

Environmental Sustainability with Special Reference to Green HRM

Supriya G.K

Faculty Member, Department of MBA, Kuvempu University, Shankarghatta

Abstract: Environmental sustainability is a state in which the demands placed on the environment can be met without reducing its capacity to allow all people to live well, now and in the future. Despite its importance to managers, employees, customers and other stakeholders, however this study shows the role of human resource management systems in organizations striving to achieve environmental sustainability. There is thus a growing need for the integration of environmental management into human resource management. Green HR is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, promotes the cause of environmental sustainability. Green initiatives within HRM form part of wider programmes of corporate social responsibility. Green HR involves two essential elements: environmentally-friendly HR practices and the preservation of knowledge capital. The objective of this paper is to detail a process model of the HR processes involved in green HRM on the basis of available literature on green HR.

1. Introduction

Sustainable development is economic development that is conducted without depletion of natural resources. It is concerned with meeting the needs of people today without compromising the ability of future generations to meet their own needs. Companies now realize that they have to develop a powerful social conscience and green sense. The HR function will become the driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals reflecting an eco-focus. The HR strategy must reflect and inspire the ambitions of the HR team and other employees, aligning with the company's strategy, values and culture, deliver sustainable returns to investors, address customer needs, identify and respond to emerging societal trends, respond to governmental and regulatory expectations, and influence the public policy agenda. In a nutshell creating a green World where consumers and employees force change.

2. Green human resources

It refers to sustainable use of resources with in business organizations and to promote environmental sustainability. It is using every employee touch interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations to reduce employee carbon footprints by the likes of electronic filing, car sharing, job-sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces etc. In this green world the green HR or people management function has sustainability at its core as part of its people management and talent management focus and organizations engage with the society by aligning their agendas with it. Communities, customers and contractors all become equal stakeholders along with employees and shareholders.

Objectives:

- To detail discussion of HR processes involved in Green HRM.
- To examine the HR role in environmental sustainability

3. Research Methodology

This paper completely depends on secondary data that is information's are collected from various websites, journals, newspapers etc. The paper adopts a literature review approach beginning with indicating significant works on Green HRM research, integrating environmental management and HRM. Literature review is adopted as it enables to structure research and to build a reliable knowledge base in this field. The following

HR processes namely recruitment; performance management and appraisal; training and development; employment relations; compensation; and exit are covered .

Recruitment:

- Sustainable development issues must be integrated into the recruitment process therefore Induction for new recruits is seen to be needed to ensure they understand and approach their corporate environmental culture in a serious way.
- This involves monitoring the long-term competency requirements for the company, providing new employees with information about sustainable development policies and commitments, using recruitment procedures which support the equitable representation of applicants and recruits in terms of gender, age, racial and ethnic groups, sexual orientation, disabled people and other relevant groups.
- Companies job descriptions should reflect the sustainability agenda and the company website and other research tools available for candidate access clearly outline its greening endeavors.
- The interview questions should be tailored to flesh out potential compatibility with the company's green goals. The common sections of job descriptions can be used to specify a number of environmental aspects. The job title and chain of command must include environmental reporting roles and health and safety tasks.
- Employee motivation and engagement (through a shared set of values), reduce labor turnover.

4. Performance Management System

- It presents the challenges of how to measure environmental performance standards across different units of the firm, and gaining useful data on the environmental performance of managers. Firms like Tata Group of Companies have installed corporate-wide environmental performance standards.
- It measure environmental performance standards, and developing green information systems and audits to gain useful data on managerial environmental performance).
- One way in which PM systems can be successfully initiated in an organization is by tying the performance evaluations to the job descriptions mentioning the specific green goals and tasks.
- HR systems such as e-HR can be introduced to be able to help management and employees track their own carbon emissions.

5. Training and Development

- Employee training and development programmes should include social and environmental issues at all levels, from technical health and safety.
- They should cover the full range of social, environmental and economic risks and opportunities.
- Green orientation programs for the newly hired employees should be an integral part of the training and development process. They should inform the employees about the green procedures and policies including the vision/mission statement of the company, the sustainability oriented benefits, company-wide initiatives like reducing greenhouse gases, creating green products etc.
- Training is a key intervention to manage waste (in terms of both prevention and reduction), and occurs through organizations training teams of front-line employees to produce a waste analysis of their work areas of treating waste and ground water, communications, awareness-raising and risk management.
- Producing a job description, and environmental awareness as part of induction/orientation training especially for new employees .

