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Green work culture with green teams and management - to attain the goal of environment sustainability

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Abstract

Due to industrialization increases in business production, technology and other business activities as led to increase in ecological hazard which has resulted in ecological threats to human being. The practices of environmental protection and the prevention of environmental pollution have emerged as a result of recent environmental problems when the humans noticed that natural resources are limited. Environmental management practices have accelerated with the conscious acts of businesses on environmental issues since they have the greatest responsibility for environmental pollution. In the recent years business have started to prefer to be a part of the solution rather than being at the center of the problem and tended to green business and management practices. For improved environmental performance, sustainable competitive advantage, and environmental management, environmental consciousness should be taken into consideration in each and every human resource function ranging from recruitment to training of employees, from performance assessment to rewarding. In this sense, green human resources management (GHRM), allowing improved employee consciousness and commitment to environmental sustainability, has become an interesting issue. In the present study, green human resources management and practices are evaluated, significant issues are pointed out, and recommendations are made for future researchers who wish to work upon this subject.

Therefore the Green practices need to be introduced to save the environment and most important resource of the planet i.e. Human. The paper focuses upon the GHRM, various Green Human Resource Practices and explains the role of green human resource process in going green.. The green HRM is attracting increased attention among management. Despite its importance to managers, employees, customers and other stakeholders should consider a complete process of HRM in organizations striving to achieve environmental sustainability. There is, thus, a growing need for the integration of environmental management into HRM. the paper suggests some social implication of Green human resource practices for green organization.

Keywords: Green HRM practices, Green environment, Environmental management, Environmental consciousness, Environmental sustainability.



Introduction

Green HRM practices are the genuine green HRM programs, processes and techniques that actually get implemented in the organizations in order to reduce negative environmental impacts or enhance positive environmental impacts of the organizations. The ultimate aim of green HRM practices is to improve the organization's sustainable environmental performance. Present days it seems that a number of organizations practice green human resource management practices in the universal context. Exploring and synthesizing about these green HRM practices which are being practiced and are to be practiced by the business world will contribute significantly to the HRM field academically and practically. Green HRM is an promising field of research in the organizational studies after 1990s. This paper focus on exploring green HRM practices from the light of existing academic and pragmatic research works done by the scholars in this field.

According to Jabbour et al, (2010), the Greening “ of functional dimensions of human resource management such as job portrayal and analysis, employment, assortment, training, performance appraisal and rewards is defined as Green HRM”.

In 2011, Jabbour defined green HRM as, the level of greening of human resource management practices” in terms of functional and competitive dimensions of HRM. Green HRM means “all the activities involved in development, implementation and on-going maintenance of a system that aims at practice the employees of an organization to go green. It is the side of HRM that is concerned with transforming standard employees into green human resources so as to achieve ecological goals of the organization and finally to make a significant contribution to environmental sustainability. To go green they have to set policies, practices in the systems so has to make human resources of the organization go green for the advantage of the individual, society, natural environment, and the business” (Opatha, 2013; Opatha and Anton Arulrajah, 2014).

Methodology:

This research paper employs a method to review the articles cited in the databases on Green HRM as the topic. Hence the study for this paper becomes a research rather than a survey or any other mode of researching.

Problems :

Researchers in this area argued that environmental management system can only be effectively implemented if the companies have the right people with the right skills and competencies (Daily and Huang, 2001). Strategic HRM researchers argued that to achieve HR effectiveness, HR should be practiced as a whole and must be aligned with the business strategic goals, the primary means by which firms can influence and shape the skills, attitudes, and behavior of individuals to do their work and thus achieve organizational goals (Collins and Clark, 2003). Previously, businesses assumed that incorporating ‘green’ into their business strategy would cost money, but they now realize that ignoring negative impacts on the environment will be costly in the future (Van der Zee, 2008).



