need for green human resource management is important for all over the world. Sustainability is the focus of every industry. Earlier studies have proven the impact of Green HRM positively. Considering the increasing environmental crisis and farmer's problems sustainable development is important in agriculture. The researcher attempted to prove the importance of Green HRM in Agri industry. The past study argued that employees must be inspired, empowered and environmentally aware of green to carry out green management initiatives. This paper discusses the importance and implementation of Green HRM in agriculture.

Key Words: Green HRM, Agriculture, Environment, Sustainability, Agroecosystem

**Introduction**

Agriculture is the backbone of our economy. However, the farming method, available land with our farmer's and natural resource exploitation lead to the uncertainty in a producer's life as well as the consumers. The exploitation of natural resources has led to an increase in greenhouse emission, global warming, and the depletion of the ozone layer. It is against this background that there is a growing need for businesses in all sectors to integrate environmental management with human resources into is called the Green HRM.

Green Practises have already been popular in the environmental and social aspects of the present corporate world. Corporate green HR focuses on a high level of technical and managerial competencies for employees as the firms want to develop innovative environmental initiatives and functions that have tremendous managerial implications.

Green HRM began its journey through the milieu of green management applications, to address the growing concern from corporate stakeholders (Roberts, 1992), in response to the negative impacts of organizational operations on the environment (Waddock, 2004). By embracing green management policies and strategies, and Green HRM practices and processes, firms are expected to receive direct and peripheral gains such as improved sales, productivity gains and competitive advantages (Wee and Quazi, 2005).

**Farmer Producing Organisations**

Farmer producer organisation is the organisation where several similar producers forming a group to achieve a common goal and they can register as an organisation under the Indian Companies Act.

**Scope for “Green HRM” in India**

GHRM is a manifesto which helps to create a green workforce that can understand and appreciate green culture in an organization. There are lots of many aspects in Green HR practices in an organization domestically and internationally like; Employee Involvement (EI) and Employee Participation (EI) • which motivate the employees through the training and development, pay and reward system, recognition and award, performance management system, these Green HRM practices can be implemented effectively amid the personnel

The days with the appropriateness of the concept of 'continuous improvement' are diminishing and what stands more appealing in today's scenario is 'continuous innovation'. As companies are moving beyond the traditional boundaries of profits and shareholders to multiple stakeholders, the realisation to the natural environment, protection of the planet, Public health, poor empowerment and community development is becoming more essential. Innovations enhancing sustainability is not just the role of the corporate but largely involves individual citizen effort. Researchers have highlighted that companies have various formal and interpersonal ways of engaging people initiating sustainability efforts. Yet, there is not much work on the process of engaging employees in innovative process changes to ensure sustainability. Thus, there lies a huge scope for researches in the area of identifying new mechanisms for enhancing sustainability and greening efforts of the organisations. The literature review also reveals that not much work has been done on GHRM practices in India. Even though there are mandatory CSR and Sustainability Guidelines, yet there is no specificity of GHRM initiatives as a part of sustainability efforts. Even though NASSCOM has been taking effort for environmental sustainability, yet there are hardly any researches sharing the GHRM practices contributing to environmental sustainability. There is high scope for researches highlighting the GHRM initiatives of Indian IT industry.

- Preservation of the natural environment
- Ensure a healthy working environment and raise employee morale
- Save cost
- Reduce intervention from the middle man
- Stimulate innovation and growth
- Recycling
- Training
- Public Transport
- E-filing
- Reducing carbon footprint

**Review of Literature on Green HRM**

Huslid (1995) mentions the selection processes, incentive compensation, performance management systems, employee involvement, and training to be central to the company's success. Recruiting Candidates with the 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.

Grolleau et al. (2012) in their study on the impact of environmental standards of a company on the recruitment of an employee found that the environmental commitment of the company adds to profile of a company. In their primary survey, they found that professionals were more concerned about the environmental strategy of a company. The most important aspect of PM is performance appraisal. In addition to meeting the criteria of reliability, validity, and fairness, effective performance appraisals provide useful feedback to employees and support continuous improvements in the firm's environmental outcomes.

