ORIGINAL RESEARCH PAPER

Management

THE ROLE OF HUMAN RESOURCE MANAGERS TO ACHIEVE SUSTAINABILITY IN GREEN HUMAN RESOURCE MANAGEMENT : A THEORETICAL OVERVIEW

KEY WORDS: Sustainability, Tremendous, Implication, Retaining, Environment

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ABSTRACT

Green HRM is the use of Human Resource Management policies to promote the sustainable use of resources within business organizations and more generally, promotes the cause of environmental sustainability. Corporate green HR focuses on high level of technical and managerial competencies for employees as the firms wants to develop innovative environmental initiatives and functions that have tremendous managerial implications. In general, green HR particularly deals with the HR activities with are environment friendly and promote the sustainability of resources that an organization may have. HR managers can play crucial role in making the campus pollution free. Green issues have already been popular in environmental and social aspects of present corporate world. 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. The general purpose of this study is to discuss the concept of green HRM practice from a theoretical point of view and to study the strategic implementation of it on various traditional HR activities.

INTRODUCTION

The concept of green management for sustainable development seeks to explain the need of balance between industrial growth for wealth creation as well as protecting the natural environment so that the future generations may thrive. However, the issue of how a firm or the whole society can achieve sustainability through green management is still in center of debate and vague which opens the window of further research on how firms can create a sustainable competitiveness green management. Implementation of corporate green management initiatives requires a high level of technical and managerial skills among employees to develop innovation-focused environmental initiatives and programs that have a significant impact on the sustainable competitive advantage of firms. Green HRM is the use of HRM policies and practices for supporting the sustainable use of resources within the organizations that create awareness and commitments on the issues of environmental sustain-ability. Green HRM is referred to "all the activities involved in development, implementation and on-going maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees so as to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability. 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"

In recent years, the concept of sustainability is very different from that proposed in the early seventies. 'Limits to Growth' will no longer be accepted by societies and industries. Nowadays, the challenge to sustainability is to ensure that industries support economic growth while ensuring environmental protection. The growing interest in sustainable development has led many firms to examine ways to deal with environmental issues. Green management is becoming an important issue as customers and suppliers are increasingly demanding minimal negative impact on the natural environment.

Why Go Green?

There are a number of important reasons to Go Green with your business. The most significant being that preserving the world's natural resources is the responsibility of every individual both at work and at home. A green business adopts principles, policies, and practices that improve the quality of life for its customers and employees. In today's business world, leading businesses everywhere is going green because they know that. It helps to: Improve Profitability with Cost Savings Capitalize on Competitive Advantage Mitigate Risk against rising energy prices Engage employees and customers Make the World a Safer and Healthier Place.

Green Business

Green businesses adopt green management principles, policies, and practices that improve the quality of life for their customers, their employees, the communities in which they operate, and the environment. Many green businesses begin with a desire to resolve the impacts of climate change and other environmental problems. Green businesses must follow a green approach and green standards in their operational management and in the output of products. Green business can be derived from two perspectives related to the output in the form of green products (goods and services) as well as the process (or production) of an economic activity. Entrepreneurs can enter into an overtly green' business sector, providing green and environmentally friendly products (e.g. waste management, renewable energy among others). Alternately, green business can provide their goods or services through an environmentally friendly process or with the help of clean technologies (e.g. ecotourism). Irrespective of the two perspectives upon which green businesses are operated, following definition embodies the true nature of green businesses: Green business is an organization that is committed to the principles of environmental sustainability in its operations, strives to use renewable resources, and tries to minimize the negative environmental impact of its activities. In this perception, greening of business is part of a long-term strategy of becoming sustainable, i.e. being able to achieve business tasks in the way that does not develop any threat – economic, social or environmental – for both current and future generations.

