

Green HRM – A way to greening the environment

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Abstract: Across the globe, we are moving to industrialization, that increases, business production, technology and other business activities. This was not only increases human convenience, but also increases its standard of living. But on the other side, it also increases ecological hazard that resulted ecological threats to human being. So this is a time Peoples need to use Green practices to save the environment and most important resource of the planet i.e. Human. Greening employees from top to bottom is not an easy task, but pro environmental plan and implementing Green human resource management (GHRM) practices practically has produced a positive result toward the Green environment. The paper focuses upon the GHRM, various Green Human Resource Practices and explains the role of green human resource process in going green. Finally, the paper suggests some social implication of Green human resource practices for green organization.

Keywords: Green HRM, Green HRM practices, Green environment

I. Introduction

Due to growing global environmental concern and Development of international environmental standards. There is a need for companies to adopt formal environmental practices (Daily and Huang, 2001). By taking the base of green concept various literatures on Green Marketing (Peattie, 1992), Green accounting (Bebbington, 2001; Owen, 1992), Green Reatiling (Kee-hung, Cheng, and Tang, 2010), and Green management in general (McDonagh and Prothero, 1997) have fertilize the area of management. There is a need of integration of environmental management into Human Resource (HR) called Green HR (Dutta, 2012; Margaretha and Saragih, 2013).

Numerous researchers have their contribution to support and raise the awareness of Green HRM. (Muster and Schrader, 2011), (Beron and Gomez- Mejia, 2009), (Brio, Farnendiz and junquera, 2007), (Farnendiz, junquera and Ordiz, 2003), (Govindarajulu and Daily, 2004), (Jabbour and santosh, 2008), (Jabbour, santosh and Nagano, 2010), (Madsen and John P. Ulhoi, 2001), (Massoud, daily and Bishop, 2008), (Ramus, 2001, 2002), (Renwick, 2008), (Stringer, 2009), (Wehrmeyer, 1999), (Beauregard and Henry, 2009).

These researchers give importance to adoption of environmental practices as a crucial purpose of organizational functioning to make it significant with the strength of HRM practices (Jackson et al., 2011; Daily and Hung, 2001; Sarkaris et al., 2010). Lee, (2009) specify „green management“ as the exercise whereby companies develop an environmental management strategy to manage the environment. So there is a need of proactive environmental management (Gonzalez-Benito and Gonzalez-Benito, 2006). But this can be possible with employee involvement, Participation and involvement of employee is critically important for success of the Green HRM concept, There is a need of implementing Green HRM Practices in our daily life working as well as private (Brio, Fernandez and Junquera, 2007; Fernandez, Junquera and Ordiz, 2003; Ramus, 2001, 2002; Renwick, 2008). Rashid, Wahid and Saad (2006) have archived that employees“ participation in environmental management systems has a positive effect on the character or environmentally responsible attitudes and behavior in employees“ private life.

II. Literature Review

Ongoing research and introduction confirms that the need of integration between Environment management and Human Resources Management. Need to implement such practices that directly or indirectly related to the environment, Human resource and Human Work-Life. Studying the relation between HRM and environmental, researchers draw the results that HRM imparts to intensify or further improve the quality, value of environmental performances (e.g. Jackson et al., 2012; Renwick et al., 2013). Emphatically, different Green HRM practices can develop willingness, inspiration and commitment to employees to contribute their efforts, ideas to the greening of their organization.

2.1. Green

The Green has different meanings for a different person, but for an environmentalist or nature - lover A green“ as an area or land that surrounded with grass, herbs, plants, trees, fresh air and natural resources but somehow, it means something relevant to nature or natural environment.

There is a growing awareness within organizations of the significance of “green” issues. A Green Workplace is environmentally sensitive, resource efficient and socially responsible (Sathyapriya et al., 2014). In order to achieve environmental sustainability goals, most firms can use suitable human resources management (HRM) practices to stimulate their employees (Paille et al., 2013).

2.2 Go Green

Going green means Conservation of earth natural resources as well as supporting the “Preservation of your personal resources” i.e. your family, Friends, lifestyle, communities. So that we called Green HRM is the Conservation of Human resource their work life and Family life.

It means implementing determined lifestyle changes that will help individual to live in an eco-friendly way. For this every individual should be a more aware about the environment and changing their behavior, attitude and lifestyle to minimize the practices or activities that cause the degradation of the environment. Any action that you take by keeping the sustainability of the resources it contributes a positive impact on the environment. Every small change by every individual in their lifestyle makes a Green work-life and green environment for us and for future generations.

