

# Green HR Practices: The Savior from Adverse Impacts of Global Warming

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**Abstract –** *The nations and society today is well aware of the changes taking place in the environment on account of global warming. Since the historical industrial revolution, generations have been tampering the nature by virtue of non-environmental friendly practices caused by the pollution of land, water and air. The exponential rise in the population has further catastrophically mounted the pressure on the environment and the existence of future generations is at stake. Although there is an outcry today and universal realization for it, not much effort is being done in order to overcome the problem. The measures being adopted do not keep pace with the damage that has already been caused and that continues to be so.*

*The major contributors to this environmental crisis have been the industry and especially the ones that have significant carbon prints. Until and unless, there is a widespread realization among all industries towards the problems of global warming caused by the environmental pollution, the regulatory bodies would not be successful in managing the issue. Since HR is the backbone of all organizations, Green HR practices can be the key to this massive problem. By incorporating Green HR practices, industry can significantly contribute to at least minimize the damage caused; even if the problem is not uprooted.*

*This paper endeavors to identify the potential environmental concerns that can be managed by efficient Green HR practices religiously adopted by committed organizations. The evolution of Green HR practices and its correlation in modern day context has also been elaborated upon. By adopting these measures, at least the first step towards environmental sustainability can be ensured.*

**Keywords:** Green HR, Global Warming, Environmental Sustainability.

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## 1. INTRODUCTION

In recent times, the business communities are found to provide more importance on going green. As such, they are adopting different positive steps in keeping the business processes more environments friendly. As the business world is more global now, they are getting familiar to an ability-based economy that is all set to use go green concept linked to economy. Following this step, the concept of Green Human Resource Management (GHRM) has turned into a major business strategy for many global corporate houses. In this strategy, the HR departments of these organizations play a significant part in going green at their various units and offices.

Concern for the environment has been getting priority in the 21<sup>st</sup> century in almost all fields like business, politics, and public life. Several international agreements, especially the initiatives of the United Nations are worth mentioning in this context. The Kyoto Protocol 1992, The Bali

Convention 2007, and the Copenhagen Convention 2009 are three most popular international submits for environmental conservation arranged by the United Nation (Bangwal and Tiwari, 2015). Realizing the long-term effects of industrial pollution and waste materials formed in factories including highly toxic chemicals, Governments and related authorities across the globe adopted relevant strategies to slow down the formation of toxic chemicals or reverse it all together (Venkatesh, et. al., 2014).

The present scenario is quite worrying, organizations need to pay attention to ecological footprints of their activities, and they should not restrict their strategies only to economic issues. Stakeholders these days want their organizations to be a more environmental concern. As such, company goodwill now depends a lot on how the organizations going green and making the society informed about it (Opatta and Anton, 2014).

Strong leadership and comprehensive process are imperative to sustainable corporate strategies (Marhatta and Adhikari, 2013). The sustainability issues are moving up on the list selected priorities of the top corporate houses across the world as the responsiveness on including: go green" concept in getting high priority in all industries. Still, it needs more discussion since GHRM is not so popular yet (Patil and Das, 2015). Corporate green programs necessitate all including finance, marketing, information technology, and human resource work together as all these functionaries are interdependent. However, the HRM unit is the main contributor.

Undoubtedly, the corporate world is one of the foremost stakeholders in a discussion of environmental issues and the implementation of necessary steps. There is an open indication that the major part of the workforce in any industry feels changes are necessary for the way they operate. These workers are concerned about the environment and they want their organizations to endorse green. In the last two decades, a worldwide agreement has come out regarding the necessity of proactive environment management for less or zero carbon emission (Aggarwal and Sharma, 2015). On the basis of this go green concept various literature on Green marketing (Rani and Mishra, 2014), Green retailing, Green accounting (Anton, et. al., 2015), and Green business management in general (Ambec and Lanoie, 2012) have impregnated the field of management as whole. At the same time, increasing interest of the corporate world in adopting environment-friendly operations made a path for optimistic green management (Andersson, et. al., 2013).