6. Employment relations, Employee Involvement and Participation:

It is very important to maintain employment relations in an organization to get success employee involvement and participation is required to achieve employee relationship. An important way in which employee involvement and participation can be encouraged within the organization is to seek entrepreneurs within the company who are socially or ecologically oriented known as eco-entrepreneurs. They have the ability to organize existing financial, human and natural resources in a way that adds value to the company's products or services using them helps build employee pride an commitment in their work. EI teams can not only bring about a change in how work processes are performed, but also improve worker health and safety too.

7. Grievance and Discipline

The need to raise grievances is seen in high risk operations (for their safety record), and in such cases disciplinary procedures are attached to environmental rules and duties. Indeed, expert legal opinion is that some firms may eventually move to ensure that environmental obligations are secured by including clauses in staff contracts to do so, i.e. that environmentally unfriendly behavior may constitute a breach of contract and therefore possible grounds for dismissal.

8. Green Jobs

Green businesses have also been growing at a rate of about 5% annually during the last three years. Two particularly growing areas are global carbon credit trading, and construction and services associated with “green buildings” that meet industry standards. The other area is the renewable sector like wind energy and ethanol production. Green employment gains may be made from using bio-mass as it increases the number of farming jobs, and work in the petrochemical industry for converting and mixing processes. Recycling is another area where the waste management industry may create many jobs.

9. Compensation Pay and Reward Systems

Attainment of specific sustainable initiatives should be incorporated into the compensation system by offering employees a benefit package that rewards employees for changing behaviors. A variable pay element can be added to the compensation system by linking the pay to eco-performance. Work organizations can benefit from rewarding waste reduction practices that teams develop. Reward packages are related to acquiring designated skills and competencies (and not just for performance), as they are seen to be important factors in performance over the long-term incentives.

Disincentives include negative reinforcements like suspensions, criticisms and warnings and may be needed to get employees to make environmental improvements,

10. Performance-Related Pay (PRP)

Monetary-based environmental reward systems have been developed, for example, an important proportion of monthly managerial bonuses are dependent upon performance outcomes. It is important to consider the successful linking of contingent remuneration for senior managers and the higher performance produced in environmental management, and the successful use of public recognition systems that include financial compensation for employees.

11. Recognition and Awards

Recognition-based rewards in EM can be offered at different levels within companies, U.S. companies like Federal Express are offering employees sabbaticals which enable them to take up to 3 months paid leave every five years to work on jointly-agreed projects with the firm. Other innovative non-monetary rewards that are being used by U.S. firms include paid vacations, time off, favoured parking, and gift certificates – with them all seen to encourage employees on environmental.

12. The HR Role

A key role for HR environmental executives could be to guide line managers in terms of gaining full staff co-operation towards implementing environmental policies which means HR needs to nurture supporters and create networks of problem-solvers willing to act to change the current status quo. This can only take place if the company establishes formal and informal communication networks with their employees highlighting the company’s green efforts. Some other ways could be to share research, model green behavior, working with internal marketing staff to circulate informational and inspirational articles, columns and other materials to employees on a regular basis.

13. Conclusion

Sustainable development recognizes that growth must be both inclusive and environmentally sound to reduce poverty and build shared prosperity for today's population, and to continue to meet the needs of future generations. Green human resource management is a concept which tells about sustainable use of resources within business organizations more over to promote environmental sustainability. The focus on improving the operational efficiencies combined with up-gradation of technology have led ITC to be the only company in the

world, of its size and diversity, to achieve the milestones of being carbon positive, water positive and achieving almost 100% solid waste recycling. The "Three Leaves" rating awarded by Center for Science and Environment, Green Tech Environment Excellence award, "Golden Peacock" award and "Solid Waste Recycling Positive", "Excellent Water Efficient Unit" awards to name a few are testimonies to these efforts and achievement. The future of Green HRM appears promising for all the stakeholders of HRM.

14. References

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