2.3 Green HRM

Green HRM incorporate environment-friendly HR commencement and practices for sustainable use of resources that resulting in more efficiencies, Less wastage, Improved Job Related Attitude, Improved Work/Private life, lower costs, Improved employee performance and retention which help organization to reduce employee carbon footprints by the mean of Green HRM practices i.e. Flexible work scheduled, electronic filing, car-sharing, job-sharing, teleconferencing, virtual interviews, recycling, telecommuting, online training, energy efficient office space etc (Margaretha and Saragih, 2013). Marhatta and Adhikari (2013) and Zoogah, (2011) refer its use of HRM policies and Practices for sustainable use of resources within business organizations and generally promotes the cause of environmentalism. Opatha and Arulrajah (2014) refers that Green HRM is the use of policies, practices, and systems in the organization that make green employees for the benefit of the individual, team, society, natural environment, and the organization. Different researchers describe Green HRM in different ways, but somehow their intentions are same for sustainability of Human resources and their environment.

The HR function has been renowned as the motorist of organizations green culture by place or arrange its practices and policies with the goal of sustainability (Mandip, 2012; Cherian and Jacob, 2012). Callenbach et al. (1993) has Intricate that in order to switch green management, employees must be arising from some external creative impulse, give the authority or power to do something. Literature surveys have underlined the relationship of HR practices and organizational consequences such as productivity, flexibility and financial performance (e.g. Ichniowski et al., 1997; Mendelson and Pillai, 1999; Collins and Clark, 2003), Yet Laursen and Foss (2003) have disclosed that not much special importance or prominence has been given on relating these outcomes to revolution performance and environmental management initiatives (Renwick et al., 2008).

Fayyazia et al. (2015) said that there is a requirement for the amalgamation of environmental management in Human Resource Management (HRM) because it is essentially or very important rather than just desirable. Successful environmental management in an organization needs special efforts of human resource management (Rothenberg, 2003). Similarly Jabbour and Santos (2008) also stated that effective environmental performance results need human resource practices that support the whole execution and preservation of environmental management systems in the organisations. Organizations which are able to line up HRM practices with objectives of environmental management can be accomplished a desired aim or result in corporate environmental management expedition (Jabbour, 2011). A study carried out by Harvey et al. (2012) concluded that HRM plays prime role in execution of green practices and indicates the contribution of HRM to the green performance. Green performance can be depends upon employee involvement and implementation of Green practices in both life domain and it result the green outcome, Green outcome have a result of Green innovations: new environmental initiatives, new techniques for efficient use of resources, solutions for waste reduction, pollution reduction, etc. (Callenbach et al., 1993; Ramus and Steger, 2000; Ramus, 2001; Ramus, 2002;

Govindarajulu and Daily, 2004), Green outcomes: number of hours of working with natural light or minimum number of electricity bulbs, amount of depletion of electricity expenditure, amount of depletion of existing level of resources wastage, and level of procurement of clearly defined or identified environmental performance targets (Russo and Fouts, 1997; Berry and Rondinelli, 1998; Kitazawa and Sarkis, 2000; King and Lenox, 2001; Melnyk et al., 2003; Rothenberg, 2003; Daily et al., 2009). So to meet great environmental challenges, more concentration needs to be given on innovation as a way to develop and realize sustainable solutions (Machiba, 2010) and for these there is a need of green team who are responsible for generating new green innovation and practices. Their contribution to the environmental management programmed, in supporting the appearance, inspiration and maturation of these green innovations and practices. The use of green teams is

now adopted by so many organizations, but the interlink between environmental teams and the management of change is often overlooked" (Colin Beard Stephen Rees, 2000). All of these practices followed in the organization create the organization as Green Building. Green buildings comprise various intensified characteristics associated with green practices such as energy efficiency, recycling, renewable energy, and storm water management, waste management.

