

Green Human Resource Management: Policies and Practices for Sustainable Development



ISBN: 978-1-943295-14-2

E. Benjamin

The Kerala State Cashew Development Corporation Ltd
(benju_75@hotmail.com)

As the corporate world is going global, the business is experiencing a shift from a conventional financial structure to modern capacity-based economy which is ready to explore green economic facets of business. Green HRM has become a key business strategy for significant organisations where HR Department play an active part in going green at the office. A large part of the workforce feels strongly about the environment as employees today are more committed and satisfied with the organisations that take a proactive part in endorsing green. This paper suggest Green Strategies.

1. Introduction

United Nations Conference on the Human Environment, Stockholm Conference, the first United Nations (UN) conference that focused on international environmental issues. The conference, held in Stockholm, Sweden, from June 5 to 16, 1972, reflected a growing interest in conservation issues worldwide and laid the foundation for global environmental governance. The final declaration of the Stockholm Conference was an environmental manifesto that was a forceful statement of the finite nature of Earth's resources and the necessity for humanity to safeguard them.

The conference produced the "Framework for Environmental Action," an action plan containing 109 specific recommendations related to human settlements, natural-resource management, pollution, educational and social aspects of the environment, development, and international organizations.

Twenty-first century has been showing heightened interest in the environmental concerns all around the globe irrespective of related fields be it politics, public, or business. The recent interest in environmentalism globally has arisen from specific treaties to combat climate change, e.g. Kyoto 1997, Bali 2007 and Copenhagen 2009. Owing to the harmful consequences of industrial pollution and waste materials, including toxic chemicals, governments and NGOs round the globe promoted regulations and policies with effect of slowing down and to some extent even reverse the destruction of natural resources and its negative effect on the mankind and the society as a whole.

Given the present situation the organizations have also to find out ways and techniques to deal with reduction in ecological footprints besides dealing with the economic issues. In order to attain success within the corporate community and to facilitate attainment of profit by the shareholders, organizations nowadays have to concentrate on social and environmental factors along with economical and financial factors. The successful implementation of these sustainable corporate strategies within an organization requires both strong leadership and a concrete process. The sustainability issue is fast moving up on the list of priorities of the leaders of corporate world as the awareness on incorporating "green" into the corporate strategy is making its way in business, but still the topic is not comfortable with most practitioners in the HR environment .

To implement any corporate environmental program several units of an organization HR, Marketing, IT, Finance, and so on, work together to put forward a positive joint effort and among them, the most important contributor is the human resource management unit. No doubt, the corporate world is a major stakeholder in the discussion about environmental issues and therefore conforms to be an important part of the solution to the environmental hazard. There is clear evidence that in the business world, a large part of the workforce feels strongly about the environment as employees today are more committed and satisfied with the organizations that take a proactive part in endorsing green. In the past two decades, a worldwide consensus has emerged around the need for proactive environmental management. Building upon this green concept numerous literatures on Green marketing, Green accounting, Green retailing, and Green management in general have impregnated the field of management. Moreover, the active participation of corporate sector in adoption of environment management strategies made way for green management prospective.

Human Resource Management (HRM) is an important faction of management that deals with the most valuable assets of an organization which is human resources. The whole context of HRM is currently being considered in the light of sustainability all over. Expanding the statement, we contend that Green Human Resource Management is the most significant element of sustainability. In this paper, we exclusively focus on the topic Green Human Resource Management (GHRM) where the Human Resource Management (HRM) is engaged in managing the environment within an organization. Mampra defines Green HRM as the use of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of environmentalism which further boosts up employee morale and satisfaction. Others describe Green HRM as the use of HRM policies, philosophies, and practices to promote sustainable use of business resources and thwart any untoward harm arising from environmental concerns in organizations.

Green initiatives within HRM form part of wider programs of corporate social responsibility. Green HR essentially consists of two major elements namely environment-friendly HR practices and the preservation of knowledge capital. Within an organization, human resource and their systems are the basic foundation of any business, be it financial business or sustainable business. They are the ones responsible for planning and executing those eco-friendly policies to create a green atmosphere. We argue that without facilitating the human resource and implementing sustainable policies, going green would be a hard nut to crack.