In modern societies, the concepts of information technology, different formats of communication, environment conservation, deforestation, etc. are much-discussed concepts. From that perspective, businesses, politics, societies, and communities are more interested in developing new dynamics to cope with these matters. Without the active participation of people in an organization, it is not possible to implement any new strategy in a corporate environment. Most of the environmental problems occur due to the perception that the resources are never-ending and offer free products.

Today, these problems with different destructive outcomes and influences have become quite obvious. Several environmental catastrophes starting from El Nino to increasing sea levels and melting of polar ice caps point to the seriousness of the problem. These increasing environmental problems necessitate urgent environment consciousness. Activities should be started at the voluntary levels but there are various scope legal implementations too.

In the domain HRM green initiatives are a part of corporate social responsibility (CSR). There are two

prime elements embedded in green HR, viz. HR practices that are mostly environment-friendly and the conservation of knowledge capital (Angel and Rock, 2000). At the organizational level, irrespective of the nature of the business, human resource is the prime determiner of business capability. It is the human resource that helps in smooth sailing implementation of any eco-friendly plan. It is not possible to implement sustainable policies without the active participation of organizational members.

Thus, growing and sustaining an environmentally conscious business is possible when people within an organization are aware of its significance. Again, this becomes possible when the top management of an organization trains their people accordingly and includes this aspect as an agenda in every activity the organization performs including recruitment, employee appraisal, and customer relationship management. As a whole, GHRM develops a win-win situation for all. The organization gets mass attention for their green consciousness and employees are appraised and rewarded by the top management for the same. Right at this point, recognition of implementations and judgment of the business in this field become a major matter.

## 2. NEED FOR GHRM

Over the last few years, the world has witnessed an undisputed consensus for the need for pragmatic ecological management all over the world. This effort has become more evident ever since the business world have understood the irreversible damaging effects of different pollutants formed out of waste products in different industrial activities.

It is scientifically proven and accepted that climate change is occurring and diverse human activities are the prime reasons behind these activities. Global warming is now a proven fact causing melting of glaciers rapidly, increasing sea heights, and many allied ill-effects. Changes in the weather condition and periodic changes of seasons and climates are also intensely affected due to global warming and increasing carbon emission in the environment. Climate change is so severe that the drought-prone areas are now getting regular rainfalls whereas places normally expected to get heavy rainfall, have been drying up. In the name of industrialization, human civilization has brought about these intimidating changes in the ecosystem causing ecological imbalance. The equipment, machinery, and gadgets that people use as a mark of economic and technological progress are destroying the very nature where we breathe. It is really ironical that in the name of technology and progress we are damaging nature and destroying its beauty.

Green activists and scientists asking for immediate awareness and mass attention to this obvious issue before it goes beyond human control. Governments across the world have also realized the importance of immediate attention to this problem and most of them, especially the industrialized countries committed to doing their level best in saving the planet. However, it is also vital that contribution comes from an individual level as well. This includes every citizen and corporations. These days, companies are including this activity as a part of their CSR. Companies are also inventing newer ways and technologies to improve and sustain the environment where they operate. In the business world, a new trend has come out where the organizations are not only evaluating their financial performance but also the activities related to CSR to improve their overall image or goodwill. Corporate world today frequently talk about the environment and global warming and how they have come forward with Green initiatives. This same trend has also crept into HRM. In fact, it is more logical to practice it within HRM space as people is the key to any change. If they are aware of global warming, ecological damage, or carbon emission they will become more serious and responsible.

The concept of GHRM is mostly western. Naturally, the literature in this realm depicts western perspectives. According to some scholars the gap visible in the studies in the Asian environment needs requisite attention. Management scholars across the globe are now exploring various managerial practices that can help to attain GHRM goals (Antonioli, et. al., 2013) and that can also have a significant positive impact on the environmental competitiveness of the organizations. Going green is now a part of the CSR strategy for most organizations. Some organizations use this strategy for a competitive edge and improving brand image. Any company that is not careful about environmental issues is sure to lose ground in different aspects in the future. They will not only lose hard-earned goodwill but also face difficulty in talent retention. Organizations like Google, Microsoft, and Mitsubishi are adopting Green Human Resource Policies. Employees are rewarded to maintaining companies' green policies. Employees in these companies also feel proud to announce that they are a part of the green revolution

