

Green Human Resource Management: Role of HR Managers To Achieve Sustainability

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Abstract: Green movement across the world has given boost towards implementing Green HRM strategies in industrial work culture. The concept is used to refer to the contribution of HR policies towards a broader corporate environmental agenda of protection and preservation of natural resources. For making the environment pollution free, contribution of all the departments is necessary. HR managers can play crucial role in making the campus pollution free. Responsibilities of HR Department are not limited to manage, develop and retaining employees in the organization but also to recruit right person at the right job, train them, retain and develop them as per requirement and current trends in industry. Green HRM has extended boundaries of conventional HRM practices towards more sustainable and environmental strategies. Sustainable practices by organization motivate employees to become more earth friendly and buy ecofriendly products. Green HRM help organization in reducing the cost, Green training helps employees to conserve energy, reduce waste, reuse and recycle.

Keywords: Green Movement, Green HRM, HR policies, HR responsibilities, Conventional HRM practices.

Introduction:

Global warming is an alarming word in this era. There are many reasons for global warming, and one of the major reasons is pollution. Greening becomes today's need. Due to rapid industrialization, pollution is increasing day by day. There are tremendous air, noise and water pollution. Industries are also responsible for these types of pollution. As pollution is harmful to all living things, it is today's need to control on it. Industries have to take initiative to reduce the pollution. Industries must have its environmental policy, and higher authorities should keen to employees about environment friendly practices.

Objective- Objectives of the paper are-

1. To emphasize the concept of Green HRM.
2. To implement Environmental Management System in the organization.
3. To discuss about the role and responsibilities at each level.

Research Methodology-

The systematic search by identifying the term like Green HRM, Green Technology, sustainability, environmental managements were done. The book of Wehmeyer named "Greening People" by was reviewed. Available research papers from 2000 to 2017 were reviewed, and articles in newspaper were collected.

Concept of Green HRM : Human resource development can contribute to make the earth green again. It can switch from Human Resource Department to Green Human Resource Management (Green HRM). Wehrmeyer invented the term Green HRM in 1996. Green HRM means it is HR policies and practices directed towards greening to protect and preserve the environment as well as flora and fauna of the earth. This concept used to refer contribution of HR policies towards a broader corporate environmental agenda. It creates a platform where workforce experiences high job satisfaction, better engagement that will results high productivity.

HR policies like recruitment, selection, induction, training, development, compensating initiated by green objective(2010,Shaikh). Green HRM is a platform where HR can create green workforce and develop green culture in the organization (Shoeb Ahmad, 2015). Green HRM includes the policies where normal employee transforms to the green employee and contributes sustainability (opatha, Arulrajah).HR managers' not only responsible for manage, develop and retain employees but also keep the right person at the right job, train them and develop them as per new requirement as well as current trends.

Green HRM Functions: Green HRM means policies, practices, systems that make green awareness for the benefits of organizations, society, individual, business and environment. Green recruitment, green performance management, green training and development, green compensation, green employee relation, green initiative for HR managers, green building, paperless office, conservation of energy, recycling and waste disposal. Job design, job analysis, HR planning, hiring, performance evaluation, career management, pay and reward management, incentive management, health and safety management, grievance management. Green HRM functions means molding of HR practices in such way that it helps the organization to achieve the environmental goals.

Literature Review Recruitment: Talent acquisition is key role of HR. To select and recruit high quality staff is a challenge. "Greening" may be considered as powerful recruitment and retention tool (Ridhi Sharma), In order to improve organization's image and to attract young and quality staff, Green HRM practices can used as employer branding. A

survey conducted by British Carbon Trust analysed that 75% of 1018 employees consider carbon reduction policy as a criterion to select a job (Douglas Renwick, 2012). Employer branding for sustainability should be very clear (Dr. Venkatesh, 2014) and promotion of Green branding while recruiting is necessary. Dolan’s survey found that more than 50% MBA students are ready to take the low salary for environmental friendly organization. For the environment reputed company, it is easier to attract high-quality staff (Bansal and Roth, 2000). Green awareness is one of the criteria for selection of the employees. Dechant and Altman (1994) studied about the employer’s environmental awareness, in America, they reviewed that apart from the salary, employees keen to select organization which adds value to their profile (Jacob, 2012). The study of recruitment policy by Brekke and Nybord (2008) identifies that if there is equilibrium in social responsible and social non-responsible, the recruiters choose socially responsible industry though the salary were slight less (Jacob, 2012). The employer has to promote green branding while recruitment, engagement, increasing workforce health, reduction in labor turnover etc. are some benefits of the green employer. HR managers should recruit the employees in such manner that company’s green policies aligned with individual goals. German firms like BASF, Siemens, Mannesmann use Green image to acquire talent (Shoeb Ahmad). Recruited greening aware candidate is proactive method than educate employees after recruitment (Opatha) while interviewing questions about sustainability, health and safety tasks, greening policies can be added. It may reduce training costs (Gill Mandip). To make overall process of recruitment paperless, calling online applications is the best method to reduce paper work. Preference gives to the candidate who has the environment the friendly approach. In the recruitment and selection process candidate must be come to know about the environmental friendly practices and greening efforts taken by the organization.