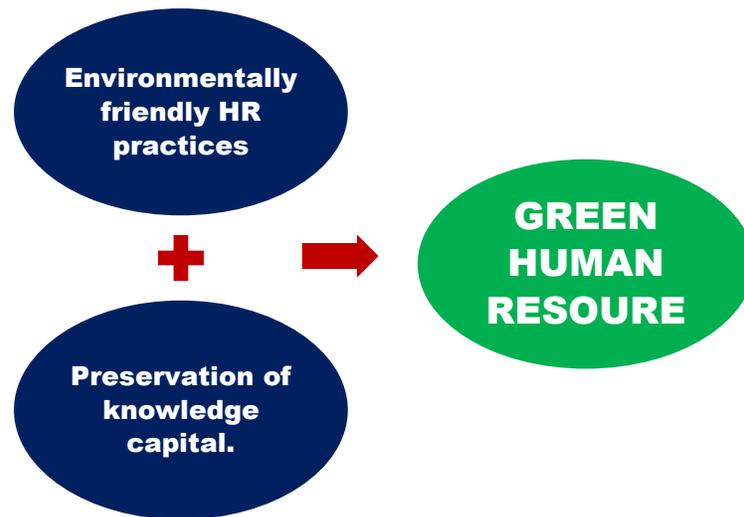
Objectives

- The rationale of going Green is to use products and methods that would not negatively impact the environment through pollution or depleting natural resources
- If the use of natural resources is condensed/reduced by using alternative sources, it will have positive outcomes such as maintain the ecological footprint small, sinking the waste and re-using materials as much as possible.
- It also result in using scarce natural resources efficiently and effectively, while keeping the environment free from harmful products.

The current scenario of managerial working and its impact on the environment has carry-forwarded the go Green concept form just individual to organizations. Many organizations are operating in more environment friendly way. An organization's Human resource department can be involved in facilitating an inclusive approach for creating a culture of sustainability.

Green human resource pass on to the contribution of HR policies and practices towards the corporate environmental agenda of protection and preservation of natural resources.

Two main elements of Green HR :

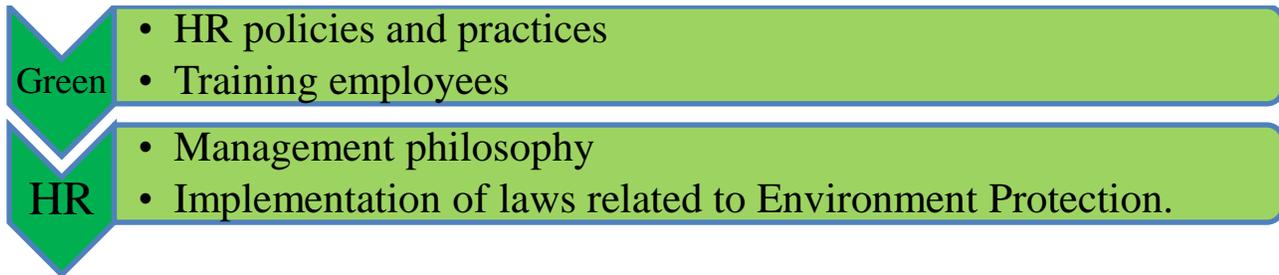


The blow of our daily activities on the environment and the desire to go green has stretched out from individuals to Corporate. Many corporate are following their own green initiatives to work towards environmentally conscientious way.

Due to surplus consumption of natural resources as a raw material by the industries and other commercial organization there is terrific pressure on the natural resources of planet Earth which has lead to discussions on topics such as ecological imbalances and bio diversity. Therefore Green Human Resources Management is based on green movement related to Protection of Environment and save the



planet Earth from future disasters caused by the organizations in order to achieve their one and only aim of profit maximization. The Green Human Resource Management will cooperate in a significant way with Industry to promote the environment related issues by adopting :



Green HRM purpose(function) and process

Some of the green HRM process are

- ✓ Green recruitment
- ✓ Performance management and appraisal
- ✓ Training and development
- ✓ Employee relation
- ✓ Pay and reward and employee exit

GHR: The Basics

From selection, recruitment to communication methods, there are many ways for green effect to be operated in different field of organization. Green human resource operation is the classic example of human resource operation which earmark all efforts and activities to be practiced keeping in mind eco-friendly practices and sustainability. Green practices in HR can thus take a ample range of shapes and forms. These are few examples of how the HR industry has been consequently far seen charting new but important environmental departmental operation.