This era has brought huge challenges to organizations. The market is very global and highly competitive. Sustainability is a prime concern for many organizations. At the same time, keeping balance in social, environmental, and financial aspects altogether are also necessary. Sustainability should be all-inclusive as stated here and an inherent part of survival strategy rather than just another add-on. Organizational culture can play a pivotal role in adopting a sustainable business strategy. Organizational culture can strengthen the green policies of an organization but it should be kept in mind that it can break the same policies too.

So, organizational culture should be well enough to make people involved in the strategy and keep them motivated while implementing it. One of the primary roles of HRM is to drive the organization towards sustainable strategy by developing core skills, motivating employees, creating a requisite environment, and generating a value system. If these aspects are followed and maintained, it will develop a sustainable and healthy organizational growth benefitting all stakeholders of the organization. This just emphasizes the growing need for incorporating HRM and environmental sustainability.

### **3. EVOLUTION OF GREEN HRM**

Organizational sustainability is the major aim of GHRM. Those organizations possessing interest in this matter have been exploring different paths to link their decision-making processes with the internal activities (Azjek, 2002). The UN's Brundtland Report generated the concept of sustainable development. According to this report, a sustainable development is such kind of development where all the present needs are met without pushing the future generations to the edge of extinction or extreme damage (Bai and Chang, 2015).

Sustainable development is different from the traditional concept of traditional approaches in different parameters. In sustainable development prime considerations remain on socio-economic development as also environmental protection whereas in most of the traditional concepts the prime focus remains in finance and marketing (Bowen and Ostroff, 2004). In sustainable development organizational environment is closely linked to the natural environment as the former have immense effects on the latter (Consoli, et. al., 2016). The modern forms of environmental movements that we see have been flourishing since the 1960s and 1970s. These movements have exposed the harmful activities of societies and organizations. As public awareness in this regard has been gaining momentum, new establishments to combat the evolving situations have been developing (Ehnert and Harry, 2012). Eventually, governments of most of the nations, especially industrialized nations have come up with a wide range of rules and regulations for the business organizations and people. These new regulations meant for environmental awareness and green revolution are inherent parts of economic and social developments.

To make these changes, several iconic companies have started adopting and applying innovative employment management practices (Guerci and Pedrini, 2014). Several other companies at national and international levels followed their footpath and started environmental management practices. These new forms of environmental management practices provide new technologies for waste

management, recycling of end products, proper usage or disposal of by-products, and energy conservation.

To obtain optimum benefits from such practices, an organization needs to develop a system whereby company practices, procedures, activities, and policies are perfectly orchestrated (Haddock-Millar, et. al., 2016). Environmental matters and activities now affect a wide range of business activities including green operations (Hong, et. al., 2016), green marketing (Jabbour and Jabbour, 2016), and green accounting (Kim, et. al., 2017). Human Resource means people. So, people are responsible for planning, coordinating, and implementing different green management activities (Kramar, 2014). With the increasing popularity of green management, the concept of GHRM has also been getting more importance in academic arena. The core concept here is that every organization needs to adopt environment-friendly processes (Teixeira, et. al., 2016) and employees should take the key role in adopting these processes. The fundamental strategies regarding GHRM starts at governmental levels (macro levels) and ultimately spreads throughout the corporate levels (micro levels). These strategies are developed to integrate technical aspects of green concepts with the human aspect of organizations (Zibarras and Coan, 2015). Human aspect of green concept is important because sustainable development necessitates intensive involvement of organizational members. Zoogah (2011) argue that these kinds of changes extend to all employees irrespective of their positions (Zoogah, 2011). Environmental factors have a deep impact on the personal lives of every employee. Effective environment management thus needs to follow government rules and regulations, at the same time; employees' voluntary engagement is also highly expected.

