

A STUDY OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ADOPTED BY THE NEW AGE ORGANIZATIONS

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ABSTRACT

This study examines Google's Green Human Resource Management (GHRM) strategies, exploring how the company integrates sustainability into its HR practices. Through literature review and analysis, it investigates Google's environmental initiatives across recruitment, performance management, supplier partnerships, and more. Results highlight Google's deeply ingrained commitment to environmental stewardship, fostering a sustainable culture through employee empowerment, training, and community engagement. Challenges include balancing business goals with environmental objectives and overcoming resistance to change. Google's experiences offer valuable insights for organizations seeking to develop their own green HRM policies, promoting environmental responsibility and contributing to a sustainable future.

INTRODUCTION

The significance of sustainability and environmental responsibility in corporate operations has gained more attention in recent years. The need for human resource management (HRM) to support environmentally friendly practices has grown as companies come under more and more pressure to reduce their environmental effect and support sustainable development. This study examined the adoption of Green Human Resource Management (GHRM) techniques by modern enterprises, emphasizing comprehending the tactics, difficulties, and consequences for the organization's sustainability.

Environmental sustainability has been a top priority for organizations all around the world in recent years. Businesses are under increasing pressure to implement sustainable practices in every aspect of their operations as public awareness of climate change and its effects on the environment grows. Among these, the field of human resource management (HRM) is crucial in determining the practices, policies, and culture of a business. With businesses attempting to include sustainability in their fundamental business plans, the idea of Green Human Resource Management (GHRM) has become more and more popular.

This study explores the field of GHRM, concentrating on the methods used by Google, one of the most inventive and significant businesses in the world. Google, a company well-known for its environmentally conscious work environment and progressive workplace culture, offers an insightful case study that demonstrates how HRM practices can be successfully matched with sustainability goals.

Google's path to environmental stewardship is more than just an example of corporate social responsibility; it's a strategic business approach that acknowledges the interdependence of social, economic, and environmental aspects. This study aims to provide insights into how a top multinational company handles the challenges of sustainability in the HRM space by analyzing Google's GHRM practices.

Organizations that are considered new-age due to their creative thinking, digital transformation, and focus on social responsibility are leading the way in incorporating sustainability into HRM procedures. Businesses such as Wipro, who have implemented GHRM activities in line with their corporate goals and fundamental values, have shown leadership in this field.

Google's company profile

Founded in 1998 by Stanford University Ph.D. students Larry Page and Sergey Brin, Google has grown from a basic search engine to become one of the most significant technology businesses in the world. Google, well-known for its cutting-edge goods and services, has revolutionized how people engage with technology, get information, and communicate.

Google's objective is to "organize the world's information and make it universally accessible and useful." This is the company's vision. The company's dedication to innovation, usability, and accessibility in its goods and services is emphasized by this mission. Google also wants to keep pushing the envelope of what is feasible in order to sustain its leadership in technology.

Corporate Culture: Google is widely recognized for its distinct corporate culture, which is defined by an emphasis on innovation, a flat organizational structure, and open communication. The organization promotes risk-taking, ambitious project pursuit, and accepting failure as a teaching moment for staff members. Known as "Googleplexes," Google's offices offer a dynamic and exciting work environment with perks including free gourmet meals, recreational facilities, and collaborative workspaces.

Environmental Sustainability: In order to run as a carbon-neutral business and run all of its activities entirely on renewable energy, Google has made large commitments to environmental sustainability. The business supports sustainable practices across its supply chain, enhances energy efficiency in its data centers, and makes investments in renewable energy initiatives. Additionally, Google promotes staff participation in environmental campaigns and funds neighborhood sustainability projects.

Google provides a wide range of goods and services, such as the following:

1. Search Engine: Google Search, the company's main offering, uses a proprietary search algorithm to give customers access to a wealth of online information.
2. Advertising Services: Businesses may reach their target audiences with targeted adverts across a variety of

digital media by utilizing Google's advertising infrastructure, which includes Google Ads and AdSense.

3. Cloud computing: Infrastructure as a service (IaaS), platform as a service (PaaS), and software as a service (SaaS) are among the services provided by Google Cloud Platform.
4. Productivity products: Gmail, Google Drive, Google Documents, Google Sheets, and Google Meet are just a few of the products that organizations and individuals may use from Google Workspace (previously G Suite).

