

Green HRM Requirement of 21st Century

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Abstract: The Green Human Resource Management is based on green movement related to Protection of Environment and save the planet Earth from future disasters. The topic of environmental sustainability is attracting increased attention. Green human resources refer to using very employee interface to promote sustainable practices and increase employee awareness and commitments on the issue of sustainability. It involves undertaking environmental friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which is in turn help organizations to reduce employee carbon footprints by the likes of electronic filing ,car sharing, job sharing and teleconferencing and virtual interviews, recycling, telecommuting, online training, energy efficient office spaces etc.

The “Magna Carta “ on Human Environment was declared in the first United Nations(International) Conference on Human Environment held in June 1972 in Stockholm declared that to defend and improve the human environment for present and future generation had become an imperative goal for mankind.

Efficiency creaed by Green HRM can lowr operational costs and enables the industry professionals to realize their Corporate Social Responsibility in a better mannner. The Green HRM will also help employers, manufacturers in image and brand building and by strictly implementing ISO14000 standards, environmental audit and thus changing the orgaization culture and thinking .It will make employees and society members aware of the utilization of natural resources economically.

In this paper attempt has been made to promote the importance of Green HRM in polluting indstries and to study the latest environmental friendly solutions to stay Green in the Human Resource Function.

Keywords: Green HRM, Environmental friendly solutions, Protective Environment, Natural Resources.

1. INTRODUCTION

The Green HRM is the requirement of the 21st century as day in and day out,it is reported in the newspaper that because of the excess consumption of natural resources as a raw material by the industries and other commercial organization there is tremendous pressure on the natural resources of planet Earth. The situation is so alarming that the scientist and the environmentalist re discussing the issues of ecological imbalances. Green human resources refer to using every employee interface to promote sustainable practices and increase employee awareness and commitments on the issue of sustainability. Lee said green management to be the strategy which is adapted by an organization in order to organize the environmental management strategies for protecting and measuring environmental aspects.

The HR function will become the driver of environmental stability within the organization by aligning its practices and policies with sustainability goals reflecting an eco-focus. Green HR is the use of HRM policies to promote the sustainable use of resources within the business organization s.

Green initiatives within the HRM form part of wider programs of corporate social responsibility. Green HR involves undertaking environmental friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn help employee carbon footprints by the likes of electronic filing ,car sharing, job sharing, teel conferencing and virtual interviews, recycling, telecommuting ,online training ,energy efficient office spaces.

The responsibility of the present generations, HR managers is to create awareness amongst the youngsters and among the employees about the Green HRM, Green Movement, utilization of natural resources and helping the corporate to maintain proper environment, and retain the natural resources for our future generation.

2. REVIEW OF LITERATURE

Lado and Wilson in 1994 defined "HRM system as a set of distinct but interrelated activities, functions and process that are directed at attracting, developing and maintaining a firm's human resources" HR practices are generally implemented with the strategic systems that are in line with the culture and business strategy. There are various researchers who support the HRM practices to be effective for promotion human capital and results in providing to contributors of organizational performance and competitive advantage. (Boselie, 2001)

Green or Greening has at least four meanings in the context of managing people at work /human resource management (HRM).

1. Preservation of the natural environment.
2. Conservation of the natural environment.
3. Avoidance or minimization of environmental pollution.
4. Generation of gardens and looking like natural places.

Thus employee who may be a manager or non-manager is supposed to perform four roles of becoming a green employee.

Green HRM is referred to all activities involved in development, implementation and ongoing maintenance of a system that aims at making employees of organization green. It refers to the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment and the business.

Green HR is one which involves two essential elements, environmentally friendly practices and presentation of knowledge capital. It also involves reducing carbon footprints.

A Green Job is an occupation that directly works with policies, information, materials/or technologies that contribute to minimizing environmental impact and requires specialized knowledge, skills, training or experience in these areas.

A green firm is an organization that provides products and services that are aimed at utilizing resources more efficiently, providing renewable sources of energy, lowering greenhouse gas emissions or minimizing environment impact.