#### 4. CONCEPTUALIZATION OF GREEN HRM

It is obvious that the role of HR in all types of green matters is too important but the role of GHRM in environmental management (EM) is not so clear. There are two schools of thoughts related to it. First, HR acts as a prime resource that helps in materializing the changes. Thus, GHRM is a part of HRM that deals with sustainability matters. According to Anton et al (2015), this is one of the primary concepts based on early literature of this genre (Antonioli, et. al., 2013). Research works that take up this perspective primarily focuses on the possible benefits and way of adopting different HRM practices for the organizations trying to strengthen their environmental practices (Hong, et. al., 2016). It means, staffing, training, performance management, and rewards, etc. are important aspects of GHRM literature (Kim, et. al., 2017).

According to the second school of thought GHRM acts as an end to endorse the behavioral and attitudinal changes in employees. If properly adopted, it is capable of strengthening the environmental management of the companies (Zibarras and Coan, 2015).

Thus, these two schools of thoughts have helped the scholars in this field to get a broader view of GHRM to put together individual strength and collective abilities making GHRM target-oriented (Zoogah, 2011). Likewise, researchers have started to develop research spotlight outside HRM and in its place exploring broader characteristics of employment pertinent to accomplishing environment management. For instance, the research work of Angel and Rock (2000) explored how the organizational work tasks are transforming with the introduction of EM? The researchers found that green jobs require higher levels of interpersonal and cognitive skills than non-green jobs (Angel and Rock, 2000). Nowadays, irrespective of the size of organizations, the idea of green teams could be found everywhere. These teams are formed voluntarily or involuntarily depending on the organizational climate and culture. The sole purpose of this kind of team is to work on the environmental performance of the respective organizations (Opatha and Anton, 2014). Guerci and Pedrini (2014) argue that the previous research works accomplished in this genre are mostly focused on the working roles of GHRM and EM ignoring the impacts of private lives of employees engaged in this movement (Guerci and Pedrini, 2014). Jabbour and Jabbour (2016) then introduced the notion of "green work-life balance" and called for contemplation of employees' twin roles as both makers and consumers of green activities (Jabbour and Jabbour, 2016).

The conceptualization of GHRM is a process that takes a certain period to be an inherent part of the organization. It is necessary to understand the evolutionary stages as the organization moves toward EM (Jabbour and Jabbour, 2016). While organization progress from the null stage of EM to the proactive stage (Zibarras and Coan, 2015), GHRM shows an enhanced echelon of strategic value that necessitates more intensive integration of organization and employee-based HR practices. The twin role of human resource management makes it clear that GHRM and EM have reciprocal relationships – EM necessitates greening of human resource management and GHRM contributes positively to the even performance of EM (Jabbour and Jabbour, 2016).

Therefore the conceptualization of GHRM is possible by making some serious changes in the traditional concepts of HRM. The purpose of GHRM should be understood with respect to different environmental goals to integrate traditional HRM with modern GHRM. Moreover, labor force

should be more skilled and informed without which necessary changes in the environmental management practices are not possible (Zibarras and Coan, 2015).

Accepting the complicacies involved in GHRM some academic research in this field are necessary to explore new processes and testify their implications.

## **5. GREEN HR PRACTICES**

GHRM is a policy which makes it possible to develop a green human resource that can appreciate green culture in an organization. This kind of green step can materialize the idea of green objectives throughout the organization's HRM activities (Bowen and Ostroff, 2004). The role of the HR department of an organization is indeed highly significant in this realm (Andersson, et. al., 2013). The HR process of an organization can play a significant responsibility in translating the concept of Green HR strategy into practice (Kim, et. al., 2017). Thus proper employment of human capital and its management are instrumental to the objectives of environment management (Hong, et. al., 2016). The process of the performance management system, selection and recruitment, incentives, compensation, employee involvement, and training are accepted as central for the ultimate success of an organization. Therefore, another debate arises that says that the HR function is important in attaining the organizational changes aimed at newly evolved corporate requirements. So, it can act as a potentially important provider of the concerned strategic issue of GHRM.