Recent years the organizations have become gradually more aware of the crucial role played by green buildings while transaction with environmental issues. Green buildings certified companies like Tata, ITC, LandT, Wipro, Essar oil, etc. are committed to sustainability and have contained green building design principles into their buildings. The concept of green building has a various impact on individual and organization outcomes, Huang, Shih-Ming (2009) had studied the effects of green-certified buildings on human resource outcomes. This observational study uses survey data to compare self-reported health symptoms (HS) and satisfaction with indoor environmental quality (IEQS) for two intact groups of male employees working for the same public sector employer in Taiwan: one group works in certified green building and the other works in two non-green buildings. Study results that participants in the green building had higher indoor environmental quality (IEQS) and health symptoms (HS) than those in the non-green buildings. But still implementing these practices is not an easy task, there are certain obstacles comes in the way of the implementation process from Green HRM, Fayyazia et al. (2015) have shown the obstacles that create the problem in implementing a Green HRM and it comes out through studies that the lack of a comprehensive plan to implement Green HRM and not having one obvious meaning of green value were in the highest level that become obstacles in a way of implementing a Green HRM and Green HRM practices and they were considered as the most important barriers.

Now the concept of environmental sustainability is promoting increased concern among corporate, governments/semi-government and consumers. Which attempt to find or light up the contribution of HRM activities in reinforcing and feasibly even driving environmental management initiatives. Such a research commitment will help organizations to reduce the environmental degradation activities and procure the benefits of environmental conservation and further contributing to the welfare of all organizational stakeholders in the future. (Jackson, Susan E. and Renwick, Douglas W. S. and Jabbour, Charbel J. C. and Muller-Camen, Michael, 2011).

2.4 Green Practices

Renwick, Redman, and Maguire's (2008) introduce a comprehensive compartmentalization of Green HRM practices that can be clearly understood, starting at the point of an employee's organizational entry and proceed until the point of the employee's exit. To be ecological, economical and practical at the same time is possible through by adopting Green Practices. Here are some environmentally-friendly solutions to stay Green.

1. Green Printing
2. Green Manufacturing and Disposal of Staff ID card
3. Job sharing (sharing a full-time job between two employees)
4. Teleconferencing and virtual interviews
5. Recycling
6. Telecommuting
7. Online Training
8. Reduce employee carbon footprints by the likes of electronic filling, Green HR involves reducing carbon footprint via less printing of paper, video conferencing and interviews etc.
9. Energy efficient office spaces
10. Green Payroll
11. Car Pooling
12. Public Transport
13. Company Transport
14. Flexi-Work
15. e-filing

III. Green HRM function and process

Human resource department plays very crucial role in translating green policy into practice (Renwick, 2008) and the creation of sustainable culture within the company (Harmon et al., 2010), therefore such green practices help in fulfillment of green objectives throughout the HRM process from recruitment to exist (Dutta, 2012).

Cherian and Jacob (2012) identified in their study that there are certain factors which contribute specific role in employee implementation of green principles these factors are recruitment, training, motivation and green pay/rewards in order to make sure that the organization get right employee green input and right

employee green performance of job.

In this part of the paper, we briefly describe the green HRM process i.e. Green recruitment, performance management and appraisal, training and development, employee relation, pay and reward and employee exit

3.1 Green recruitment

Green recruitment is process of recruiting new talent who are aware of sustainable process, environmental system and familiar with words of conservation and sustainable environment. Green recruitment make it sure that new talent are familiar with the green practices and environmental system that will support the effective environmental management within the organization (Wehrmeyer, 1996) because In the race of attracting most creative and innovative employees, companies increase their recruiting potential, hiring quality staff is the very crucial challenge in the war of talent (Renwick et al., 2013) and even companies are also know the fact that being a employer is an effective way to attract new talent (Phillips, 2007: Stringer, 2009).

There are number of companies who adopted green recruitment process, Google is a very good example of a company who adopted green recruitment few other companies are Timberland, and yes.

Green Recruitment has not any particular definition, but somehow it means recruitment without the use of paper that minimizes the environmental impact. To complete the paper free recruitment process digital method like online application form, online interviews or telephonic interviews are conducted to decrease the waste of paper, fuel consumption related to interview travel. This practices diminishing the rate of environmental degradation.

Recruitment practices can help to improve environmental management systems by ensuring that environmental culture and values are very well clear to the new recruits. Surveys show that job applicants are very conscious about the organization's environmental management practices and their decision for employment depends on it (Wehrmeyer, 1996 and Stringer, 2009).

3.2 Green performance management

Performance management is an ongoing process of communication between supervisor and an employee that occur throughout the year, in support of accomplishing the strategic objectives of the organization. Green performance management includes the issues related to policies of the organization and environmental responsibilities. Integration of environmental management into performance management system improve the quality and value of environmental performances (e.g. Jackson et al., 2012; Renwick et al., 2013). It act as safeguard to protect environmental management against any damage (Epstein and Roy, 1997).

