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GREEN HRM – A NEW PERSPECTIVE TO PROMOTE ENVIRONMENT MANAGEMENT SYSTEM INITIATIVES**AMRITA P. TAIDE****ASST. PROFESSOR****DR. AMBEDKAR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH
NAGPUR****ABSTRACT**

HRM practices are the human resource programs, processes and techniques that are implemented in the organization. Thus, Green HRM practices are the Green Human resource programs, processes and techniques that are implemented in the organization to reduce the negative environmental impacts and enhance the positive ones'. However, the greening of various functions of human resource management such as job description and analysis, recruitment, selection, training, performance appraisal and rewards is defined as green HRM. Green HRM primarily on improving the Organization's sustainable environmental performance. This article aims to explore and explain the various Green HRM practices under the 12 major functions of HRM such as - job design, job analysis, human resource planning, recruitment, selection, induction, performance evaluation, training and development, reward management, discipline management, health and safety management and employee relations, that can help the organizations to achieve a sustainable environmental performance. The article also tries to extend the scope and depth of Green HRM in materializing the sustainable environmental performance of the organizations.

KEYWORDS

green HRM, sustainable environmental performance.

INTRODUCTION

Let us be good stewards of the Earth we inherited. All of us have to share the Earth's fragile ecosystems and precious resources, and each of us has a role to play in preserving them. If we are to go on living together on this earth, we must all be responsible for it.

Kofi Annan

Today there is a tremendous increase in the adoption of environment management systems by the corporate sector. The corporate today are focusing on framing and developing human resource policies for promoting environment management initiatives. Earlier firms use to completely depend on the promotion of economic values for their success. However it was realized that organizations need to focus on social and environmental factors along with economical and financial factors for their success in the corporate sector thereby enabling the shareholders to earn profits.

It has been observed that there is a tremendous increase in the implementation of polices by government and private sectors with the objective of reducing the rapid destruction of the non – renewable resources which is mainly due to the increase in the level of environment pollution and waste emerging from industries. This has enhanced the adoption of environment management systems by the corporate sectors and led to the emergence of new strategic maneuver called "Green Management". According to Lee (2009), Green Management is defined as the strategy which is adapted by an organization in order to organize the environmental management strategies for protecting and measuring environmental aspects.

However even today there is no clarity on how green management principles can be implemented successfully in the organizations leading to improved sustainability.

This article thus tries to identify how corporations today can develop human resource polices by practicing "Green HRM" policies to promote Environment Management System initiatives.

This Article tries to explain the meaning and interpretation of Green HRM. According to Renwick et al, (2008), the integration of corporate environmental management into human resource management is termed as green HRM. They have clearly explained that specific policies in the field of recruitment, performance management and appraisal, training and development, employment relations and pay and reward are considered as powerful tools for aligning employees with an organization's environmental strategy. Thus, in simple words Green HRM includes all those activities directed towards the development, implementation and continuous maintenance of Human Resource Management with respect to functional and competitive dimensions of HRM. Green HRM aims at transforming normal employees into Green Employees to achieve the environmental goals of the organization and finally contribute to environment sustainability. It can be thus said that Green HRM aims at reducing the negative environmental impacts and improve the organization's sustainable environmental performance.

Traditionally there are several functions of HRM and Green HRM can be practiced under each function. Thus this Article tries to summarizes the existing and new Green HRM Practices under each function of HRM

GREEN JOB DESIGN AND ANALYSIS

It is a valuable initiative and practice to protect the environment. Companies practicing Green HRM can incorporate social and environmental task, duties and responsibilities in each of the jobs to protect the environment. Companies can make sure that each job description consists of one duty and responsibility related to environmental protection.

Companies can use Teamwork and cross – functional teams as job design techniques to manage the environmental issues of the organization successfully. Moreover organizations can specially have environment concerned new jobs and positions specifically focusing on the environmental issues of the organization. Green competencies can be included as a special component in job specification.

GREEN HUMAN RESOURCE PLANNING

Today many organizations today are engaged in forecasting the number and types of employees required to implement corporate environmental management activities and programmes. Moreover many organizations are framing strategies to meet the forecasted demand for environmental works internally and externally.

GREEN RECRUITMENT

In order to materialize the established environmental policies, environment concerned organizations need to focus on environmentally oriented workforce. However for this organization can focus on Green Recruitment and providing the existing workforce environmental protection related awareness, education training and development.

On the other hand today even the potential employees like to work with the environmental concerned organizations. They judge the companies on the basis of its environmental performance and reputation.

Thus now-a- days companies are realizing that achieving a reputation as a Green Employer is also one of the effective ways to attract new talent. Practicing Green HRM which will also help the employer for branding and building an environmental Oriented Image of the company.

Hence today we can see that in order to attract environmentally concerned people for job vacancies, advertisements of some companies expressing certain environmental values as well as also expressing their preference of recruiting candidates have competency and attitude to participate in corporate environmental management initiatives.

GREEN SELECTION

Companies can give preference to environment friendly candidates while practicing Green Selection. While interviewing and evaluating candidates certain environmental related questions can be asked which would thereby reflect their interest and concern for environment,

GREEN INDUCTION

Organizations practicing Green HRM should ensure that their new employees understand and approach the Organization's corporate environmental culture seriously. It is very important that companies adopt two approaches of Green Induction – Green Induction and Job specific Green Induction. Companies practicing General Green Induction can provide basic information about the corporate environmental management policy, system and practices. Moreover, companies practicing Specific Green Induction can thereby induct their new employees about environmental orientation programs specific to their jobs. In both the cases organizations should make sure that their new recruits understand their environmental responsibilities, become familiar with health and safety arrangements, appreciate the corporate environmental culture, adopt the company's environmental policy and practices, and know given relevant contact persons within the organization.