The common area of natural environment, HRM, and organizational sustainability is a newly evolving area of academic interest. Needless to say, this area needs closure intervention and intensive study. According to Zibarras and Coan (2015), several sub-categories of HRM need proper alignment in order to enhance the possibility of achieving the organizational strategy (Zibarras and Coan, 2015). According to Opatha and Anton (2014) recruitment and selection, training and development, employee motivation and work performance, and rewards are essential dimensions that contribute to the development in the implementation of green management values (Opatha and Anton, 2014).

For attaining the coveted target of green management right types of employees are necessary. In fact, employees or the human resource is the driving force in this genre. Thus, modifying the HRM functions to GHRM is indispensable (Opatha & Arulrajah, 2014, p. 107). In this section of this research paper, we describe briefly a few HRM activities that are identified with the natural environment and organizational sustainability and also open up scopes for more research.

### **A. Green Recruitment**

One of the major challenges faced by a HR is attracting staff high quality amidst the "talent war" (Bowen and Ostroff, 2004). Aggarwal and Sharma (2015) based on their study on the employee turnover and retention debate that a highly important dimension of advantage for a HR and his sustainability include satisfaction and retention (Aggarwal and Sharma, 2015). Today, the firms accept the fact that driving the reputation of a green employer is an ideal way to seek better talent (Anton, et. al., 2015). Description of green job along with the aspects of environment is now added for the employess amidst the agenda of recruitment. One can define green recruitment as a process that hires individuals having knowledge, approaches, skills, and behaviors which identify in lieu with the systems of environmental management amidst an organization. As per Ambec and Lanoie (2012), practices of recruitment aid effective management of environment by affirming entrants to be familiar with the culture of the organization and capable of maintaining the values of the environment (Ambec and Lanoie, 2012).

Green recruiting is the system that focuses on the environment's importance thereby making the same as an important organizational element. To complement the above, the recruits seem enthusiastic and passionate to an extent pertaining to the environment friendly working in a "green" company. Candidates that are recruited having green mind bend turns it easier for the firms to add that know the sustainable processes and well know the prime basics such as conversation, recycling, and also build a logical world. Andersson, Jackson, and Russell (2013) in his study on the effect of the standards of environment which the company on employee recruitment saw found that the commitment of environment of company adds to company's profile (Andersson, et. al., 2013). In a primary survey, it was seen that professionals are more concerned about the company's strategy of environment.

In contemplation of the above, one can conclude that such recruitment offers the employer an opportunity to stay out from the crowd and then leverage the chance to attract candidates, further retaining them post induction. In corroboration to the green trend, we gave a proposal for the process of recruitment to get aligned with issues that are environment-friendly. Additional research must address issues pertaining to the enthusiasm of green employer for attaining the goals of environment and also the way by which the job seekers rate such parameters. For instance, will the employers add description of green job, interview that are paper less, eco-friendly locations, and other practices in portfolio of recruitment? Do the new recruits have been turned aware with policies of the environment and company allegiance for job commencement?

Research addresses such questions whether this would aid the recruit to perform the corporate or green policies for establishment of same to attain company's goals.

### B. Green Performance Management

PM or Performance management is a process that which the employees are notified to improve their professional skills which helps attainment of objective and goals of organization in an efficient way. Recognizing the Strategies of corporates adds to PM. With impact of EM on the strategy of global business, PM gets influenced by green wave in all positive way. Management of green performance comprises of environment related issues and company policies. This further focuses on the usage of responsibility of environment. Rani and Mishra (2014) concluded in their study that when the HR managers include the performance of environment into the systems of PM they safeguard the management of environment against damages (Rani and Mishra, 2014). Today few firms are seen dealing with PM issues by installation of the performance standards that are corporate-wide, and the audit of Green information for gaining significant data on the performance of environment.

The crucial aspect of PM is the appraisal of performance. Along with meeting the needs of validity, reliability, and the appraisals of efficient performance give the employees useful feedback and continuous support to better the outcome of environment (Anton, et. al., 2015). Corresponding issues in the environmental PA focus on the need that managers should be deemed accountable for the performance of EM along with the objectives of wider performance (Bowen and Ostroff, 2004). Future research on the appraisal of green performance must be concerned about the issues as environmental responsibilities, environmental incident, and communication of policies of environment, and audits and green information system. The description of job needs to be at par with attained goals and green tasks. The staff of HR needs to boost the appraisal performance system of rating to add dimensions that rate people on the technical as well as behavioral competencies: diversity teamwork, innovation, along with environmental stewardship. These competencies then reinforce the core values of the company. Also, the managers need to discuss the employee's performance giving feedback both at appraisal time and throughout the year.