Characteristics of Green Businesses Hirsch identifies nine categories of green business behaviour. Hirsch explains claiming that: when firms go green, they exceed legal requirements by:

1. Directly reducing their own regulated—or unregulated—environmental impacts in ways that will reduce regulatory risk, improve company brand, and allow firms to get out in front of anticipated regulations;
2. Reducing their customers' environmental impacts and decreasing their customers' exposure to unhealthy substances;
3. increasing their reuse and recycling of materials used in the production process;
4. improving their energy efficiency or that of their customers;
5. improving their resource productivity or that of their

customers;

6. implementing systems to identify waste reduction, pollution prevention, energy efficiency, or resource productivity opportunities throughout the company or facility;
7. collecting and disseminating more information about the firm's environmental impacts and performance than the law requires;
8. providing more opportunities for stakeholder input into corporate environmental decision making than the law requires; and
9. Financing and investing in green products and business models, such as those described above.

Literature Review

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).

Green Health and Safety Management

The green health and safety management is really beyond the scope of traditional health and safety management function of HRM. It really includes the traditional health and safety management and some more aspects of environmental management of an organisation. That is why nowadays many organizations are redesigning post of „health and safety manager as „health, safety and environmental manager. This post includes a wider job scope when compared with traditional post of health and safety manager in an organisation. For example, it includes biodiversity protection and community support initiatives etc. The key role of green health and safety management is to ensure a green workplace for all. Green workplace is defined as a workplace that is environmentally sensitive, resource efficient and socially responsible (SHRM, 2009). At present there are companies where traditional health and safety function was extended to include environmental management/protection. These companies have continually endowed to create various environmental related initiatives to reduce employee stress and occupational disease caused by hazardous work environment.

Measures of Green Business

- Reducing pollution.
- Introducing recycling and waste reduction initiatives.
- Using sustainable supplier and production chains.
- Increasing your usage of renewable and sustainable energy.
- Offsetting your carbon footprint with green initiatives, such as rewilding, tree planting programs, or partnerships with environmental charities.
- Investing in green technologies.

Go Green and Benefit Your Business

The "triple bottom line" is a phrase that was coined by John Elkington in 1997. Today, it is one of the benchmarks used to measure whether a business has adopted sound environmental policies and practices (5). Essentially, the triple bottom line takes ecological and social performance seriously, building it into a three part organization model that functions along three axes: people, planet, and profit. In other words, rather than considering only profit in measuring a business' success, the triple bottom line gets companies thinking beyond money to social and environmental factors as well. The greening of businesses is a great thing for the environment and for the world's carbon footprint. Methods by which a business might change their manufacturing operations in order to build eco-friendly products are by learning how to follow three R's: reduce, reuse and recycle.

Challenges in Going Green

Companies willing to accept the challenge of going green and adopting green business practices stand to reap the environmental, social, and economic rewards. Many companies currently facing the challenge have survived, and even thrived, to tell about it.

During a time where environmental awareness is popular, green strategies are likely to be embraced by employees, consumers, and other stakeholders. According to many studies, a positive correlation exists between environmental performance and economic performance (8). One key for businesses is learning how to follow the three R's: reduce, reuse and recycle. Becoming green as a business is an on-going endeavour that requires constant learning and revising. Many business owners are discovering that looking at their operations through a green lens can help them reduce costs, rethink long-held business practices and open doors to new opportunities. The Government is encouraging a greener, more sustainable business economy. Promoting contractors to manage their impact on the environment and commit to environmental initiatives.

CONCLUSION

Based on this review, it is possible to conclude that by understanding and increasing the scope and depth of green HRM practices, organizations can improve their environmental performance in a more sustainable manner than before. The green HRM practices are more powerful tools in making organisations and their operations green. The green performance, green behaviours, green attitude, and green competencies of human resources can be shaped and reshaped through adaptation of green HRM practices. Hence, we suggest that organisations be required to give more priority to make each function of HRM green.

Based on the above literatures and reviews, it is quite easy to conclude that an with proper understanding and implementation of scope and depth of green HR practices, a firm can improve its social and organizational performance in a sustainable manner that will create some competitive advantages for them. It is just a matter of time when almost all the firms must adopt environment friendly practices for the betterment of the overall society and also, for the world. Therefore, firms should integrate the green issues and practices into the regular, day to day HRM activities and also; into the strategic HR decisions and corporate policies.

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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