Callenbach et al. (1993) argued that to take out green management, the employee must be motivated, empowered and environmentally responsive of greening to be successful. To effectively implement green management initiatives and development environmental innovations, corporations require a high level of technical and management skills (Callenbach et. al., 1993; Renwick et al., 2008).

Lee (2009) claims that HRM and green management initiatives and objectives require employees to be environmentally aware and highly trained in both technical and management skills, as corporations will be developing innovative environmental processes that will have considerable management implications. The role of HRM is to ensure that targeted training programs are developed and designed to increase the awareness of employees to the importance of environmental initiatives, as well as conducting training programs that develop technical, operational and management competencies (Daily and Huang, 2001). According to Lee (2009), implementing these developmental programs is essential if firms are to successfully cultivate environmental innovations.

Siegel (2009) supports this assertion and suggests that espousing green management and Green HRM provides firms with opportunities to maximise profits and implement practices that arouse employee engagement and encourage behaviour that is placatory toward the environment.

Aravamudha (2012) said Green HRM involves addressing the company carbon footprint by cutting down on the usage of papers, reducing un-wanted travel. Green HRM is about the holistic application of the concept of sustainability to the organization and its workforce. It has been found out in various researches that HR department in many companies are increasingly greening their processes to gain a competitive advantage over others.

Yusliza Mohd Yusoff (2015) emphasized that since the concept of Green HRM is still unclear and needs to be developed, the study has done Qualitative-based research to gain deeper insights and understandings in this regard to developed broad conceptualizations of Green HRM. These broad conceptualizations were then categorized into a narrower conceptualization by grouping the activities which entail shared concepts and result in the formation of only five parent conceptualizations - the E-HRM, Work-life Balance (WLB), Corporate Social Responsibility (CSR), Green Policies, and Extra Care Program.

Wehrmeyer (1996) stated explicitly that green discipline management is a pre-requisite incorporate 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 organization. In this context, some companies have realized —discipline management as a tool to self-regulate employees in environmental protection activities of the organization. These firms have developed a clear set of rules and regulations which imposes/regulates employees to be concerned with environmental protection in line with the environmental policy of the organizations.

Mampra (2013) defines 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

### **Objectives**

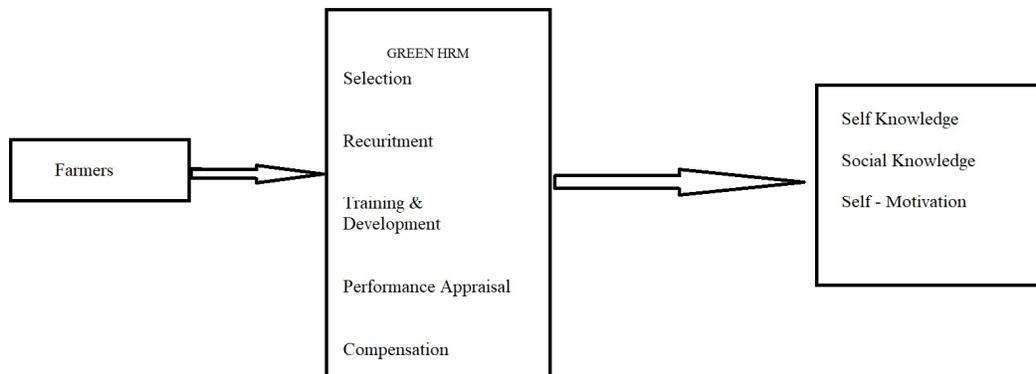
To identify the various Green HRM practices can be adopted by Agri industry

To Study the major advantages of Green HRM adoption on the Agri industry

To discover the potential and actual challenges that green HRM faces.

To examine employee perceptions towards green HRM

### **Proposed Model**



The proposed model explains the impact of Green HRM practices in the farmer's life. Few studies say that Green HRM leads to self-awareness on the necessity of go green in the workplace and daily life. Hence Green HRM transform the employees to be social concerned personality. Many research shows that organisational commitment is higher in agriculture than others. It is necessary to promote and manage the change in environment behaviour so that farmers can be aligned with natural forming. The proposed model will improve the farmer's life in Motivation, job satisfaction and Sustainability farming.