GREEN PERFORMANCE EVALUATION

One of the key functions of Green HRM is measuring the employee's Green Performance. Evaluation of Green performance of the employees must be considered as an essential part of the performance evaluation system of the organization. The Environmental Management Information Systems (EMIS) and environmental audits will help to sustain a good environmental performance. Managers should set Green targets, goals and responsibilities for each employee or group (team) or department or division to achieve in a given period of time and evaluate the extent to which environmental targets are achieved. Moreover, the supervisors as well as the managers should give regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance.

GREEN TRAINING AND DEVELOPMENT

The organizations practicing Green HRM should focus on providing environmental training to the employees so that they develop the required skills and knowledge and which in turn will help to develop a culture, change attitude and behavior, wherein there will be always a concern for the environment among the employees. The employees should be made aware about the environment by conducting seminars and workshops at the organizational level. Training should be provided aiming to encourage recycling and waste management, support flexible schedules and telecommuting, reducing long-distance business travel which in turn will aim to reduce the negative environmental impacts of the organizations. Organizations should make sure so that each and every staff member goes through the eco – awareness training programme. The managers must also train the sales force on the green aspects of its product and supplies. Organizations can take an initiative of celebrating “Annual Environmental Day” and organizing and conducting competitive programs for non-managerial employees, managers and children of employees which good practice to inculcate certain key eco-values among the workforce as well as their family members. Nowadays, some companies seriously analyze and identify environmental training needs of employees in order to make them more environmental concerned workforce

GREEN REWARD MANAGEMENT

Rewarding employees is also a key function of HRM. Companies following Green HRM thus cannot neglect this important function of HRM. Green Reward Management helps to maintain the sustainability of the organization's environmental performance. Organization can use financial and non – financial reward systems for both its managerial and non – managerial employees for their good environmental performance. Financial rewards can include – incentives, bonuses, cash rewards etc. non – financial rewards can include – awards, special recognitions, honors/prizes etc. However if the organization is facing the scarcity of financial rewards even a small recognition can have a great impact. How the environmental excellence of good green performers is communicated is also having a major role to make it impactful. Thus, it can be communicated in important meetings, events, functions etc. which will help keep the employees motivated. Organizations should try to find creative and innovative ways to encourage the employees to improve their Green performance. Organizations can develop awards that recognize achievements in innovations of waste reduction, re-use and recycling. Moreover they can provide incentives to encourage recycling and waste management, supporting flexible schedules and telecommuting, and reducing long-distance business travel

GREEN HEALTH AND SAFETY MANAGEMENT

Green Health and safety is totally beyond the scope of the traditional health and safety management functions of HRM. It not only includes the traditional health and safety management aspects but also includes some more and different aspects of environment management of an organization. Organizations practicing green HRM should also ensure a green workplace for all that means a workplace that is environmentally sensitive, resource efficient and socially responsible. Thus, organizations should make every effort to reduce employee stress and occupational diseases caused by hazardous work environment. Organizations should realize that the cost they need to bear for various environmental related initiatives is not a cost rather it is an investment which may lead to improvements in the health of employees and local communities and help in enhancing the image of the company as a desirable employer and corporate citizen.

GREEN EMPLOYEE DISCIPLINE MANAGEMENT

Green discipline management needs to be considered as pre – requisite by the organizations practicing Green HRM, as it will help the organization to achieve its environmental management objectives and strategies. In order to ensure Green employee behavior in workplace, organizations need Green Discipline management. The organization need to develop and communicate the clear set of rules and regulations to the employees which imposes employees to be concerned with the environmental protection in line with environmental policy of the organization. Thus, if any employee violates certain rules and regulations then disciplinary action like warning, fines, suspension etc can be taken against him/ her. The disciplinary actions can progress from least severe to most severe depending upon the severity of violation of rules.

GREEN EMPLOYEE RELATIONS

The evolution of Green HRM have also embraced the employee relations and union management activities of the organization and which in turn will seriously prove to be important for implementing corporate environmental management initiatives and programs. Certain suggestions for Green employee relations and support can include involving employees in Green decision making and seeking their green suggestions, setting the employees free to form and experiment green ideas, practicing joint consultations in solving environmental issues of the organisation, introducing green whistle-blowing and help-lines, providing training to the union representatives in environmental management. The most important measure that needs to be taken to gain support from the union is to recognize union as a key stakeholder in environmental management and provide them with the opportunities to negotiate with management about green workplace agreement. Right from designing of the job to the function of maintaining employee relations, HRM has a great potential in Greening of the organization and its operations. Transforming the organizations as Green entities is the major challenge in front of HR professionals and for this it is necessary to understand the scope and depth of Green HRM. HR professional should first realize the importance of greening the HR functions which will help reduce the negative environmental impacts of the organization and transforming them into positive impacts. Secondly, HR professional should also realize that without proper Green HRM practices it is difficult to create and maintain sustainable environmental performance. Thus to maintain sustainable environmental performance green performance, green behaviors, green attitude, and green competencies of human resources needs to be shaped and reshaped through adaption of Green HRM practices.

The major change that organizations need to make in order to achieve the environmental excellence is to embed the environmental concerns into culture of the organization which will definitely help to maintain a sustainable environmental performance.

Each and every organization must thus try to practice what Jack Welch have rightly said.....

"Whatever steps you would take under the worst possible circumstances, take them now. Change before you have to."

- Jack Welch

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