Though a substantial extent of existing literature deals with the topic of Green HRM, there is still ambiguity associated with the effective implementation of green HR management policies in organizations round the globe to attain absolute green corporate culture. This paper comprehends how corporations are taking initiatives to endorse environment management program by developing human resource policies and ascertain different processes involved in green HRM on the basis of extant literature in the area. Further, we move on to reviewing the literature on the HR aspects of GHRM, which helps in identifying how corporations today develop human resource policies for going green. The study also aims to provide simplified insight on some common GHRM processes and attempts to suggest some green initiatives for HR.

2. Definition of Green Human Resource Management

GHRM is a new concept and is being popular all over the world. It has got different meanings to different people. There is no comprehensive definition of GHRM. It refers to making efforts to improve energy efficiency or reduce the pollution produced by our home, business, and general living habits.

The main purpose of going green is to reduce the potential negative impact that energy consumption and pollution can have on the environment. It involves undertaking environment friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention, which in turn, help organization to reduce employee carbon footprints by the likes of electronic filling, car sharing, job sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces etc, Green HR initiatives held companies find alternative ways to cut costs without losing their top talent. Focus on Green HRM as a strategic initiative promotes sustainable business practices. Therefore, developing a new organizational culture through GHRM practices becomes a managers concern. Developing a green culture has the ability to affect employee behavior and introduce certain values that build a internal culture, Green behavior is assumed to be instrumental in the implementation of the green HRM culture and adopting formal environmental strategies.

2.1 Objectives

The main purpose of this study is to

- | |
|---|
| <ul style="list-style-type: none"> • Provide with a basic features of Green HRM in corporate environment. |
| <ul style="list-style-type: none"> • Elaborate on various green practices that can be incorporated for building a Green workplace. |
| <ul style="list-style-type: none"> • Attempts to suggest some green initiatives for HR. |

2.2 Green Human Resource

Green HR consist of several factors viz, Green Sleeves, Green commute, Green Materials, Green HR policies, Green work place, Conservation of paper. 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 HR involves two essential elements: Environmentally friendly HR practices and the preservation of Knowledge capital. Recently, there has been observed an increasing awareness within business communities on the significance of going green and adopting various environment management techniques. As the corporate world is going global, the business is experiencing a shift from a conventional financial structure to a modern capacity-based economy which is ready to explore green economic facets of business.

3. Literature Review

The extant literature in the HR field on the topic of sustainability suggests that more and more HR executives are keen to modulate their corporation as such to become exclusive environmental champions. A great extent of empirical research highlights the impact of environment management practices on performance of the organization using different parameters (Iraldo, Testa, & Frey, 2009; Yang, Lin, Chan, & Sheu, 2010).

Literature has given importance to adoption of environmental practices as a key objective of organizational functioning making it important to identify with the support of human resource management practices. (Cherian & Jacob, 2012, p. 25). Haden, Oyler, and Humphrey (2009) comprehend that the integration of environmental objectives and strategies along with the strategic development goals of a company results in an effective environment management system. Daily and Huang (2001) proposed that organizations essentially need to balance the industrial growth as well as preservation of the environment because it has been confirmed that by endorsing green practices, the companies may profit more than before (Murari & Bhandari, 2011). The Human Resource Department of an organization plays a significant role in the creation of their company's sustainability culture (Harmon, Fairfield, & Wirtenberg, 2010). It is identified that the greater the strength of green human resource policies, the greater is the intensity of adoption of environment management systems (EMS) and policies by the different companies (Bohdanowicz, Zientara, & Novotna, 2011).

Various contemporary scholars have augmented the understanding and studies on Green HRM in recent years (Berrone & Gomez-Mejia, 2009; Jabbour, Santos, & Nagano, 2010; Massoud, Daily, & Bishop, 2008; Renwick, 2008; Stringer, 2009). Green HRM depends on the unique and identifiable patterns of green decisions and behaviors of HR managers (green signatures; Jackson, Renwick, Jabbour, & Muller-Camen, 2011).