### **Green HRM in Agriculture**

Many researchers argued the impact of Green HRM incorporate. This paper discusses the importance of Green HRM in agriculture. In the agriculture industry, the problem of the farmers is not only the fiancé and land. The real problem is the lack of skilled labours. Today farming industry is focused by

corporates, many speaks about the organic farming and welfare of the farmers.

The concepts of Farmer Producer Organisation evolved in semi-urban India, slowly it is adopted by rural India. Technology-enabled agriculture can improve the producer's lifestyle and production. The green revolution changed the farming style, which is not suitable for this environment. The farming labourers should be trained properly to adopt the Green HRM policy. Training should be given to them on affordable technology in agriculture. By giving proper awareness of natural fertilisers and pesticides every farmer should have the easy accessibility to it.

### **Self-Knowledge**

Farming method disturbed from green revolution movement in India, most of the traditional farmers are having a perception of more cultivation leads more profit, but in practice, they end up with huge loss due to bad monsoon of the year. They have to change the farming style and should transform into traditional farming to targeted farming. To achieve this, they need training on the need of the customer. The farmer should have trained effectively in identifying themselves. Where the farmers will realise their strength and the demand of the customers.

### **Social-Knowledge**

Farmer's knowledge plays a vital role in developing a sustainable environment. Earlier farmers were not aware of the modern market system where they can store and sell their produce. What are the value additions being available? Through the farmer's information system this can be educated. By the help of social enterprises, farmers can procure the complete benefit of their yield. When a farmer is aware of his product value chain and demand of it the role of middle man will come down. He should be educated on the various finance sources and schemes by government and others.

### **Self-Motivation**

Self – motivation comes when a person realises his purpose of life. Through Green HRM practices it is essential to make a farmer feel his role and its importance. by providing market knowledge and economic support they are highly self-motivated. In the literature review, we discussed that self-motivation leads to higher productivity with minimised defects.

### **Preservation of Natural Environment**

Farming with natural fertilisers and pesticides, every farmer should maintain greening of dry land premises with gardens. There should be policies for the motivation of farmers for gardening by contributing manure or attending to certain plant areas of the garden through any government or private partnership. Initiating green rewards through various departments for innovative initiatives and green contribution through reduction of wastes, green resources and energy.

### **Renewable Energy**

It would encourage those who live nearby to commute by cycle or walk, reducing pollution. The ones who live far off could use bicycles to go to the market. It would be a good exercise and would keep the employee in good health.

**Green Innovations**

The employees who come up with the most innovative green initiatives should be awarded a 'go green' badge. Producers can gather biodegradable home/office waste Segregation of waste and disposal of waste should be streamlined in the organisation.

**Saving Electricity**

Taking innovative initiatives of saving electricity by encouraging volunteering to make use the solar energy, drip irrigation and innovative water treatment where and whenever required.

**Loan Interest Discount**

Banks and financial institutions should give loans at a discounted rate for organic farming

**Sustainable Farming**

Social Enterprises can give training on sustainable farming. Through Farmer producer organisation it is essential to educate the farmers to create value for their produce and market it. by training farmers in waste management

**Economic Sustainability**

Sustainability means the survival of a longer period. Everyone desires the need for sustainable businesses. Demand will continue to increase for the sustained economy. In other words, steady growth in demand and supply. Economic sustainability should be accomplished without compromising the environment and social factor.

**Environmental Sustainability**

Past one decade's people are talks about global warming, Post pandemic it will increase further. In India post green revolution, there is a vast change in handling natural resources by the farmers. Which led to Soil pollution and water scarcity. The groundwater is at an all-time low in India in general. Due to lack of knowledge about environmental sustainability. Through Green HRM it can be restored as a healthy ecosystem. Where the interaction with nature by the farming community will get changed so that they can save it for future generations.

**Conclusion**

The research was done in the area of agriculture sustainability, this paper discussed the importance of the Green HRM to bring sustainability in agriculture. In general, for any job there is a training and development team is common, but in agriculture either traditional or due to unemployment people are turned to be agriculture labours. For such people should be trained properly in Green HRM, so that the livelihood of the producers will improve.

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