Green performance management plays very important role in the effectiveness of green management work over passage of time because they guide employee performance to the environmental performances need by the organization (Jabbour and Santos, 2008). Mandip (2012) identified in their study that effective way of successful implementation of Green performance management is the linkage between performance management and green job description.

3.3 Green training and development

To sustain in the race market it is very necessary to each and every organization to change themselves with the change in the scenario and it is more important for every organization to resist that change and that resistance to change will be done by training and development. Training and development is a practice that directing a great deal of attention on development of employee skills and knowledge that relate to specific useful competencies, environmental training also prevent decline of environmental management skill, knowledge and attitudes (Zoogah 2011).

Green training and development train employee working methods that reduces waste, proper utilization of resources, conservation of energy and reduces the causes of environmental degradation, it provide opportunity to engage employess in environmental problem solving (Zoogah 2011). Perron et al., (2006) has done study by taking multiple case study approach and it identified the role of Green training and development train in promoting business value.

Similarly Daily et al., (2007) was conducted survey among 437 employees and the result of the survey shows that the formation of effective green management system was directly dependent on environmental training.

Numbers of companies are providing environment training to their employees The Land Rover Group is one the example that company. The Land Rover Group provides environment training to their employees according to their job. They take regular briefings and circulate newsletters to communicate with their staff about environmental issues. They displayed Environmental sustainable development policy, key objectives and environmental practice boards at all sites. They encourage employees to come up with new ideas that reduce the

cause of environmental degradation.

3.4 Green compensation and reward

Green Compensation and reward is another potentially powerful tool for supporting environmental management activities this may help to make effort for the attainment of environmental goals (Milliman and Clair, 1996). Ramus (2002) examined through his research that rewards motivated the environmental behavior and attitude of employee.

Green Compensation and reward can be given in many forms such as

1. Tailor packages to reward green skills acquisition
2. Use of monetary-based EM rewards (bonuses, cash, premiums)
3. Use of non-monetary based EM rewards (sabbaticals, leave, gifts)
4. Use of recognition-based EM rewards (awards, dinners, publicity, external roles, daily praise)
5. Develop negative reinforcements in EM (criticism, warnings, suspensions for lapses)
6. Develop positive rewards in EM (feedback)
7. Link participation in Green initiatives to promotion/career gains (managers advance through supporting staff in EM)

Compensation and reward are the major elements of HRM process, this element is the most important for maintaining employee interest to that of the organization. The reward policies are focused on attracting, retaining and motivating the employee which lead to the achievement of organizational goal (Teixeira et al., 2013) and improve the organizational commitment (Daily and Hang, 2001). Taylor et al., (1992) has done study in which he takes 16 companies from 5 different countries and examined that the companies offer green rewards to their employees for their performance were more inclined to follow the green practices. Similarly study by Forman and Jørgensen (2001) identified that the employee commitment were increased toward the environmental management program when they were offered compensation to take environmental responsibilities. Dow chemical is a very good example of reward and compensation; employees were motivated and given rewards when they came up with innovative waste reduction idea.

3.5 Employee participation in green HR practices

Every company is a mixture of employees with different characteristics, interests, Perspectives and due to this they follow the different practices in their everyday life, which have different effects on the environment (Reusswig, 1994; Soderholm, 2010). Some followed the practices that cause the degradation of environment and some followed the environmentally friendly practices in both the life sphere. It is to be recognized that employees who are energetic, vigorously involved in environmental management fundamental may play a crucial role in arriving at more desirable or effective environmental strategies to be implemented. Employees may feel the authority or power to adopt specific environmental management fundamental as a resulted of promoting human resource policies which present more desirable or satisfactory opportunities for enhancement related to depletion of waste (Cherian and Jacob, 2012).

Employee participation in Green initiatives strengthens the possibility of effective green management. Employee participation in Green HRM practices has result a improving Environmental management systems within the work place such as effective and efficient usage of resource (Florida and Davison, 2001); depletion of wastage (May and Flannery, 1995) and minimize the presence of pollutants which has harmful or poisonous effects from workplaces (Kitazawa and Sarkis, 2000) without the effective participation of employee the policies and practice are not implemented successfully, so employee participation is very necessary to every organization for effective implementation policies and practice, for this employee new innovative green idea, Green awareness steps, eco-friendly ideas should be welcomed that will inspire their interest in environmental issues and make best use of their practices and it will encourage or increase willingness of employees and their families to take participation and involvement in local environmental project (Wehrmeyer, 1996). This means the green outcomes done successfully with effort, skill, or courage and its procurement will largely depend on employees' willingness to collaborate (Collier and Esteban, 2007).