The incorporation of environmental objectives and strategies into the overall strategic development goals of a company helps in arriving at an effective EMS (Haden et al., 2009). There are various researchers who support the HRM practices to be effective for promotion of human capital and results in providing to contributors of organizational performance and competitive advantage (Boselie, Paauwe, & Jansen, 2001). Distinguished policies in the field of recruitment, performance and appraisal management, training and personnel development, employee relations, and reward systems are considered powerful tools for aligning employees with a company's environmental strategy (Renwick, 2008). Several workers argue that 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 of the organization (Daily et al., 2007; Unnikrishnan & Hegde, 2007), whereas, others propose that organizations look at development of innovative tools and initiatives of environment management (EM) which will significantly impact sustainability of the firm and promote a competitive advantage (Hart, 1997; Lin, Jones, & Hsieh, 2001). Therefore, to expand such a framework, it becomes definitive to have effective human resource management practices including presentation of strict recruitment strategies (Grolleau, Mzoughi, & Pekovic, 2012), appraisal, and reward systems which include environmental awareness and implementation in their evaluation process (Jabbour, Jabbour, Govindan, Teixeira, & Freitas, 2013) and training and empowerment programs (Unnikrishnan & Hegde, 2007) which will facilitate the evolution of new set of skills and competencies among the employees of "pro green" organizations. It is evident from the mentioned statements that whatever the method of research they apply, all of these researchers promote the ideology that is important for proper alignment of human resource management principles with objectives of green management in an organization.

Primarily this study concentrates on GHRM, which according to Dutta (2012) includes two major elements namely, environmental-friendly HR practices and the preservation of the knowledge capital. Green human resources refer to using every employee touch point/interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability (Mandip, 2012). HR department of an organization plays a major role in making environmental responsibility a part of the corporate mission statement. Green HRM focuses on employee's environmental behavior in the company, which in turn, employees can carry on such pattern of consumption in their private life (Muster & Schrader, 2011). The main objective of green HRM is to make the employees aware of the intricacies of environment management i.e. what action is needed, how it functions, and how does it help the environment. The exercise really motivates the employees and develops a sense of pride in them for being a part of the going green program.

4. HR and Sustainability

Organizations are increasingly concerned with sustainability and corporate social responsibility. The HR function is uniquely positioned to assist in both developing and implementing sustainability strategy. The HR function can serve as a partner in determining what is needed or what is possible in formulating corporate values and sustainability strategy. The Human resource department of a company has the capability to play a significant role in the creation of their company's sustainability culture (Harmon, Fairfield and Wirtenberg 2010). The role of HR in creating sustainable business is two- pronged. As a part of business strategy, HR will have to embrace a more sustainable approach to managing its people. HR will have to learn to manage the whole gamut of issues ranging from employee wellness, healthy, and safety workplace diversity. The HR staff is likely to be the only department that is resourcefully trained to change the attitudes and behaviours of the executives, managers, and employees by modifying their many Human Resource systems. In many organizations the HR department is the "Custodian of the culture". Configuring HR Practices to the principles of sustainability need not necessarily mean changing the HR function. It means that HR People will have view all HR decisions through the prism of shareholders viewpoint.

4.1 Strategic Aspects of Green HRM

Human Resource plays a vital role in making environmental responsibility of the organization as a part of the corporate mission plan. The responsibility of the HR managers is to create awareness about the Green HRM, the Green Movement, and utilization of natural resources, helping the corporate to maintain the proper environment and retain natural resources for future generation among young and working people. A green job is an employment that directly works with strategies, information, materials and technologies which contribute to minimizing environment impact and requires specialized knowledge, skills, training or experience in these areas.

One of the strategic aspects of green HRM is the green products and service portfolio management including waste and pollution management and sustainable design and adaptive reuse methods. The traditional aspects of business can be incorporated to maintain the green portfolio in the business world. The human resource strategies, the culture, recruiting process and retention of the employees can be done on the basis of Green Management and Governance principles as laid down by the corporate world.