Training and

development:

Environmental training provides information to the employees for implementation of greening program. While implementing green practices in the organization, environmental training is essential which provide information about the green policies. Training need should be determine in such a way that it should meet organization’s environmental objective and related program goals (Whemeyer 1996, page no.53). Induction program about green practices implementing in organization have offer to new entrants to know about the efforts done by the organization for greening. Any new initiative related to the environment taken by organization should properly convey to all the employees. [J. Venkatesh]. Environmental training can increase awareness between the employees. Green training helps employees to conserve energy, reduce waste, reuse and recycle and contribution towards environmental goals of organizations. Sustainable training helps employees to become more earth friendly, and motivate to buy ecofriendly products. Introduce training on Greening and processes and material use Development courses offered to managers to enhance green personal skills, to educate the employees about climate change and current environmental issues. Green teams should be build into solve the environmental issues at organization level. Job rotation is also one way to train green managers. Integrating training can give to increase the knowledge.



Design and implementation of Environmental Training

(Source: “Greening People” by Walter Wehrmeyer, Greenleaf Publishing, 1996)

After training, suggestions of mangers as well as employees about the Environmental practices must take into consideration. Environmental managers, waste disposal managers, and other managerial level employees will require special and individual training for the environmental issues. Some formal and informal meetings, use of technology, Green audits are some of the ways to train the employees (Whemeyer, 1996).

Performance Management:

In performance management, Pay and reward systems are motive in monetary or non-monetary form. Green performance indicator should be involved in the Performance management system and approval system. The policies relate to greening should be communicated properly. Managers can set green goals and targets, Roles and responsibility as well as

a point of appraisal related to greening can add. Manager's role in achieving green goals can add in appraisal's criteria. Penalties should be there for noncompliance of environmental management's target [Gill Mandip].

Pay can link to eco performance. Rewarding for waste-reduction, motivating for green practices are the environment friendly policies of compensation. To motivate employees non-monetary benefits like time off, paid vacations, gift, certificate, favored parking can be reward for eco friendly practices. Compensation package should intend to recompense green skills attainments and accomplishments by employees.

Employee Engagement:

Supportive culture is the policy to implement environmental practices (Douglas, IJMR). The positive approach, openness towards change, ready to accept changed policies, enthusiastic and proactive approach is the criteria for effective employee engagement. Employee engagement gives confidence to employees about awareness and implementation of new ideas. Many HR managers believed that success rate and effectiveness in innovation depend on the ability of the employees (SuhaimiSudin) and if the relation between employees and employers is healthier, definitely organization can get positive results. For effective implementation of the Green programme, employees must be empowered, inspired and environmentally aware.

Discussion:

New Role of HR manager as Environmental manager:

The environmental managers have to perform dual responsibility problem solver as well as the supporter. HRs can effectively implement Greening practices through developing various stages.

To implement Environment Management System in the organization HR managers can follow the practices like

1] To make the campus plastic free:

Plastic free campus discourages employees to use plastic, it reduces plastic waste. 'Plastic free campus' is the policy which helps to improve the environment.

2] Use own mugs:

To reduce plastic waste, instead of using plastic cups, employees use their own cups wash it and refill again when needed. Avoid plastic cups as it cannot be reuse or recycle.

3] Go paperless:

Reduce use of paper. Communicate employees with the help of mails, websites. Leave application, Notices, Memos etc. converted into digital form. It makes the information easily accessible and easy to preserve data safely.

4] Green audit:

Green audit is liability of Corporate Social Responsibility. It is use to improve environmental performance of the organization. Annual Green audit help the campus to keep it Green.