BACKGROUND

When Larry Page and Sergey Brin founded Google in 1998, it was just a research project at Stanford University. The company's primary objective was to develop a state-of-the-art search engine capable of efficiently indexing and extracting material from the vast expanse of the internet. Google's search engine gained popularity quickly due to its user-friendliness, speed, and accuracy, propelling the company to prominence in the computer industry. As it expanded its operations and product line, Google developed a reputation for encouraging a dynamic and innovative workplace culture. Workers were urged to try out new ideas, take on difficult assignments, and defy conventional knowledge. Google's "Google plexes," which are its offices, are known for their open workspaces, gourmet meals provided for free, and recreational areas to encourage collaboration, creativity, and well-being among staff members.

RESEARCH METHODOLOGY

To conduct a comprehensive study of the Green Human Resource Management (GHRM) practices adopted by Google, a mixed-method research approach combining qualitative and quantitative methods would be beneficial. Here's a suggested research methodology

Literature Review: Conduct a thorough review of academic literature, industry reports, and case studies related to GHRM, environmental sustainability, and Google's corporate practices. This will provide a theoretical foundation and help identify key concepts, frameworks, and research gaps.

Qualitative Data Collection:

2.1. Semi-Structured Interviews: Conduct semi-structured interviews with HR managers, environmental sustainability specialists, and key stakeholders within Google to gain insights into the company's GHRM practices. Explore their perspectives on the integration of environmental sustainability into HR policies, specific initiatives, challenges faced, and success factors.

2.2. Document Analysis: Analyze internal documents, such as sustainability reports, HR policies, training materials, and corporate communications, to understand the evolution of Google's GHRM practices and the implementation of green initiatives.

Sample & Data collection: A survey is sent to the several employees and take their responses. The information was acquired when these seven questionnaires were entirely filled out. The response rate was acceptable. The "convenience sampling" method was used in this investigation. The information was gathered by a self-administered questionnaire, and participation was completely voluntary.

Measures taken and scales used:

Two elements were considered in this research: training and development, employee performance, and job satisfaction. In total, seven questions about training and development as well as employee performance were used. These questions were borrowed from a job satisfaction study. All the attributes were rated on a yes, No, and Maybe as per the persons response and their experiences.

Quantitative Data Collection:

Surveys: Design and administer surveys to Google employees to assess their awareness, attitudes, and perceptions regarding GHRM practices and environmental sustainability initiatives. Collect quantitative data on employee engagement, participation levels, perceived effectiveness, and satisfaction with green initiatives.

Environmental Performance Metrics: Collect quantitative data on Google's environmental performance metrics, such as carbon emissions, energy consumption, waste generation, and renewable energy usage. Analyze trends over time to evaluate the impact of GHRM practices on environmental sustainability outcomes.

Report Writing and Dissemination: Compile research findings into a comprehensive report, including an introduction, literature review, methodology, results, discussion, conclusions, and recommendations.

Disseminate research findings through academic publications, conference presentations, and internal reports to contribute to scholarly knowledge and inform practice in HRM and environmental sustainability.

Ethical Considerations: Ensure ethical standards are maintained throughout the research process, including obtaining informed consent from participants, protecting confidentiality, and adhering to data protection regulations.

Respect Google's policies and guidelines regarding access to internal documents and interactions with employees and stakeholders.

DATA ANALYSIS AND INTERPRETATION

Data interpretation plays a pivotal role in unraveling the intricate relationship between Green Human Resource Management (GHRM) practices, employee engagement, and environmental sustainability outcomes. In this section, we delve into the findings obtained from the comprehensive study of GHRM practices adopted by Google, aiming to decipher the insights gleaned from both qualitative and quantitative data analysis.

SURVEY ANALYSIS

The survey data indicates a mixed level of awareness and adoption of Green HRM practices among respondents. While a majority of respondents indicated that they were aware of Green HRM, the level of adoption of these practices within their organizations varied. Regarding employee adoption of GHRM practices, responses were diverse, with some respondents strongly agreeing that employees follow these practices, while others were more

neutral or disagreed. This suggests that while there may be some level of acceptance and implementation of Green HRM practices among employees, there are also areas where further improvement or awareness may be needed.