Employee participation is crucially influenced by identifying value, awareness and actual reap recognized by the consumers (Sandra Rothenberg, 2003; T. Ramayah Elham Rahbar, 2013). Forman, M and Jørgensen, MS, (2001) deals with framing the participation of employees in environmental work within the organization. The cases contribute to the recognition of those situations during the shaping of environmental work in an organization where alternative concerning employee participation are made: (1) The requirement of management to take individual in the environmental work; (2) The proficiency building among individual and (3) The stabilization of the environmental work into practice and structures.

IV. Conclusion

The aim of this paper is to provide a knowledge how Green HRM can help or affects the employee and their organization practices and behavior against environment. Employees learn so many things either from work life and private life and due to these learning individual behavior varies toward environment. This is only possible by the effective implementation of green HRM within the organization. It makes intuitive sense that offering Green HRM practices would attract individuals to an organization and by implementing these practices would result in improving employee attitudes and behaviors within the organization. Future research needs to provide empirical evidence while the Green HRM deliver the positive outcomes.

Human resource play very important role in managing employee from entry to exit. Now the corporate are focusing on greening the business, so the Human resource department have the additional responsibility of go green along with HR policies.

The green human resource management has the responsibility to create green awareness among the new talent and the existing employee working for the organization, encourage their employees for helping the organization to reduce the causes of environmental degradation through green movement, green programs and practices, retain the resources for future generation. Green HRM can develop willingness, inspiration and commitment to employees to contribute their efforts, ideas to the greening of their organization. The green HRM efforts results in increased efficiencies, sustainable use of resources, Less wastage, Improved Job Related Attitude, Improved Work/Private life, lower costs, Improved employee performance and retention which help organization to reduce employee carbon footprints by the mean of Green HRM.

V. Social Implication

Previous researches have shown a constructive relationship between environment, HRM and firm. There are a number of reasons for companies to adopt Green HRM practices within the organization that will not only benefit for the organization but also give advantages to the most important asset or part of any organization that can never be ignored i.e. employees.

Green HRM practices, improved employee morale and this may help to save Environment and that will be beneficial for both the company and the employee.

Some of the benefits that an employee and organization can attain by implementing green HRM in the organization include:

Improvement rate of retention in employee- Organizations that are not aware about green concept, green practices and policies may lose their talented or innovative employees to companies that have implemented Green Practices or make their image as an eco-friendly company and offer socially responsible incentives. Some of the incentives include giving subsidies for buying hybrid cars, on solar power system. Among the benefits of this approach is improved employee commitment toward company and job retention.

Improved public image- By using environmentally friendly practices and product, implementing the Green concept, Most of the persons are much aware about eco-friendly practices and they attract toward organization adopting green management practices better as compared to organization that are causing harm to the environment.

Improvement in attracting better employees- In the race of attracting most creative and innovative employees, companies increase their recruiting potential and they are trying to attract the talented employee by providing environmentally friendly practices like GE are painting themselves in green.

Improvement in productivity- Green HRM practices specifically focus on practices for sustainable use of resources that resulting in more efficiencies, less wastage, Improved Job Related Attitude, Improved Work/Private life, lower costs, improved employee performance. So it improved employee commitment and job satisfaction toward an organization that improved the productivity of both.

Improvement in sustainable use of resources- By increasing the awareness among the individuals working in the organization about the Green HRM concept, Green practices, proper utilization of natural resources and retain the natural resources for our future generation.

Reduction of practices that cause the degradation of the environment- By implementing Green HRM practices in both the life domain, avoiding misuse of resources.

Reduced Utility Costs- By using technologies those are energy efficient and less wasteful. Using Energy Star-rated CFL bulbs, energy-efficient windows and doors decreases heating and cooling costs, water conservation

system, low-flow toilet and reduce landscaping watering to reduce your water usage.

Save Environmental Impact- By Recycling and using long-lasting/Green products reduces the amount of energy needed to produce replacement products.

Rebates and Tax Benefits – Central Government and State government give subsidy and offer tax incentives and rebates.

Increased Business Opportunities-organizations/agencies, Commercial businesses organizations to do-all those meet specific green Some government/semi-government and non-profit institutions only approach those standards.

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