GREEN HRM–STRATEGIES FOR GREENING PEOPLE

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Abstract–In this modern era, environmental sustainability is entice attention among corporate executive, to adopt green initiatives, to balance significant relationships between economic development resources, the environment, and ecology. GHRM facilitates HRM strategies such as to strengthen proactive green methods, green competencies, green teams, green behavior, green creativity, and green effect to attain environmental sustainability. The objective of this study is to study green strategies, sustainable and nature friendly practices of some corporate for building their executives green and commitment for reasonable use of assets within organizations maintain equilibrium, and whereby Green HRM can play a pivotal role in business to foster environment associated affairs on the basis of available literature on green HR. This study suggests some GHRM initiatives for going green and building the system green as a whole.

Keywords: GHRM, Green Initiatives, Green competencies, environmental sustainability.

1. INTRODUCTION

Today every job is in the competition to convert the alternatives of using sustainability as a corporate identity for their businesses, increase employee's commitment to the issues of environmental sustainability because it not only includes environmental affairs but also impacts society and human resources of an organization.

Green HRM includes maintaining ecological balance with human resource policies and practices attaining its monetary goal and protects the environment from any adverse effect. It may be at an individual, organizational, national, or international level. So, along with the economic and financial factors, an organization must also consider the social and cultural factors to be successful in the corporate community [4, 5].

2. LITERATURE REVIEW

Fayyazia et al. (2015) said that there is a requirement for the amalgamation of environmental management in Human Resource Management because it is important for environmental sustainability. For successful implementation of environmental management in an organization human resource management department needs extra efforts (Rothenberg, 2003). Similarly, Jabbour and Santos (2008) also stated on the topic of sustainability more and more HR professional are keen to become exclusive environmental saving champions. Geetu Nijhawan (2014) stated that promoting the sustainable utilization of resources ensures building a competitive advantage, preserving natural resources and exploring alternate resources by adopting an integrated view of people management. Kathak Mehta, Pawan Kumar Chugan (2015) joins the ongoing discussions and debates of Green HRM with the expanding role of the HRM function in pursuit of environmentally sustainable business. Dr. Sabnam Jahan and Md. Mamin Ullah (2016) stated that Organizations are nowadays realizing that, they must consider social and environmental impacts for their long term sustainability. Thus, Green HRM has attracted the attention of academic researchers and practitioners. Prachi Kapil (2015) study the environmental sustainability practices adopted by three top car manufacturers of India and its impact, the idea behind is to integrate green HRM with environment sustainability for optimum utilization of resources. Wayne O'Donohue and Nuttaneeya (Ann) Torugsa said Green HRM positively moderates the association between proactive environmental management and financial performance, such that a high level of Green HRM increases the financial benefits of proactive environmental management. Suhaimi Sudin (2011) proposes development of a new model of strategic green HRM by reviewing the relationship of assessment-based HR Interventions, environmental management system (EMS), green intellectual capital (GIC) and corporate environmental citizenship (CEC). Dr. Safaa Shaban, (2019) test the perspective of the GHRM concept in construction companies in Egypt and the UK and study theoretical framework for GHRM practices in shaping the culture of suitability in their organisation. Various contemporary scholars have inherited the understanding and studies on Green HRM in recent years. (Berrone& Gomez-Mejia, 2009; Jabbour, Santos, & Nagano, 2010) Green HRM depends on the unique and Opatha and Arulrajah (2014) use of policies, practices, and systems in the organization that makes green employees for the benefit of the individual, team, society, natural environment, and the organization. Yusliza, Ramayah&Othaman, (2015) Today's HR professional have been assigned the additional responsibility of incorporating the green human resource philosophy in designing mission statement.

3. OBJECTIVES OF THE STUDY

- To study green management, explore GHRM practices of organizations.

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- To review previous studies based on GHRM and recommend appropriate GHRM policies for an organization.
- To examine the theoretical framework for GHRM and its practices.

4. RESEARCH METHODOLOGY

This paper aims at exploring the policies and practices of Green HRM through extensive analysis of existing literature and reviews the articles of GHRM.

The secondary data collected from books, journals, e-papers, and websites. A systematic review of the collected literature was done.

5. GREEN HRM AND ITS EFFECTS

Table-5.1 Reasons for GHRM Practices with its outcomes at Organizational or National/International Levels

S. No.	Why Green HRM	Effects of Green HRM
1	To protect the environment and implement all the stages of environmental management systems (EMS-ISO 14001), and become sustainable organizations (Jabbour al., 2010).	For Protection of Environmental
2	To make the workplace healthy and safe within and outside the organizations (Shrivastava, 1994).	Healthy Workplace
3	To improve corporate environmental performance by HR functions (Daily et al., 2007) and educate employees for environmentally friendly activities (Shrivastava, 1995)	Environmentally Educated employees
4	To provide eco-friendly products and operations (Milliman & Clair, 1996) and become a green employer (Phillips, 2007).	Green Products and operations
5	To conduct and implement corporate environmental programs (Milliman & Clair, 1996).	Implement environmental programs
6	To train, reward, and motivate employees in proactive corporate environmental management and achieve sustainability (Berry & Rondinelli, 1998).	Environmentally educated workforce
7	To sustain corporate environmental performance or to ensure sustainable environmental performance in the long term (Jabbour, 2011).	Sustainable environmental performance

6. GREEN PRACTICES OF HRM

The main purpose of going green is to reduce the potential negative impact of energy consumption and pollution has on the environment with promotion and implementation of laws related to Environment Protection.

