GREEN HRM- HR FACTORS AFFECTING GREEN MANAGEMENT INITIATIVES
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ABSTRACT: The concept of environmental sustainability is attracting increased attention among management scholars. Despite its importance to managers, employees, customers and other stakeholders, however, it is considered that there is role of human resource management systems in order to achieve environmental sustainability. There is a need for the integration of environmental management into human resource management (HRM)–green HRM–research practice. Green HR is the use of HRM policies to promote the sustainable use of resources within business organizations. Green initiatives within HRM form part of wider context 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 what extent and how HR policies and practices can improve the environmental performance of organizations, specific HR philosophies, policies and/or practices that support or inhibit change around environmental issues, the Role of the HR professional in environmental management & changing attitudes and behaviors related to environmental issues in the workplace. The paper has been discussed by a case study revealing the role that HR processes play in translating green HR policy into practice.


INTRODUCTION: What does it mean...go green?: Going green means conservation of earth's natural resources. As well as supporting the preservation of your personal resources i.e. your family, friends, businesses, lifestyles, communities and your legacy!! Turning unnecessary expenses into necessary profits. It is about giving better services to your customers, more benefits to your employees using more efficient, cost effective technology resulting in greater profitability and sustainability of your business.

In many cultures Green is an affirmation of life. It indicates growth, fruitfulness & spiritual rejuvenation.

Being Green-is Growth. It is becoming more efficient in the operation of your personal & business life by eliminating wasteful spending based on habits that no longer serve your purpose.

Being Green-is being Fruitful. It is taking advantage of new technology, tools & trends that improve your personal & business life at a fraction of the cost of traditional methods.

Being Green-is Spiritually Rejuvenating. It is your commitment to live a lush & abundant, economically empowered, debt free & credit worthy lifestyle.

Why HR?: HR is perfectly poised to take the lead and spearhead the green movement in an organization. HR interacts with each and every employee, each and every department. HR enjoys the pivotal position in its ability to champion and lead this initiative, HR has the ability to reach far and wide and change the mind.
Green HRM is the use of HRM policies to promote the sustainable use of resources within the business organizations and more generally to promote the cause of environmentalism. Green initiatives within HRM are increasing as a result of spreading concern over global warming and the adverse effect of much business activity on the natural environment. They often form part of wider programmes of corporate social responsibility (CSR).

**What do you Mean by Green HRM?:** Green HRM involves the use of HRM policies to promote the sustainable use of resources within business organizations & more generally promote the cause of environmentalism. The kinds of actions taken within green HRM initiatives include educating employees about climate change & other environmental issues, training in working methods that reduce the use of energy & other resources, promoting & incentivizing more sustainable means to travel to work (e.g., Car sharing, cycling, public transport), and auditing employee benefits to eliminate those that are environmental damaging (e.g., unnecessary provision of a high powered company car). Some green HRM initiatives also make use of employee volunteering to support environmental charities & projects and to develop green initiatives at work. Where trade unions are present, green HRM may involve consultation & joint working with union environmental representatives (i.e., union representatives who are trained to promote a green agenda at work) to advance sustainable business practice.

**LITERATURE REVIEW:**

Green HRM & Related to other HRM Aspects:

- **Green Recruitment & Selection:** Green job descriptions for employees (And green goals included into managerial job descriptions). Graduate perceptions of Green practices (Applicants use green criteria). Green job candidates, recruitment of employees who are ‘Green aware’ becomes part of the interview schedule. Green employer branding (Green employer of choice). Green aspects introduced to the induction process (Familiarization) becoming a green employer may produce other HR benefits, like increased staff motivation and/or engagement, reductions in labor turnover, and increasing workforce health.

- **Green Training & Development:** It should cover the full range of social, environmental and economic risks and opportunities involved with the business and the means to identify them. Green orientation programs for the newly hired employees should be an integral part of the training and development process.

- **Green Performance Management:** Performance management (PM) in environmental management (EM) 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. 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.

- **Green Employment Relations:** Employee involvement & participation (EI&P) in Green suggestion schemes & problem-solving circles. Staff independence to form & experiment with green ideas. Integrate staff EI & P into maintenance (Cleaning). Employee help-line for guidance in green matters. Tailor Green EI scheme to industry/company standards Increase line/supervisory support behaviours in EM, unions negotiating Green workplace agreements, training of union representatives in EM, green elements into the health and safety process,
encouraging employees to use green forms of transport, set-up low carbon chiefs (Including CEO and Board) to increase action in EM. Introduce green whistle blowing help-lines. Discipline and/or dismissal for EM breaches.

- **Green Compensation & Reward System**: Attainment of specific sustainable initiatives should be incorporated into the compensation system by offering employees a benefit package that rewards employees for changing behaviours. A variable pay element can be added to the compensation system by linking the pay to eco-performance.

- **Green Employee involvement & Participation**: 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-intrapreneurs. 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 where it didn’t exist previously.