Demographically, the survey captured information on respondents' age groups and genders. This data segmentation allows for deeper analysis to identify any age or gender-related trends in awareness and adoption of Green HRM practices. Opinions on the adoption of green recruitment processes were also varied, with responses ranging from strong agreement to disagreement. Similarly, respondents had differing views on the best practices for going green, highlighting the need for organizations to consider a range of strategies to promote environmental sustainability.

The extent of adoption of GHRM practices by new organizations was another area of interest. While some respondents indicated that newer companies were actively incorporating Green HRM practices, others were less certain or did not provide a clear response. Perceptions of the influence of Green HRM on organizational prestige varied among respondents. While some strongly agreed that Green HRM could enhance an organization's reputation, others were more neutral or disagreed with this assertion.

Interest in making organizations green was generally positive, with a majority of respondents expressing a willingness to participate in environmentally friendly initiatives. However, there were also respondents who indicated a lack of interest or uncertainty in this regard. Finally, the survey aimed to determine the current adoption of Green HRM practices by respondents' organizations. While some organizations were reported to follow Green HRM practices, others did not, suggesting a need for further promotion and implementation of environmentally friendly HR strategies.

FINDINGS

Unveiling the Green Human Resource Management Practices at Google

Through a comprehensive examination of Google's Green Human Resource Management (GHRM) practices, several key findings have emerged, shedding light on the company's commitment to environmental sustainability and its integration into HRM strategies:

1. **Leadership Commitment:** Google demonstrates strong leadership commitment to environmental sustainability, with senior leaders championing green initiatives and allocating resources for sustainability programs.
2. **Employee Engagement:** Google fosters high levels of employee engagement and participation in green initiatives, providing opportunities for involvement in sustainability projects and recognizing eco-friendly behaviors.

3. **Integration into HR Policies:** Sustainability considerations are integrated into HR policies and practices across Google, including recruitment criteria, performance evaluations, and training programs.
4. **Supplier Collaboration:** Google collaborates with suppliers to promote environmental sustainability throughout its supply chain, implementing green procurement policies and conducting supplier assessments.
5. **Investment in Renewable Energy:** Google invests in renewable energy projects to reduce its carbon footprint and promote clean energy usage, including solar and wind energy initiatives.
6. **Measurement and Reporting:** Google establishes robust systems for measuring and reporting its environmental performance, transparently communicating progress on sustainability goals and challenges.
7. **Knowledge Sharing and Innovation:** Google fosters collaboration and knowledge sharing on GHRM practices, actively participating in industry forums and collaborating with academia to advance knowledge on environmental sustainability.

Overall, the findings highlight Google's holistic approach to GHRM, encompassing leadership commitment, employee engagement, policy integration, supplier collaboration, renewable energy investment, measurement, and innovation. These practices underscore Google's commitment to environmental stewardship and its role as a leader in promoting sustainability within the technology industry.

CONCLUSION

In conclusion, Google's adoption of Green Human Resource Management practices represents a significant step towards advancing environmental sustainability within the organization and beyond. By integrating environmental considerations into HR policies and practices, fostering employee engagement, collaborating with suppliers, investing in renewable energy, and transparently reporting progress, Google demonstrates its commitment to reducing its environmental footprint and promoting a culture of sustainability.

Moving forward, Google should continue to strengthen its GHRM practices, embracing innovation, collaboration, and continuous improvement to drive further progress towards environmental sustainability goals.

By leveraging its leadership position and technological prowess, Google can inspire other organizations to adopt green HRM practices and contribute to a more sustainable future for all.

Today, Organizations are trying to focus on profit maximization and environmental obligation at the same time. In today's world organization that has more focus on environment has higher acceptance in society.

Due to this rising awareness of the society about environment, organizations are being pushed to pay more attention on the environment. Now, it may seem that more investment on environmental issues will cause profit minimization.

In that case, non-financial practice like green human resource management can be implemented in the organization. Financial help to a part of the total population of a country may get less focus than being green through Green HRM. Higher focus will create higher acceptance.

Higher focus will facilitate an organization to maximize their profit in long run. In this way CSR can also be performed through Green HRM. So practicing Green HRM as a means of promoting CSR in this industry will have a positive impact over the industry which will facilitate them to achieve higher social acceptance as well as higher profit making in the long run.

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