5. Green Practices that can be Incorporated for Building a Green Workplace

5.1 GHRM Functions Future Direction

GHRM is a manifesto which helps to create green workforce that can understand and appreciate green culture in an organization. Such green initiative can maintain its green objectives all throughout the HRM process of recruiting, hiring and training, compensating, developing, and advancing the firm's human capital (Dutta, 2012). The Human Resource Department of a company is capable of playing a significant role in the creation of sustainability culture within the company (Harmon et al., 2010). HR processes play an important role in translating Green HR policy into practice (Renwick, 2008); therefore, human capital and its management are instrumental to the fulfillment of EM objectives (Hersey, 1998). Huslid (1995) mentions the selection processes, incentive compensation, performance management systems, the employee involvement, and training to be central for the company's success. Consequently, the argument is advanced that the HR function is instrumental in realizing organizational change aimed at acclimatizing to the new-found requirements for corporations and therefore also a potentially important contributor to such a strategic issue.

It needs to be acknowledged that the intersection of sustainability, the natural environment, and HR management are new areas in fast development and therefore, not characterized by a fully developed body of writings (Jackson et al., 2011). Ulrich, Brockbank, and Johnson (2009) point out that many HR systems need to be aligned with each other in order to increase the likelihood that the organization will achieve its strategy. Cherian and Jacob (2012) in their study identified that recruitment, training, employee motivation, and rewards are important human dimensions which contribute to the improvement in employee implementation of green management principles. In order to make sure that the organization gets right employee green inputs and right employee green performance of job, it is indispensable that HRM functions are adapted or modified to be green (Opatha & Arulrajah, 2014, p. 107). In this part of the paper, we briefly describe a few specific functional HRM activities which identify with the sustainability and the natural environment at the workplace and also provide opportunities for research in future.

5.2 Green Recruitment and Selection

Attracting high-quality staff is a key HR challenge in the "war for talent" (Renwick et al., 2013, p. 2). Holtom, Mitchell, Lee, and Eberly (2008) in their study on turnover and retention of employees argue that the most important benefit dimensions of HR and sustainability are retention/recruitment and satisfaction. Firms are now beginning to recognize the fact that gaining reputation as a green employer is an effective way to attract new talent (Phillips, 2007; Stringer, 2009). Environmentally friendly firms receive better qualified and motivated job applicants and many of the aspirants preferred to sacrifice salary potential to work for environmentally responsible organizations. A number of other environmental aspects can be mentioned in the job description. The environmental reporting roles, health and safety tasks, harmful elements/probable radiations for staff and then match workers attributes according to the environmental competencies. For future talented green managers job rotation in the green assignment should become an important part of their career development plan. Training contents should be settled to increase employees competencies and knowledge in green management. Recruitment practices can support effective environmental management by making sure that new entrants are familiar with an organization's environmental culture and are capable of maintaining its environmental values.

5.3 Green Performance Management

The goal of performance management (PM) system in green management is to measure ecological performance standards through different departments of the organization and achieve useful information on the green performance of managers. Green performance indicators should be included in the Performance Management system. The recognition of the corporate strategy culminates into the PM. With the EM affecting global business strategy, PM is also being influenced by the green wave in a possible positive manner. Green performance management consists of issues related to environmental concerns and policies of the company. It also concentrates on use of environmental responsibilities. Epstein and Roy (1997) in their study concluded that when HR managers integrate environmental performance into PM systems they safeguard environment management against any damage. Today some firms deal with the issue of PM by installing corporate-wide environmental performance standards, and Green information systems/audits to gain useful data on environmental performance (Marcus & Fremeth, 2009).