Table- 6.1 Green Practices

S. No.	Authors	Practices
1	Crosbie and Knight, 1995, Wehrmeyer 1996, Revill 2000; Renwick et al, 2008, 2013	Providing job-specific green induction.
2	Opatha, 2013	Developing induction programs showing green citizenship behavior of current employees.

6.1 Green HR Planning

6.1.1 Green HR practices begin with the adoption of Green HR planning

- Forecasting is to be done for the number and types of employees, required to implement the environmental management activities in organization (e.g. ISO 14001).
- Making Strategies to meet the forecasted demand for environment safety (e.g. engaging consultants for environmental audit).

6.2 Green Performance Appraisal

Performance Management (PM) is used to identify the environmental performance of managers in environmental management system (EMS).

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A green performance appraisal links the environmental concerns of the organizations for regular review of an employee's job performance and contribution throughout the year in support of accomplishing the objectives of the organization.

6.3 Green Performance Evaluation

Performance Evaluation is used to measure an employee's work and results based on any of their job responsibilities. It is a time to reflect on any training, development required for employees. Managers and employees make quality discussions for optimizing performance, development, and goals with effective feedback and communication.

Table-6.4 Green Practices for Performance Evaluation

Authors	Practices
Milliman and Clair, 1996	1. Initiating an environmental management information system (EMIS) and environmental audits.
Wehrmeyer, 1996	2. Integrating corporate EM objectives and targets with the performance evaluation standards.
Renwick et al, 2008, 2013.	3. Incorporating green standard in performance appraisals or evaluation of employee's.
Opatha, 2013	4. Considering performance feedback interview for greening in progress.

Source: Arulrajah, Opatha & Nawaratne (2015)

6.4 Green Compensation and Reward Management

Rewards can be non-monetary and recognition- based on the green achievements of employees may include sabbaticals, special leave and gifts to employees and their family members.

Compensation refers to a salary scale for different levels of employees receive different scale in exchange for performing an organizational task. It includes monetary payment such as incentives and various bonuses.

Employees feel appreciated when recognized for their green contributions through wide publicity and appreciation of green efforts by top management executives.

Table-6.5 Green Practices for Compensation and Reward Management

Authors	Practices
Crosbie and Knight, 1995; Renwick et al, 2008 and 2013, Opatha, 2013	1. Enriching and gainful rewarding for good environmental practices by employees.
Renwick et al, 2008 and 2013	2. Appreciating employees for green skills acquisition.

Source: Arulrajah, Opatha & Nawaratne (2015)

6.5 Green Employee Relations

Promoting 'eco-entrepreneurs' is critical to add value to the organization's products and services (Deshwal, 2015). Employee relations' with green management establishing friendly employer-employee relationship involves employee participation and empowerment activities for improving environment management systems. Positive employee relations with the perceptions of green management are a source of competitive advantage and increase productivity with efficient utilization of existing financial, human, and natural resources of any organization.

By creating a climate for green management practices takes improvement in employee and organizational health, as well as the development of eco-friendly staff, makes long-term trust among management and employees which facilitates self-control, individual thinking, and problem-solving skills.

Table-6.6 Green Practices for Employee Relations

Authors	Practices
Renwick et al, 2008 and 2013	1. Participative management schemes for green initiatives. 2. Employer and employee consultations in solving environmental issues of the organization. Providing training to the union representative's eco-friendly.

Table-6.7 GHRM functions

Function	Green policies and practices
Job analysis	To include green competencies in the job description.
Recruitment and Selection	To include environmental criteria where recruit employees who are green aware and set as a preferential criterion to select employees.
Induction	To make employees familiar with green issues like their health, safety, and green working conditions of the organization.
Training	Training needs analysis is to be done by taking environment-related aspects as central points of green training. To increase employee competencies and knowledge in green management online and web-based training modules can be used as a training tool.
Performance Management	To evaluate job performance Managers/ employees can set green targets and responsibilities with performance indicators for environmental awareness
Discipline Management	Discipline implies with the code of conduct established by the organization, It is necessary for the effective functioning of an organization relating to greening.

Source: Opatha and Arulrajha (2014)

Table-6.8 Green HRM - Analytical and Theoretical Frameworks with Some Theories

Green HRM Perspective	Theories
Definition of GHRM, Needs for GHRM	Institutional, Resource-Based and System Theory
Result of GHRM	discuss these issues.
Process Model of GHRM	Process, System, Institutional theory
Stakeholders and Performance of GHRM	Stakeholder, Ability, Motivation and Opportunity Theory

CONCLUSION

There is a natural capacity of HRM functions in creating greening workforce and green culture in the organization. This effort ultimately leads to the better environmental performance of the organization. In this study we tried to explore the concepts, processes and practices essential for Green HRM based on the analysis of existing literature. The key challenge for HR professionals is to apply GHRM practices in real life and convert organizations into green bodies, all these efforts leads to better environmental performance of organization. The study found that Green HR policies, employee and employer commitment, teamwork, empowerment, participative management are associated with the successful implementation of Green HRM strategies and gradually shifting towards the environment sustainability. However, it is clear from the study that the HR Professionals has a role in the pursuit of greener business practices and enforce greener working practices and environmentally friendly behaviors. HR has significant opportunity to contribute the green movement and motivate employee / people to work for greener business.

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