### C. Green Training and Development

Both Training and development are practices which focus on improvement of skills of employees, knowledge, and the attitudes, thereby preventing the deterioration of knowledge based on EM, corresponding attitude and, skills (Zibarras and Coan, 2015). Green development and training are

seen to educate the employees on EM values, then train them about the method of working which help conserve energy, further reduce waste, and the diffuse environmental awareness amidst organization, in a way providing opportunities for employees engagement in environment issues related to problem (Hong, et. al., 2016). Activities of Green T&D turn employees aware of the different aspects and environment values. This helps embracing several conservation methods along with organization waste management. Then, it sharpens the employee's skill and helps them cope with issues of environments. Kim et al (2017) in his managerial survey based on efficient management practices suggest that environmental education and training in addition to the establishment of favorable culture for employees having the feeling of being organizations part (Kim, et. al., 2017). Process of HRM boosts the attainment of goals of environmental. Kramar (2014), while studying the HR's role in attaining the sustainability of culture, states HR Department must provide workshop for leadership aiding managers to develop people skills, "front wheel" soft, or the behavioral competencies, while working in team, diversity, and collaboration and managing change (Kramar, 2014). Additional research states that promoting green training helps the organizations in development of eco-friendly managers that promote sustainability without hesitation across the process

In conclusion, it is seen that the main issues now are: organizations must train the employees on efficient practices of business as added with green initiatives. Also, sustainable education and training the employees must be adept so that the customers adept themselves on the benefits of being earth-friendly along with purchase of green products.

### D. Green Compensation

Compensation and Rewards are crucial process of HRM by which the employees get rewards for their performance. Such practices of HR appear to be highly powerful that links the interest of an individual with organizations. Further, we asserted that rewards as well as incentives. With respect to the Green HRM, compensation and rewards are tools powerful in supporting the Organizations environmental activities. In lieu with the conceptual approach for management and rewards modern organizations are seen developing the reward systems to boost initiatives that are eco-friendly and levied on employees. Rani and Mishra (2014) in their study based on the need of participation of employees in the environmental programs, an observation that the commitment of employee must extend to programs and has increased when compensation were offered to undertake duties with respect to the environmental responsibility (Rani and Mishra, 2014). The fruitfulness of

compensation and green rewards has been observed in the study done by Anton et al (2015) based on around 469 US firms that operate in high-polluting industries (Anton, et. al., 2015). It was seen that CEO of firms having an eco-friendly performance were paid more than the ones in non-eco-friendly firms. It further concludes that the long-term results of the company with respect to pay get linked with higher pollution success. Literary review suggests that these incentives promote executives to undertake accounting and similar works to attain short-term results at the time enriching self (Hong, et. al., 2016) has an influence on the attention of employees' at work and then motivate them for driving efforts on their end to attain goals of organization.

Irrespective of the fact that rewards and compensation boost with organizations green initiatives, they fail to free themselves from corresponding malpractices. The development of monetary incentives are challenging because of the issues that help deal with performance and environmental behavior (Jabbour and Jabbour, 2016). So, we accept the statement by Ambec and Lanoie (2012) that it desireable for the companies to design process and products that are energy-efficient and drive incentives they aids acceptance (Ambec and Lanoie, 2012). Further, a suggestion that in case the compensation system and green rewards stay at par with HRM processes, it aids the induction of organization green culture. By inducing such green management elements in compensation program, the managers are seen promoting green behaviors among employees. Also, the managers could ask the employees to drive specific green ideas relating to individual jobs that base on mutual decisions along with the objectives. Achieving such objectives act as basis of gaining incentives.