The most important aspect of PM is performance appraisal. I suggest that future research on green performance appraisal should focus upon issues such as environmental incidents, environmental responsibilities, communication of environmental policy, and green information system and audits. The job description should be aligned with green tasks and goals to be achieved. The HR staff should modify the performance appraisal rating system to include dimensions for rating people on the following behavioral and technical competencies: teamwork, collaboration, diversity, innovation, and environmental stewardship. Such competencies would reinforce the company's core values

5.4 Green Learning and Development

Training and development is a practice that focuses on development of employees' skills, knowledge, and attitudes, prevent deterioration of EM-related knowledge, skills, and attitude. Green training and development educate employees about the value of EM, train them in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization, and provide opportunity to engage employees in environmental problem-solving.

Learning, training and development policies can include program, workshop and sessions to facilitate employee for improving and acquiring knowledge, in environment management, green skills and attitudes. For future talented green managers job rotation in the green assignment should become an important part of their career development plan. Training contents should be settled to increase employee competencies and knowledge on green management. Future research that facilitate green training on one hand and helps organizations on the other to develop eco-friendly managers who without any hesitation can indulge as well as promote sustainability throughout the process would be particularly useful.

Concluding the above discussion, we envisage that the need of the hour is: organizations should train their employees on best business practices enthused with green initiatives. Besides, sustainable training and education employees should also be adept to educate the customers regarding the advantages of becoming more earth-friendly and buying green products.

5.5 Green Compensation

Rewards and compensation are the major HRM processes through which employees are rewarded for their performance. These HR practices are the most powerful method which links together an individual's interest to that of the organization's. Incentives and rewards can influence employees' attention to the maximum at work and motivate them to exert maximum effort on their part to achieve organizational goals.

The compensation package should be adapted to reward green skills acquisition and achievement by employees. Monetary, nonmonetary and recognition based environmental reward system and monthly managerial bonuses can be provided based on performance outcomes in environmental balance. Carbon emission standard and regeneration sources of energy are the key consideration for executive payment as an appreciation of green effort, employees meeting goals can be rewarded.

In the context of Green HRM, rewards and compensation can be assumed as potential tools for supporting environmental activities in organizations. In accordance to a strategic approach for reward and management, modern organizations are developing reward systems to encourage eco-friendly initiatives embarked upon by their employees.

5.6 Green Initiatives for HR

Encourage employees through training and compensation is to find ways to reduce the use of environmentally damaging chemicals in their products. The recycle of the products through green technologies will help to reduce the environmental pollution. Well designed green initiatives will help the company's HRM system to reflect equity, development and wellbeing. Thus contributing to the long term health and sustainability of both internal and external communities will help to reduce pollution and keep the environment clean.

Organizations generally organize HR practices into systems that are consistent with their culture and business strategy. We can say that green initiatives included in HRM manifesto is a part of corporate social responsibility in the long run. Today, organizations are implementing and integrating green initiatives in their agenda with the help of their human resource. Managers make sure that their HR is utilizing green human resource practices in appropriate manner.

Organizations across the world are incorporating and working toward implementing GHRM practices to gain competitive advantages among the corporate world. Complete adoption and integration of GHRM in business is not impossible but requires a changed approach toward the existing HR practices on part of both the management as well as employees simultaneously. A key role for HR environmental executives could be to guide line managers in terms of gaining full staff cooperation toward 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.

5.7 Green Building

Green building (also known as **green construction** or **sustainable building**) refers to both a structure and the application of processes that are environmentally responsible and resource-efficient throughout a building's life-cycle: from planning to design, construction, operation, maintenance, renovation, and demolition. This requires close cooperation of the contractor, the architects, the engineers, and the client at all project stages. The Green Building practice expands and complements the classical building design concerns of economy, utility, durability, and comfort.

Although new technologies are constantly being developed to complement current practices in creating greener structures, the common objective of green buildings is to reduce the overall impact of the built environment on human health and the natural environment by:

- Efficiently using energy, water, and other resources
- Protecting occupant health and improving employee productivity
- Reducing waste, pollution and environmental degradation

A similar concept is natural building, which is usually on a smaller scale and tends to focus on the use of natural materials that are available locally.

The organizations round the globe are considerably opting for green building as their workplace and offices as an alternative to traditional offices. The phenomenon is quite trend setting as Green buildings fulfill certain criterion for reducing the exploitation of natural resources that are utilized in their construction. Furthermore, green buildings include some enhanced features related to green practices such as energy efficiency, renewable energy, and storm water management.