Green human resource planning

Now days , companies engage in forecasting number of employees and types of employees, needed to implement corporate environmental management initiatives/programs/activities . These are good practices are followed by leading companies to adopted and manage their environmental issues. The corporate environmental management initiatives demand new job positions and specific set of skills. Green human resource planning is required in this situation. In addition these companies engage in deciding strategies to meet the forecasted demand for environmental works (e.g. appointing consultants/experts to perform energy or environmental audits) and they also outsources the need as per requirement .



Green job design

Job design or description helps to identify a number of ecological protection associated task, duties and responsibilities (Wehrmeyer, 1996; Renwick et al, 2008 and 2013). These days, all the companies incorporated environmental and social tasks, duties and responsibilities as far as possible in each job in order to protect the environment. Each job description includes at least one duty related to green protection and also exclusively includes ecological responsibilities .

Job descriptions and person (job) specifications include environmental, social, personal, and technical requirements of the organizations. For example, environmental protection duties should be included, along with the allocation of environmental reporting roles and health and safety tasks (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000). These are few example of the most excellent green HRM practices which shape out the functions called green job design and green job analysis.

Green recruitment

In general, environment concerned companies have their own environmental policy framework. In materializing the established environmental policies, companies need environmentally oriented workforce. In creating environmental oriented workforce, companies have two options:

- First is focusing on green recruitment.
- Second is providing required environmental protection related awareness, education, training and development to the existing workforce.

The first option is more proactive and cost effective than the second option. Hence, searching best green recruitment practices is important to organizations. In the recruitment context, what some companies are doing is that they integrate corporate environmental policy and strategies with the recruitment policy of the company.

A survey by the British Carbon Trust confirms that most of the employees (more than 75%) considering working for an organization perceived it as important that they have an active environmental policy to reduce carbon emissions (Clarke, 2006).

The Chartered Institute of Personnel and Development (CIPD) believe in that becoming a green employer may improve employer branding, company image and is a useful way to attract potential employees who have environmental orientation (CIPD, 2007).

Attracting environmentally aware talent might be facilitated by pro-active branding of the organization as a high-quality “green employer of choice” (Renwick et al, 2008; Jackson et al, 2011). Increasingly, firms are beginning to recognize that gaining a reputation as a green employer is an effective way to attract new talent (Phillips, 2007; Stringer, 2009). Companies also express their preferences to recruit candidates who have competency and attitudes to participate in corporate environmental management initiatives too.



Green performance management

Green Performance management is support of accomplishing the strategic objectives of the organization. Green performance management includes the issues related to policies of the organization and environmental responsibilities. It act as safeguard to protect environmental management against any damage. Green performance management plays very significant 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) It is identified that effective way of successful implementation of Green performance management is the linkage between performance management and green job description.

Green 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 employees in environmental problem solving (Zoogah 2011).

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 to reduce environmental pollution.

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). 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). 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.

Employee participation in green HR practices

It is 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). 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

Green HRM will also help the employers and the organization in building a superior corporate image and brand in the market by strictly implementing environmental audit, thinking about waste management and pollution.

Even the new Companies Act The amendment notified in the Schedule VII of the Companies Act advocates that those companies with a net worth of Rs 4.96 billion or more, or an annual turnover of Rs



9.92 billion or more, or a net profit of Rs 50 million or more during a financial year, shall allocate 2 percent of average net profits of three years towards CSR.

Some **Green Initiatives** adopted by companies to go green are-

 Conducts an energy audit- Most local utilities offer businesses free on-site consultations on how they can reduce usage and save money.