In order to implement an effective corporate green management system it is important to promote a great deal of technical and management skills among all employees. (Daily et al., 2012). We need to have management practices which include environmental awareness and implementation in their evaluation process and training and development programme (Unnikrishnan and Hefge 2007) which will enable the development of new set of skills and competencies amongst the employees of pro green firms. It is identified that the greater the strength of green human resource policies the greater is the intensity of adoption of environment management systems and policies by different companies. (Bohdanowich et al., 2011).

3. OBJECTIVES

- Attempt to spread the awareness amongst the industries, across the country on Green HR thereby helping to understand environment related issues.
- To elaborate on various green practices that can be incorporated for building a Green Workplace.
- To reduce environmental problems, hazards and pollutions by the organizations by going green.
- To identify how corporations today develop human resource policies for promoting environment management initiatives.

4. RESEARCH METHODOLOGY

Secondary Data:

The data was collected from various research journals, websites and articles to detailed understanding of the subject authenticity of information.

What is Green HRM?

The Green movement across the world gave birth to Green HR. Human Resource Management is responsible for managing, developing and retaining employees in the organization. 19th and 20th Century was era of industrialization, Large quantity of consumer goods, demand for different products, the advancement of technology put lot of pressure on natural resources of Planet Earth. The result was the community started discussing about natural resources, pollution, ecological imbalance and bio diversity. As strength of industrial worker increase a separate department was created to handle employees, it was Personnel Department and now Human Resource. These employees recruited by the HR cell started using natural resources to manufacture goods or services resulting in natural wastage and polluting the surrounding climate.

Impact of Industrialization on Environment:

Industries Effecting Natural Resources

S.No	Industry	Natural Resources used	Products	Impact
1	Paper	Plant & Trees	paper	Forest
2	Pharma	Plants & animals	Medicines	Flora and fauna Biodiversity
3	Automobiles	Petroleum products	Cars, Trucks	Air pollution
4	Food products	Plants animals & water	Human consumption products	Air, water pollution
5	Chemicals	Soil, ores, minerals	Agricultural products, Industrial products	Pollutes environment (air, water)

After the Second Conference held in 1992 after which Governments started passing laws to protect the environment in various countries. In India the government has passed the laws:-

The Water (Prevention and Control of Pollution) Act, 1974

The Air (Prevention and Control of Pollution) Act, 1974

The Environment (Protection) Act 1986

The question is 'Are these laws will be helpful to protect the environment and Green Movement?'

Therefore, the Green Movement, Green HR Industrialization, sustainable development are all related to environment and its management is to protect the Earth. By discussing or passing the laws the problem is partly solved but still the main issue is to make the corporate world understand, the employees working for various industries to understand and ultimately the society.

The understanding will lead to manufacturing of Eco Friendly product, Eco friendly Technology and Eco-friendly raw materials and to monitor this we need ISO 14000 or Green Audit.

Green HRM helps in following activities:

- Workforce development needs created by increasing demand for employees in the newly emerging green economy.
- Discussions of how and what extent HR policies and practices can improve the environmental performance of organizations.
- Specific HR philosophies, policies and practices that support and inhibit change around environmental issues.
- Role played by trade unions and employee representatives in environmental management.

Introduction of Green Thinking In the Organization:

HR plays an important role in Management of people which is regarded as asset of an organization. The responsibility of the present HR managers is to incorporate the Green HR Philosophy in corporate mission statement, HR Policies.

The HR Role:

Indeed many organizations are adopting an integrated approach to implement Environment Management programs. But achieving this integration of HR and Environment Management involves importantly changing the approach of some HR staff themselves to green issues as well as changing the unsustainable practices that all levels of staff may have learned over decades.