5.8 Paperless Office

Most of the work in the office is managed on paper but, with introduction of IT, the consumption of paper has been reduced.

Today E-business and learning have changed the methods and procedures at offices converting them into paperless offices. Paperless office is a work place where the use of paper is either restricted or eliminated by converting important official documents and other papers into automated workflows. The practice greatly reduce the consumption of paper, the costs of paper-related actions including copying, printing, and storing, and also save the time used for searching paper documents.

5.9 Conservation of Energy

Conservation of energy in the office has the potential for a great environmental impact. In an effort to provide more efficient and eco-friendly services, offices around the world have implemented several energy conservation initiatives to reduce the environmental impact. The HR department at the UK arm of Sky has started a campaign where the employees are asked to turn off PCs, TVs, and lights when leaving, to use 100% renewable energy, and introduced solar lighting (Davies & Smith, 2007). Whereas the HR department of other British organizations is emphasizing upon their travel policy which promotes car sharing and the increased use of public transport (Simms, 2007). In addition, HR systems such as e-HR are seen to be able to help management and employees track their own carbon emissions (Beechinor, 2007). Organizations are also promoting the extensive use of energy star-rated light bulbs and fixtures which undoubtedly consumes at least two-thirds less energy than regular ones.

Recycling and Waste Disposal

Recycling is the methodology of processing used up materials (waste) into new and useful products. Recycling reduces the use of raw materials that would have been otherwise used to produce new products. Consequently, this practice saves energy and reduces the amount of waste that is thrown into the dustbins, thereby making the environment cleaner and the air fresher. As a part of their green initiatives, several organizations are implementing recycling program to increase the amount of recycled products and decrease the amount of waste.

Ever since the organizations embraced the concept of saving money, focusing simultaneously on the environment and sustainability, several human resource professionals were assigned the task of creating company recycling programs and monitoring office thermostats. In the process, many HR professionals ascertained that green initiatives were a necessary aspect of overall corporate social responsibility. At present, the whole corporate world is reciting the old mantra of three Rs—Reduce, Reuse, and Recycle to save the environment.

5.10 The Role of HR Function towards 'Green' Culture

Lado and Wilson defined the HRM system as “a set of distinct but interrelated activities, functions, and process that are directed at attracting, developing, and maintaining (or disposing of) a firm’s human resources.” In order to implement an effective green corporate culture, it is important to promote a great deal of technical and management skills among all employees of the organization. It would be ideal to have effective human resource management practices including stringent recruitment strategies, appraisal and reward systems which include environmental awareness and implementation in their evaluation process and training and empowerment programs, which will enable the development of relevant set of skills and competencies amongst the employees of “pro green” firms. Green HR can adopt various green processes and practices in different HR functions like acquisition of human capital, their induction, training, performance management and reward management which will have a bearing on the overall carbon footprint of a company

5.11 Green Strategies and Economy

Preservation of knowledge capital with employee friendly practices has long been a concern of employers because of its link to behaviors such as attendance, turnover, and organizational citizenship. Two recent developments, however, have dramatically increased the value of a loyal work force. First, increased competition for employee talent and greater investment in employee development have made turnover more costly, making the retention of employees an acute human resource concern. Second, the growing transition from the hierarchical organization of work to an empowerment model, thought to be necessary to successfully compete in many business environments involves a loss of employer’s formal control structures over their employees. Organizations are coming to realize the bottom-line benefits of incorporating green human resource into their DNA. It’s beneficial for attraction and retention and it’s the right thing to do. HR is a key organizational leader and can take the lead or partner with other executives to work cross-functionally to integrate Corporate Social Responsibility (CSR) objectives into how business gets conducted. Green HR initiatives help companies find ways to cut cost and promote social responsibility among workers and help the organization to stay sustainable primarily through initiatives like building awareness among employees and extensive trainings. The HR team has an “Environmental Responsibility” policy. This policy plays a significant role in inducing staff to adopt green measures, thus inculcating long term values of saving energy and resources of the corporate for the Humanity’s benefit in whole. The benefits of going Green apart from contributing towards genuine environmental health also carry direct advantages in impacting the brand and bottom line of the organization. So it certainly adds yet another feather on the HR’s cap. It proves how fruitful it can be for the growth of the organization. So every organization should go green. Green HRM depends on the unique and identifiable patterns of green decisions and behaviors of HR managers which are called as “green signatures”. HR managers make the integration decisions, their green signatures are very important. These green signatures influence environmental management and organizational effectiveness. Green signatures comprise of green decisions and behavior. Managers with positive effect are likely to form decisions that motivate employees to exhibit green behaviors; drive the energies of employees towards