Programs for employee compensation are modified to provide bonuses on the basis of rating of employee, his behavior and also technical competencies. Additionally, the employees are given use for their work on specific projects. Further, Green rewards add workplace usage along with benefits of lifestyle, starting from offsets of carbon credit to free bicycles, in a way engaging people in agenda of green management as it continues to acknowledge the contribution. Finally, importance is given to researches that determine an efficient approach which design and then implements practices for green compensation leading to attain mentioned of specific goals of environment.

#### **E. Green Employee Relations**

One of the crucial HRM aspects is Employee relations and relates to establishment of an excellent relationship between employer- employees. The relationship promotes employees motivation and morale there by boosting productivity. Primarily, the employee relations add employee participation along with activities of empowerment. This aids prevention

of preventing and solving problems that arises at the workplace and has an impact on work. As a matter of fact, a positive relationship with the employee is intangible and an enduring asset along with being beneficial for the organization.

Participation of Employee in the Green initiatives boost the possibility of efficient green management since it stands with the goals, the capabilities, perception and motivations, with practice of green management and systems. Inducing employees in the EM is seen to improve system of EM as resource usage effectively (Andersson, et. al., 2013); waste reduction (Kim, et. al., 2017); and cutting down the workplace pollution (Zoogah, 2011). Few workers in a study stated that the empowerment of individual empowerment influences the performance and productivity facilitating individual thinking, you self-control, and skills of problem-solving.

An efficient say to aid employee participation and involvement is facilitated by seeking companys entrepreneurs that are ecologically and socially oriented deemed as eco-entrepreneurs. Ideas that are Eco-friendly need to be accepted by all employees without considering their designation that promotes their focus on issues of environment and applying best their skills. The staff of HR should compel the management to create a work environment where employees can showcase their ideas based on green issues as they hold the responsibility to implement ethical behavior in the corporate life. This leads to green out comes achievement that rely on employees' urge to collaborate, with the best ideas coming from employees that work in particular areas (Bowen and Ostroff, 2004).

The reach of employee relations has to be widened by starting a scheme in the organization, where everyone either the topmost of the lowest employee, all has the freedom to add to the scheme. Such a practice leads to creation of awareness based on green issues, Eco friendly ideas, etc. Employee involvement benefits include employee improvement and safety and Health of organization, along with eco-friendly staff. A proposal suggests that it is desireable for the policies to be at the place, giving employees the opportunity to showcase their ideas at workplace thereby creating a climate adding to the practices of green management.

#### **6. GREEN INITIATIVES FOR HR**

It is seen that organizations mainly organize practices of HR into systems which are consistent with business strategy and culture (Bowen and Ostroff, 2004). Further, one can say that the initiatives of green HRM could be the manifesto of CSR in long run. Currently, organizations are seen implementing and also integrating the green initiatives in agenda taking help from human

resource. It is desirable for the managers to affirm that their HR utilizes practice of green human resource effectively. In addition to the above statement, few authors suggest the importance to facilitate blend of management and technical skills amidst organizational employees to portray the green management System in the organization (Hong, et. al., 2016).

Organizations worldwide are now incorporating and also working toward the implementation of practices of GHRM gaining competitive advantages in the world of corporate. Complete integration and adoption of GHRM in their business is possible however seeks a different approach in the practices existing in HR both on employee and management part. A crucial role for executive of HR environment is guiding the line managers with respect to attaining full staff co-operation for implementation of environmental policies that states the need of HR to deploy network and nurture supporters of the problem-solvers who are willing to change the existing status quo. Several issues pertaining to the GHRM needs to be considered by the HR department prior to implementation of the green initiatives however not all could be in a single file. Due to space limitations, the below section of paper focuses on the initiative of green HRM.

#### A. **Green Building**

The organizations worldwide are taking up initiatives to build green workplace and also offices on contrary to the traditional offices. Such phenomenon is trending since Green buildings map the criterion to reduce natural resources exploitation which are used in construction. Additionally, the green buildings have enhanced features pertaining to the green practices as renewable energy, energy efficiency, and also storm water management. Current years saw upsurge in involvement of green buildings by several organizations at a rising pace. Today, business world is aware of the role played by the green buildings as it deals with the issues of environment. These Green buildings act as platform for the financial savings for organizations since their Engineering and construction has low cost.