- **Green Grievances & Discipline**: Grievances and discipline in environment management leads to internal ‘Whistle blowing’ or awareness regarding environmental issues. Some organizations even introduce the duties towards environmental rules and duties in legal contrasts or clauses to avoid unfriendly behaviour, which sometimes may constitute a breach of contract and dismissal issues of employees.

- **Green Exit**: Staff de-briefings in EM in cases of dismissal. Managers to ask if Green issues are reasons for resignations (Moving to Greener employer?). Role of exit interviews to gauge perceptions of firm Green ness, whistle-blower accounts on state of firm Green-ness, legal protection for green whistle-blowers.

**OBJECTIVES:** The objective of this paper is:

- To study the extend and HR policies & practices that improve the Environmental performance of organizations.

- To study the specific HR philosophies, policies and/or practices that support or inhibit change around environmental issues.

- To study the Role of the HR professional in environmental management & changing attitudes and behaviours related to environmental issues in the workplace.

- Lastly the green HR initiatives of Hero Honda MotoCorp taken as a case study.
Green Environment Initiatives:

- Increased Recycling.
- Collect food and donations for victims of floods, hurricanes and other natural disasters around the globe.
- Encourage reduced energy consumption; subsidize transit passes, make it easy for employees to car pool, encourage staggered staffing to allow after rush hour transit, and permit telecommuting to the degree possible.
- Encourage shutting off lights; computers and printers after work hours and on weekends for further energy reductions.
- Increase the use of teleconferencing, rather than on-site meetings and trips.
- Promote brown-bagging in the office to help employees reduce fat and calories to live healthier lives and reduce packaging waste, too.
- Employees can be advised to start making changes at home, and then watch them practice environmentally responsible behaviors at work. Once they witness substantial energy savings from the solar panels or Energy Star-rated refrigerator, they’re more likely to buy into the value of saving energy and resources at home and at work.
- Employees can be asked to suggest ways the organization can go green. Example: Companies can start an employee “green team” that can draw some volunteers from the firm's and some from employee workforce. The group can meet monthly to bring changes such as the addition of transportation incentives and the use of recycled papers.
- Publicly congratulate to employees who take advantage of the company’s green benefits and then publishing a quarterly, online newsletter devoted exclusively to their stories-and to reminding workers about green benefits and how to participate.
- It is essential to look beyond the obvious benefits like mass-transit subsidies.
Everyone can be informed about green benefits like job candidates, shareholders, the media and community. In advertising campaigns environmental issues can be focused. Press releases can be send to local media, which will publicize the unique employee benefits. Every employee communication must be green.

It is important to review what employees have already done and it must be publicize them while focus can be done to rewrite job descriptions to highlight any green aspects of a position.

The concept has to be explained to the top management by collection data. Example: Gathering information on whether quality job applicants are accepting job offers because of the organization’s green benefits. HR professional can make it a point to ask candidates how important those benefits were to their decision.

They can choose a green theme for events like the employee health fair; benefits enrollment fair, holiday parties, recognition ceremonies, even staff meetings.

Helping employees to understand the real, cash value of green benefits.

Employees and the public and media usually can see through an organization's attempts to hype its green benefits and practices. Publicize what the companies are doing.

Use of recycle paper, cans and bottles in the office & recognize departmental efforts.

Turn lights off in restrooms, conference rooms, libraries, and so forth when the room is not in use.

Implementing wellness programs to foster employees' proper nutrition, fitness and healthy living.

Use air conditioning with discretion.

Suggest lighting changes and use more energy efficient bulbs.

Email advisories about how employees can use less paper.

Purchase large or refillable containers of creamer, sugar, salt, pepper, and butter instead of individual containers.

Played green-themed games to promote environmentally friendly behavior and staff togetherness.

Provide green promotion which includes loan discounts on fuel-efficient cars and energy saving home improvements, discounts at local green merchants.

Educating employees about the climate change & other environmental issues.

Training in working methods that reduce the use of energy & other resources.

Promoting & incentivizing more sustainable means of travel to work (E.g., Car sharing, cycling, Public Transport)

Auditing employees benefits to eliminate those that are environmentally damaging.

Making use of employee volunteering to support environmental charities & projects and to develop green initiatives at work.

Where trade unions are present, green HRM may involve consultation & joint working with union environmental representatives (Ex. Union representatives who are trained to promote a green agenda at work) to advance sustainable business practice.

Mandating use of disposable paper.

Giving option of drinking coconut water in canteen instead of soft drinks.

Switching off the system at lunch time.
• Using natural daylight instead of electricity.
• Decreased printing.

Role of HR:
• Raise awareness about ecology & the environment, and the need to conserve them.
• Be able to demonstrate that 3R (Reduce, reuse & recycle) adds value to the business & people.
• 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.