innovative processes and products, and lead them to form green decisions and adopt role behaviors that advance EM and organizational objectives. It is obvious that there are environmental benefits by going green, with this a variety of economic and social benefits are also too. They have higher productivity and ultimately higher profits than comparable low wage companies in their industries. When workers are encouraged to participate in decision making, training, profit sharing, and stock ownership they are more productive which offsets higher costs for salaries and benefits, making the organisation competitive in the market place. Positive financial outcomes are more likely to be experienced in firms that effectively align their HRM systems to support their environmental initiatives.

6. Conclusion

The future of Green HRM appears promising for all the stakeholders of HRM. The employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programmes to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products. Unions and employees can help employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being. The academicians can contribute by carrying further research in this area revealing additional data that can build a knowledge base on Green Management in general. Socially responsible and sustainable service sector organizations that employ green HRM practices reap benefits by attracting and retaining good employees. Improved employee retention translates in to low replacement costs. Many green companies these days boast low employee turnover rates compared to their non-sustainable counterparts. They have advantages since they take a longer term view that includes employee stakeholders and make financial gains in the process. This is all the more important in an economy in which resources are depleted, operations are globalized, and where the right people make the difference between success and failure on a long term basis in a competitive marketplace in service sector-to survive, to sustain and to flourish. Green HR emphasizes the importance of the decisions, processes and choices organizations make about managing people and shows how workforce management directly affects strategic organizational outcomes. It provides guidance for managers on how to make better human capital decisions in order to achieve strategic success more effectively. Green HRM policies encourage the sustainable use of resources within business enterprises to promote the cause of environmentalism and in the process, create improved employee morale and satisfaction. The topic of green HRM is attracting increased attention among management scholars and entrepreneurs especially related to service sector to use as a tool for their competitive advantage.

7. References

- Berrone, P., & Gomez-Mejia, L. R. (2009). Environmental performance and executive compensation: AN integrated agency-institutional perspective. *Academy of Management Journal*, 52.Pp.103-126.
- Boselie, Paul and Paauwe, Jaap and Jansen, Paul, *Human Resource Management and Performance* (October 30, 2000). ERIM Report Series Reference No. ERS-2000-46-ORG. Available at SSRN: <https://ssrn.com/abstract=370845>
- Bohdanowicz, P., Zientara, P. and Novotna, E. (2011). International hotel chains and environmental protection: an analysis of Hilton's we care, programme (Europe, 2006-2008). *Journal of sustainable Tourism* 19.
- Cherian, J., & Jacob, J. (2012). A study of Green HR practices and its effective implementation in the organization: A review. *International Journal of Business and Management*, 7, 25–33.
- Daily, B. F. and Huang, S. (2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of Operations & Production Management*, 21(12), 1539-1552
- Grolleau, G., Mzoughi, N., & Pekovic, S. (2012). Green not (only) for profit: An empirical examination of the effect of environmental-related standards on employees recruitment. *Resource and Energy Economics*, 34, 74–92.10.1016/j.reseneeco.2011.10.002
- Haden, S.S.P., Oyler, J.D., & Humphreys, J.H. (2009). Historical, practical and theoretical perspectives on green management: an explanatory analysis. *Management Decision*, 47(7),1041-1055
- Haden SSP, Oyler JD, Humphreys JH. Historical, practical, and theoretical perspectives on green Management: an exploratory analysis. *Management Decision*. 2009; 47(7):1041-1055.
- Hart, S. (1997). Beyond greening: Strategies for a sustainable world. *Harvard Business Review*, 75, 66–76.
- Iraldo, F., Testa, F., Frey, M (2009), 'Is an environmental management system able to influence environmental and competitive performance? The case of the eco-management and audit schemes(EMAS) in the European Union', *Journal of Cleaner Production*, Vol. 17, Issue 16, pp 144-1452
- Jackson, S., Renwick, D., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-Art and Future Directions for Green Human Resource Management *Zeitschrift für Personal for schung. German Journal of Research in Human Resource Management*, 25. Pp. 99-116
- Jabbour, C.J.C., Santos, F.C.A., &Nagano, M.S. (2010). Contributions of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil. *International Journal of Human Resource Management*, 21(7).Pp.1049-1089
- Jabbour, C. J., Jabbour, L. S., Govindan, K., Teixeira, A. A., & Freitas, W. R. (2013). Environmental management and operational performance in automotive companies in Brazil: The role of human resource management and lean manufacturing. *Journal of Cleaner Production*, 47, 129– 140.10.1016/j.jclepro.2012.07.010