 Going paperless – Encourage e-mailing.

 Reducing business travel – Teleconference instead of traveling.

 Save water - Monitor sinks and toilets for leaks that waste water

 Implement green manufacturing processes – Use energy-efficient equipment, and streamline processes to use fewer steps and less materials and packaging.

 Buying green – Tell suppliers that company is interested in sustainable products and set specific goals for buying recycled, refurbished products.

 Recycle – Recycle glass, paper, plastic, metal trash and manufacturing waste materials.

Benefits of Green HR Initiatives : Green HR initiatives help companies find substitute ways to cut cost without trailing their profitability. Green HR refers to the contribution of Employees management policies and activities towards this main agenda. It's an key issue for HR because it is evidently an significant issue for all human resources, as well as consumers and other stakeholders. It's also one in where HR has to concentrate without causing huge expenditure by adopting good environmental management which could improve sales and reduce costs, providing funding for green benefits which leads to sustainability.

Sustainability has become a most essential part of many organizational operations in recent years because the world looks for more ways to sustain and be conscious of environmental issues affecting us all, the HR industry has also begun ramping up parallel efforts on other side. These approaches and mechanisms followed by organization help us to achieve in Go-Green. Some of green initiative adopted fall under the umbrella of a new and exciting practice in the green human management.

These green HR, the new section to modern HR operations and the corresponding human resources degree alike. Creating a greener office can seem like an awesome experience. They are practically easy-to-implement the green practices for sustainability which can increase energy efficiency and conserve resources, without requiring massive renovations or a robust financial investment.



The following alterations can help in green human resource management, along with other operational aspects .They are:

Centralize document storage and use

Paper use can be reduced to maximum percent in most offices by moving various aspects of HR, such as training materials and health insurance documents, to an intranet can help reduce the need to print items out to share them. Some companies have made major strides in decreasing paper use. Several years ago, Green Biz reported that UPS had moved to an entirely **electronic talent acquisition process**, which allowed the shipping company to eliminate all paper — including brochures, forms, reports and other items — that had previously been used during hiring.

Twist the temperature

Setting your office thermostat just two to four degrees higher than it is now and using fans to enhance air movement and maintain comfort can save about five percent on cooling costs, according to a U.S. Small Business

Use a new type of light bulb

Replace incandescent light bulbs with Energy Star-certified CFL lighting, which lasts about 10 times longer — and costs roughly 75 percent less to operate.

Use green office fridge

Direct Energy consumption can be saved by cleaning canteen room refrigerator's at least weekly once and when you close if door's don't seals, consider installing new gaskets to increase energy efficiency. Make it practice to switch off fridge when it not in use.

Warp out workstation devices over time

When replacing computers, opt for laptops as they consume less than half the energy compared to desktop computers use and using monitors that are 2 inches smaller than which is currently used save energy consumption by 30 percent -according to the suggestion by Energy Australia

Research gap:

Review of extensive literatures and study in this field so as to identify gaps and scopes **to develop a process model of green human resource management** from entry to exit. The similarities and differences in these practices in different industrial fields and cultures can be elucidated in further studies.

Conclusions

Consciousness of employees, as the key stone of organizations, will determine the direction of the business. It makes innate 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. Improved environmental performance of the executives to the lowest level workers in an integrative fashion, improved positive communication between the organization and the employees, reduced carbon footprint through monitoring and developing



technological innovations and developments, efficient resource utilization, reduced costs, and improved efficiency and productivity can all be used as strategic tools within the scope of GHRM. GHRM practices such as green job analysis and design, green human resources planning, green recruitment, green selection, green induction, green performance assessment, green training and development, green rewarding system, green job safety, green discipline management, and green employee relations. Green HRM can enhance corporate image and brand. Green HR will play an important role in making the employees aware of and concerned for preservation of natural resources and contribute in pollution control, waste management and manufacture of eco-friendly products.

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