Benefits of Applications of Green HRM Practices in Organizations:
• Reduced energy consumption.
• Reduced material usage.
• Reduced insurance costs.
• Avoidance of fines for the transgression of environmental legislations.
• Increased Sales.
• Improvement in operational efficiency.
• Gain reputation and goodwill.
• Has a direct impact on the profit and return on investment.
• Better power utility.
• Low cost.
• Smarter performance which translate into cheaper products/services.

The Importance of Developing an Eco-Savvy Workforce:
Having Sustainable Oriented Employees Offers Several Competitive Advantages:
• More Inspired Problem Solving: Employees who bring a sustainability lens to business decisions allow for a broader perspective that sparks innovative solutions to both common and newly emerging climate change-related business problems.
• Increased Desirability as an Employer: Intellectually knowing what sustainability is and practicing it in daily decision-making are two different animals. As you become known as a desirable green employer, you’ll have your pick of the green talent pool - individuals who already understand sustainability and have practice in maximizing people, planet, and profit through business strategy. Bringing them onboard gives you a powerful market edge. Just look at Patagonia, a company that receives thousands of applicants for each posted job opening. The synergy that builds from green-minded employees working together in a business can be unbelievable.
• Less Stressed Budget: Many employees who are committed to sustainable careers are amenable to flexible compensation and benefits, often preferring alternative transportation, flex work schedules, and other low-cost benefits over hard dollar cost-of-living increases. These options can give you more bend in your budget.
Improved Employee Retention: Many green companies these days boast low turnover rates compared to their non-sustainable counterparts. That’s not just talk. In a green workplace survey conducted by the Society for Human Resource Management (SHRM), 61 percent of respondents who worked for an environmentally conscientious company said they were "likely" or "very likely" to stay at the business because of those practices.

Costs Related to the Application of Green HRM:
- Training costs.
- Pollution reduction equipment.
- Inspection & appraisal.
- Modifications of operations.
- Accounting errors.

Case Study of Hero Honda Motor Corp:
Place: Hero Motor Corp Neemrana, Alwar (Rajasthan)

As part of creating the sustainable growth environment Major Giants Hero Motor Corp has built up an eco-friendly plant with the name “Garden Factory” in Neemrana Alwar Rajasthan.

Major Aspects covered to become eco-friendly plant:

1. **Green Roof**: Hero’s green roof helps to conserve energy by moderating the temperature on the roof and within surrounding areas. It also helps to reduce the storm water runoff volume and peak flow rate dramatically.

2. **Sewage Treatment Plant**: Hero ensures that sewage is biologically treated to attain efficacy.

3. **Effluent Treatment Plant**: To prevent water pollution, Hero has also invested in an Effluent Treatment Plant which is capable of treating waste water that contains degreasing chemicals, acidic/ alkaline nature, plating waste, heavy metals and waste oil that is generated out of processes.

4. **Waste Food Recycling**: Hero ensures hygienic disposal of municipal waste through its organic waste converter, which in turn generates manure.

5. **Paint Conservation**: Hero Motor Corp does its very best to prevent releasing pollutants in the air as well. On an annual average, the company recycles about 120 tons of paint sludge and additives and turns it into paint primer.

6. **ETP Recycling Plant**: This plant introduced by Hero has a capacity of recycling approximately 1400 Kld of treated effluent daily. It uses the modern technology of reverse osmosis and ultra-filtration for purifying water. The recycled water is then supplied to the paint shop with desired parameters or used as Soft water/DM as required.

7. **Rain Water Harvesting**: Hero has also introduced a rain water harvesting scheme that includes the collection and de-silting of rain water.

8. **Water Management**: Training and Awareness is created through this process on how to develop water balance. It also includes reducing water consumption at the source and recycling it back to process applications and other beneficial applications like cooling towers and irrigation after treatment.
9. **Water Conservation**: Perhaps one of the biggest initiatives taken, Hero has worked consistently hard in conserving water through Water Management, Rain Water Harvesting and ETP Recycling Plant.

10. **Energy Conservation**:
    Apart from these, Hero Motor Corp has also initiated other energy saving processes like
    - Substituting furnace oil with natural gas.
    - Replacing aluminum alloy fans by FRP fans of cooling towers.
    - Replacing copper ballast with electronic ballast in all lighting tasks.
    - Introducing power saving circuits in all machine panels of engine plants.
    - Installing power correction panels for loads running on state electricity for cost saving.
    - www.heromotocorp.com

**CONCLUSION**: Green HR efforts to date have primarily focused on increasing efficiency within processes, reducing and eliminating environmental waste, and revamping HR products, tools, and procedures resulting in greater efficiency and lower costs. The results included: electronic filing, ride sharing, job sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, and developing more energy efficient office spaces. With society becoming more environmentally conscious, businesses are starting to incorporate green initiatives into their everyday work environment. Environmentally friendly HR initiatives resulting in greater efficiencies, lower costs and create an atmosphere of better employee engagement, which in turn helps organizations to operate in an environmentally sustainable fashion.

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