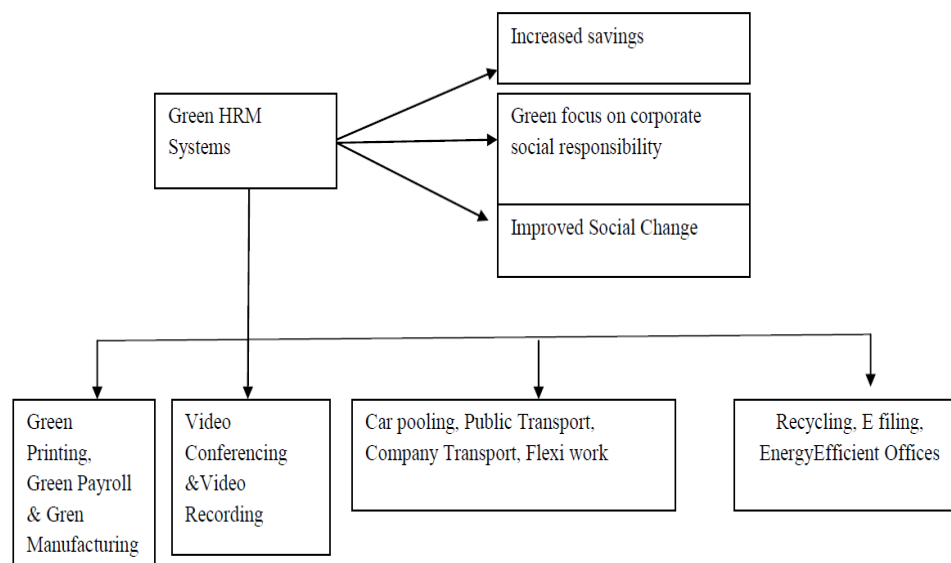


Fig. Depicts some Green Practices and their possible outcomes in organization implementing Green HRM

Towards Clean HR:

Operation requires lot of consumables –paper, plastic, envelope and ink toner. ISO 14000 environmental management standards exist to help companies to minimize the operational effects on natural resources and environment. **Taking a step towards clean HR** many manufacturing companies are shifting from old packing material like tin containers, plastic bags to ecofriendly packing material.

Apart from general green office practices, mentioned below are some latest environmentally –friendly solutions to stay Green in the HR functions.

1. Green Printing:

More printing of paper leads to increase in paper, toner wastage and carbon dioxide emission. Preton Software is a software which can reduce paper demand by up to 50% without degrading the output image quality. According to the actual case reference, a company with 1000 employees may reduce its toner consumption by around 350 cartridges per year and will reduce its carbon footprint by around 1.68 tons of CO₂ annually.

2. Green Design for Payroll and Taxation forms:

Sealer Solution enables automatic individual information printing and form sealing in a secure manner. Its speed is 34000 pieces per hour while operating in silent mode. It can not only reduce manpower but also enhance the indoor working environment in the HR department.

3. Green Manufacturing & Disposal of Staff ID card:

ID card issued by HR department are made of PVC and hard to be recycled. PETG is better material to produce plastic cards in terms of ecology, it is 100% recyclable, does not produce noxious fume and creates less water and air

pollution. Moreover when such cards that contain personal information need to be disposed use of Disposal Service can be made which enable the waste plastic cards to be securely transferred for recycling.

Few CASES are mentioned below where the traces of Green Human Resource Management and CLEAN HR are seen

1. Indian Oil Corporate Social Responsibility has been the corner stone since the year 1964. Its mission is to enrich the quality of life of the community and preserve ecological balance and heritage through a strong environment conscience.

2. In Bhopal Gas Tragedy of December 2-3 of 1984 leak of Methyl isocyanate gas and other chemicals has led to 3787 deaths, 38478 temporary partial and 3900 severely and permanently disabled. This has forced the Government to take necessary steps by amending the laws like The Factories Act, 1948.

3. The Green Building Movement spearheaded by CII Godrej since 2001 has come a long way, LEED India New Construction a fully indigenous rating to suit the National context has been launched effectively. 1st Jan 2007, LEED India CS (Core & Shell) has also been launched effectively in Sept 2007. The Indian Green Building Council would administer the LEED India rating system.

Features of Green Building are:

- Minimal disturbance to landscape and site conditions
- Use of recycled and environmental friendly building material
- Use of non Toxic and recyclable materials.
- Use of Renewable energy
- Efficient use of water cycling.
- Use of energy and eco friendly equipment

5. RESULTS AND DISCUSSION

This section presents the different articles which were presented from literature research.