14. Lin, B., Jones, C., & Hsieh, C. (2001). Environmental practices and assessment: A process perspective. *Industrial Management & Data Systems*, 101, 71–80.
15. Murari, Krishna and Bhandari, Meenu, Green HR: Going Green with Pride (November 9, 2011). *Journal of Social Welfare & Management*, Volume 3, Number 3-4, July-Dec 2011, pp.35-38. Available at SSRN: <https://ssrn.com/abstract=2186306>
16. Massoud, J. A., Daily, B. F., & Bishop, J. W. (2008). Reward for environmental performance: Using the Scanlon Plan as catalyst to green organizations. *International Journal of Environment, Workplace and Employment*, 4. Pp. 15–31.
17. Mampra, M. (2013, January 6–9). Green HRM: Does it help to build a competitive service sector? A study. In *Proceedings of tenth AIMS International Conference on Management* (pp. 1273–1281). Retrieved from <http://www.scribd.com/doc/126544005/green-HRM-competitive-service-sector-pdf>
18. Mandip, G. (2012). Green HRM: People management commitment to environmental sustainability. *Research Journal of Recent Sciences*, 1, 244–252.
19. Muster, V., & Schrader, U. (2011). Green work-life balance: A new perspective for Green HRM. *Zeitschrift Fur Personal for schung*, 25, 140–156.
20. Opatha, H. H., & Arulrajah, A. A. (2014). Green Human Resource Management: Simplified general reflections. *International Business Research*, 7, 101–112.
21. Renwick, D., Redman, T., & Maguire, S. (2008). Green HRM: A Review, Process Model, and Research Agenda. University of Sheffield Working Paper. Retrieved from <http://www.sheffield.ac.uk/content/1/c6/08/70/89/2008-01.pdf>
22. Renwick, D. (2008). Green HRM: A review, process model, and research agenda
23. (Discussion Paper Series). The University of Sheffield.
24. Stringer, L. (2009). *The Green workplace. Sustainable strategies that benefit employees, the environment, and the bottom line*. New York, NY: Macmillan.
25. Unnikrishnan, S., & Hegde, D. S. (2007). Environmental training and cleaner production in Indian industry—A micro-level study. *Resources Conservation and Recycling*, 50, 427–441. [10.1016/j.resconrec.2006.07.003](https://doi.org/10.1016/j.resconrec.2006.07.003)
26. Wirtenberg, J., Harmon, J., Russell, W. G., & Fairfield, K. (2007). HR's role in building a sustainable enterprise. *Human Resource Planning*, 30(1), 10–20.
27. Yang, C., Lin, S., Chan, Y., and Sheu, C. (2010), 'Mediated effect of environmental management on manufacturing competitiveness: an empirical study,' *International Journal of Production Economics*, 123, 210–220.