5] Energy audit:

The main aim of the Energy audit is to reduce the consumption of energy and give directions about saving of the energy. There are two ways to conserve energy, which are to reduce consumption and save it. It provides a benchmark for energy consumption.

6] Carpooling, Car sharing:

Many organizations are introducing this concept now day. It reduces the traffic jam, air pollution and problem of parking. It is also reduced travel cost, stress of driving and saves fuel.

7] Work from home:

Work from home reduces energy and saves fuel. It provides freedom and flexibility so women benefit a lot of this concept. This concept is emerging in this era. It improves satisfaction level as employees can keep work life balance.

8] Use daylight;

Optimum use of day light saves energy. Reflective surfaces give sufficient day light. The skylight, translucent walls, light tubes, prisms, light reflector and shelves are some of the ways to use day light efficiently.

9] Switch off ACs 30 min before leaving:

Switch off ACs 30 minutes before leaving as it saves energy.

10] Switch offs Computers:

Switch off computers or keep it on sleep mode save energy.

11] No smoking Zone:

To reduce air pollution making the campus No smoking zone is one of the policy. Smoking affects second-hand smoke, so it is necessary to ban it. It is useful for occupational health and safety.

12] No vehicle day:

No vehicle day in a week saves fuel, reduce air pollution. It enhances employees' health also HR managers can promote use of public transport.

13] Save water:

Water can save by creating awareness, routine pipe checkups, prevent leakages. Used water can retreated and use for toilets, sprinklers and go towards the waterless process.

14] Recycle:

Recycle means conversion of waste material into useful material. Recycle of glass, cups, metals, plastic manufacturing waste material can reduce waste.

15] Reuse:

Reuse of industrial waste can do. Organizations can process on the waste, and it can be reusable.

16] Reducing waste:

The waste can reuse or recycle. Waste minimization involves changing societal pattern and redesigning the products. It involves efforts to minimize energy and resource used during manufacture.

17] Waste disposal:

Waste disposal is the major problem facing by industries, municipalities, agriculture, etc. Garbage from industries can turned into valuable resources by waste disposal. Recovery and Recycling are the methods of waste disposal.

18] Use solar energy:

Installation of solar panels for streetlights, lights, fans can reduce energy consumption. It is most economical alternative and optimum use of the renewable source can done.

19] Use of E-HRM:

All HR activities are link with the internet. E-HRM includes E-recruitment, E-performance, E-learning, E- compensation, etc. Use of E-HRM reduces paper use.

20] Ecofriendly products:

Motivate employees to buy ecofriendly products. Gifts to Corporate and employees on several occasions may give ecofriendly products.

21] ERP system

It reduces the operational cost and duplication of work. In addition, it reduces energy consumption.

22] ISO 14001:

ISO 14001 helps an organization to enhance the environmental performance and achieve environmental objectives.

23] Carbon Reduction:

Reduction of carbon foot prints is today’s need. Many industries such as Infosys, Nokia, ITC, Lufthansa, Coca Cola, Grasim uses Green HR policies to reduce carbon emission.

24] Video conferencing:

It reduces travel cost. It is better than on site meetings as it saves money and fuel also.

Responsibilities as per roles for Green behavior

Executive Management	Production Manager	Line Manager	HR Manager	Employees
Green image of employer. Waste disposal, Go paperless, Leadership for Green Business. Dedicated leader for their Green efforts, Enhancing Sustainability, Reducing carbon foot print	Conduct Green Audit, Optimum use of day light, Health and safety, Green Training Need. Green Recruitment	Induction program of Greening for new hires, Job Rotation, To improve quality and quantity through Greening,	Motivate employees for greening, work from home, Parental leave, Aware employees about Greening, Paperless office, Use of E-HRM, Make HRM functions Green, Promote public transport.	Save energy, Save energy, Carpooling, Car sharing, Green behavior, Buy ecofriendly products

Conclusion:

Importance of Green HRM increases day by day. It is today’s necessity to broaden the horizon of HRM practices. Plastic free campus, makes the office paperless, develops employees for green behavior, is some ways to make the campus green. The focus of HRM mainly to keep the environment pollution free, reducing use of plastics, motivate employees for carpooling, sharing cabs, to improve green work life balance, to make the office paperless and the ecofriendly practices. Benefits of HRM are to improve employees’ retention ratio and increases overall performance. It improves public image in society and productivity.

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