Rewards and Compensation:

The study by **Taylor** (1992) presented a generic view on importance on green management. In the study 16 companies were identified from 5 different countries. It was seen that when companies offered an incentive in terms of green awards employees were more inclined to follow principles of green management.

The study by **Denton** (1999) examined the impact of employee involvement in pollution control. The employees from Dow chemical was interviewed and was observed that employees were motivated and given rewards when they came up with innovative waste reduction ideas.

Recruitment:

In the study by **Frank** in 2003 the importance of ethical behavior and its impact was presented. As a part of survey it was identified that most of the respondents would prefer to choose an ethically and environmentally responsible firm like American Cancer society rather than Camel cigarette even if their wages are slightly lesser.

The study by **Grolleau** indicated that environmental commitment of the company adds to the profile of a company. They were able to differentiate and identify those professionals more than nonprofessionals were concerned with respect to environmental stance of a company.

Training and Development:

Daily et al., in 2007 conducted an Environment Management System training framework and its relation to practices of HR in the organization. Survey was conducted among 437 employees. From the results of the survey it was identified that the formation of an effective green management system was directly dependent on environmental training. The study concluded that in order to manage effective green HR practices it is vital to promote environmental training in an organization as it presents essential knowledge for promoting green teams in an organization and presents them with the

ability to deal with the different issues which emerge as a result of problems related to environment and the associated opportunities.

The study by **Unnikrishnan and Hedge** (2007) studied the importance of environmental training and its relationship to cleaner production strategies. From the results it was observed that environment management training was focused however learning processes were not very strong. The study observed a lack in top management commitment, lack of suppliers of cleaner technologies and a gap between academic institutes and industries with respect to implementing green training policies as the key areas which Indian manufactures should focus on to improve their green training programs.

The study by **Teixeira et al.**, in 2012 identified the relationship between management of green HRM practices and its ultimate impact on environmental training in companies at Brazil. This study identified nine case studies in ISO 14001 certified companies and conducted interviews. From the results it was observed that good practices of environmental training are intertwined with the promotion of good organizational culture and teamwork. The study also proposed that the relationship between environmental training and green management is directly related to level of commitment expressed across all levels of the organization.

Employee Empowerment, Employee Training, Employee Teamwork and Managerial Environmental Training:

Govindarajulu and Daily in 2004 presented a theoretical framework by identifying environmental performance of a company and its relationship to employee motivation. Their study identified that management commitment, employee empowerment, rewards and recognition, feedback and review are important factors which need to be addressed in the HRM policy of a company in order to promote effective green management practices.

The study by **Jabbar et al.** in 2012 identified the impact of human resource management on principles of environmental management implementation in company and identified the link to operational performance. The study identified the HRM practices including recruitment, feedback and compensation were found to have an impact on environmental management practices of company.

6. CONCLUSION

The paper has reviewed the literature on Green HRM and few Green Practices and offered a model in Green HRM. More than half of the employers practice strategic environmental management, according to new survey conducted by M/s Buck Consultants in US in 2008. A key finding of the **Green HR survey** indicates that 54% organizations incorporated environmental management in their business operations, 74% used web to reduce travel, 76% promote reduction of paper use and 60 implement wellness programmes for employees. The future of Green HRM appears promising for all stakeholders of HRM. Unions and employees can help employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well being. Green HR involves reducing the carbon footprint via less printing of paper. To conclude one can say that HR has a role in the pursuit of greener business practices, a role to save planet Earth and recruit new employees and enforce greener working practices and change environmentally unfriendly behaviors. HR has significant opportunity to contribute the green movement and motivate employee/people to work for greener practices. A report published in DNA paper on March 27, 2010. "Corporations are going the green mile, points out that number of consultancy and corporate taking initiatives on Green HR and Green Movement e.g. Gensol Consultants (P) Ltd, the Hyatt Regency, id 8Media Solutions adopte Green lifestyle. Lastly, the giant Pepsico has reduced its water use by 15%.

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