#### B. **Paperless Office**

Majority of the office work is done on paper however, with induction of the IT, the paper consumption has reduced. Today, learning and E-business has altered the procedures and methods at offices turning them paperless. A Paperless office is that work place which restricts paper use by conversion of crucial papers and documents leading to automated workflows. Such a practice has reduced the paper consumption along with paper-related actions prices such as copying, storing, printing, thereby cutting down on the time needed to search for paper. Here, emails are sent for pay stubs and tablet devices used to take notes. Designers bring in paper pad but take

it back home. Lastly, we assert reducing paper use, how can we conserve natural resources, reduce energy and water waste and also prevent pollution.

#### C. **Conservation of Energy**

Energy Conservation in office owns the potential for higher impact on the environment. For provision of services that are both efficient and eco-friendly, offices are seen implementing initiatives for energy conservation that reduces environmental impact. Additionally, the system of HR as e-HR helps the management and the employees to track their carbon emissions themselves (Teixeira, et. al., 2016). Organizations now are promoting the usage of light bulbs that are energy star rated and fixtures that no doubt consumes two-thirds lesser energy.

#### D. **Recycling and Waste Disposal**

Recycling is a way to process the used materials into something useful and new. Further, it reduces the raw material usage which otherwise has been used to build new products. As a result, such a practice cuts on the energy, reducing the waste been thrown to dustbins, turning the environment clean. In lieu with green initiatives, few organizations implement programs for recycling to boost recycled products and reduce total waste.

From the times organizations took up the idea of money saving, and focusing on sustainability and environment few professional of human resource has been given the task to create programs for company recycling and thermostat monitoring. Here, majority of the HR professionals ascertained the fact that green initiatives are important for the CSR. Currently, the entire Corporate world elucidates the mantra of 3 Rs—Reduce, Recycle, Reuse, for saving the environment.

### 7. CONCLUSION

No doubt, HR is of core importance to the organization playing an important role for employee management. Currently, the corporate focuses one business greening and so the HR managers are assigned with added responsibility to incorporate the philosophy of Green HR in statement of corporate mission in addition to HR policies. Alterations in the corporate perspectives relates to environmental initiatives and are evident in the written policy statements, strategies of marketing, environmental job titles, capital investments, new product design and development, auditing practices, and lastly process of production. Green policies and process are now passing in the HR space to complement the green initiatives and practices.

Irrespective of the fact that Green HR and its green movement it still in its infancy, rising awareness in

the organizations for Green issues significance force to embrace the HR practices that are environment-friendly with prime consideration on waste management, reusing, recycling, and production of green products. A majority of employees feel about the environment, exhibiting higher commitment and also job satisfaction for the organization that goes "Green." The impact of GHRM practices appear multifaceted and need continuous monitoring for recognitions of the impact on issues of HRM. The Green HRM has particular HR's practices and policies with the sustainability pillars, social, environment, and economic balance. The present generation responsibility aids the managers of HR to build awareness in youngsters and in people that work for the organization pertaining to the Green Movement, Green HRM, natural resources utilization and aid corporates maintaining efficient environment, retaining the natural resources.

The Green HRM future appears to be promising for its stakeholders, be it their employees, employers, practitioners, or the academicians. We here suggest that GHRM owns a substantial scope to research in the field of management however, please in the academic practice so, there is the need to eliminate the gap that exists amidst the GHRM preaches and practices in teaching and researching environmental management. Next, we see more research for this subject near future, that highlights the HRM role while supporting the green initiatives and influencing the strategies of environmental management. Studies saw the GHRM systems overall impact and not only on the individual practices. These studies aid organizations to reduce the environment degradation. Finally, we would say, HR plays a crucial role to implement GHRM policies and practices. Also, they are important when it comes to employee recruitment that has the responsibility toward the practices of green business which saves the Earth. Along with it, HR owns potential opportunity to add to green movement of organization, playing an important role in motivating, enthusing, and facilitating, employees to take up practices for greener business.

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