

Green HRM-A Future HR Strategy

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Abstract

Green human resource management involves the integration of both organization and environmental awareness. GHRM is the use of human resource management policies to promote the sustainable use of resources within business organizations and more generally promote the cause of environmental sustainability. The incorporation of environmental objectives and strategic development goals of a company helps in arriving at an effective EMS. The new concept and the HR's dimension of environment management system and the influence of employees on environmental performance outcomes within the frame of ability-motivation-opportunity (AMO) theory. The concepts which are majorly targeting the organisations are to bring optimum balance between ecological and economic performance of the business in which all the functions of management are integrated with environmental protection. Sustainability and the characteristics of sustainability HRM can be interpreted differently across different cultures and this stands as an excellent chance of being more successful tomorrow. Management should ensure that the organization imbibes an environment which helps to create and implement sustainable business strategy throughout the organization. Thus Environmental-conscious activities are introduced at individual and at organizational levels.

Keywords: *Ability-motivation-opportunity theory, sustainable HRM, environmental-conscious activities.*

Introduction:

Organizations are becoming of the fact that there is a need for the integration of environmental management with Human Resource Management.—with this interest the concept of green practices have started with the introduction of the concept of Green HRM initiatives. These initiatives help in promotion and maintenance of sustainable practices in business for creating awareness amongst the organizations to operate in environmentally sustainable fashion. Hence, Green HRM encompasses two major factors: environmental-friendly HR practices and the preservation of the knowledge capital.

Nowadays, all the organisations had made it a primary factor that they play a major role in making environmental responsibility as a part of the corporate mission statement. For which the HR ensure that there organisations enact the policies, practices, and should train there employees to increase awareness about the environment and should implement laws and legislations which are related to environmental protection. The green movement which is rapidly being spread is used for protection of environment and will influence business to adopt environment friendly practices and products which is referred to as Green management. The term ‘green HR’ is often used to refer to the contribution of HR policies and practices towards the corporate environmental agenda of protection of natural resources and environmental sustainability. Green management concept is applied though out the organisation in which by applying practices to achieve sustainability, waste reduction, social responsibility, and a competitive advantage via continuous learning and development and by embracing environmental goals and strategies that are fully integrated with the goals and strategies of the organization.

Definition:

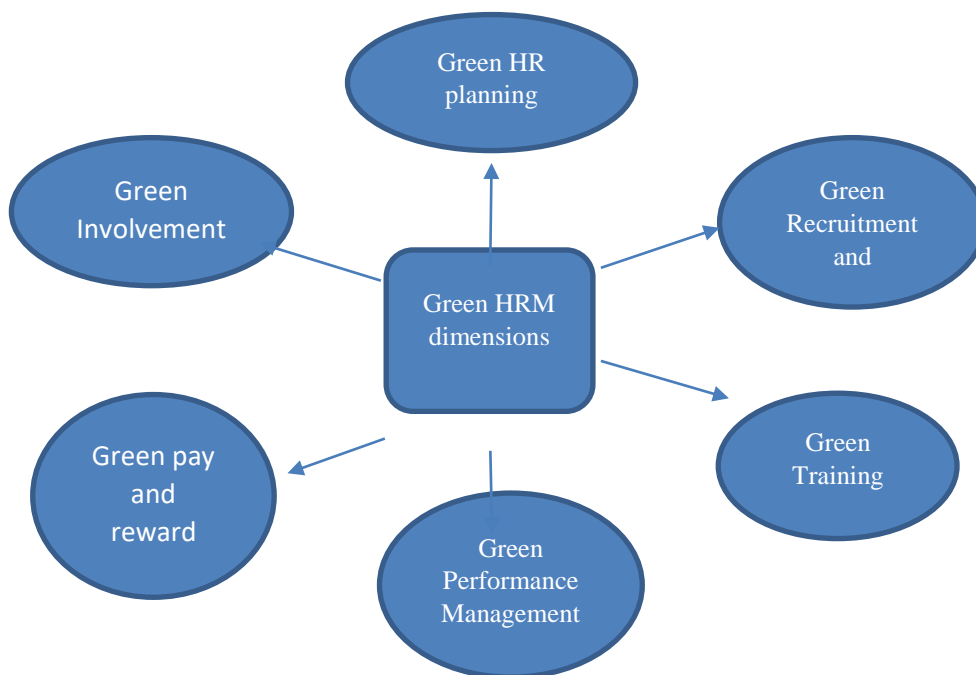
There are various definitions given for GHRM, Mandip described GHRM “as a management system integrating environmental management including employee participation and commitment in environmental sustainability with the practices of human resources.”

GHRM is a strategy to improve the organizational consciousness towards environment. It’s a procedure to turn the employees behaviours and to generate ideas towards the environment. It’s a new concept of integrating human related technological innovations and developments.

The relationship between environment and economic success of business lays the basis for environmental management system. There are various advantages for the organization with GHRM which helps for the

business performance to be improvement, cost reduction, employee commitment and dedication, and in return carbon footprint of the company is reduced by creating awareness of sustainability to the employee. The concept of GHRM is practices in all fields and categories such as green job analysis and job design, green human resources planning, green recruitment, green selection, green induction, green performance assessment, green training and development, green rewarding system, green job safety, green discipline management, and green employee relations. This can be achieved when the organization focuses on transforming regular employee behavior to the green-oriented that targets the organization sustainability. These practices will assure the employees attributes in the direction of reduction of waste with innovation and creativity towards environmental sustainability of the organization

For every organization, human capital and its management are very important an act as a key factor and in fulfillment of environmental management objectives. It needs to be acknowledged that the intersection of sustainability, the natural environment, and HR management are new areas in fast development.



(Source: Reviewing the Concept of Green HRM (GHRM) and Its Application Practices (Green Staffing) with Suggested Research Agenda: A Review from Literature Background and Testing Construction Perspective- Dr. Safaa Shaban)

Green HR Planning:

Organizations tend to ensure that they implement practices and initiatives such as forecasting the number of employees and the type of employees which are to be initiated as corporate environmental policies for managing environmental issues. Practices such as appointing consultants or experts, outsourcing employees are some of the examples.

Green Recruitment and Selection:

While recruiting new personnel or talent preference to be given for individuals who are having previous experience and who are familiar with sustainable environment so that they can implement green environment practices and policies. One of the methods is online recruitment system which is used for reducing traditional recruitment and wastage of time and paper.

Green Training:

Employees are provided training and are created awareness by conducting workshops, experiential classes, seminars due to which it enhances the attitude and behavior of employees to achieve good environmental performance. Organisations should indulge in developing eco-friendly managers by giving best training and use of best practices with green initiatives which will be helpful in developing the employees skills, competencies, teamwork managing change and diversity.

Green Performance Management:

Mandip in his research says green performance management can be achieved when we interlink between performance management and green job description. Employees are to be appreciated when employees focus on issues such as environmental incidents, environmental responsibilities, green information systems and green audits.

Green Pay and Reward:

Organisations offer green pay to the employees by giving non-monetary benefits like gifts, travelling allowance, etc. Employees are to be encouraged if the employees are identified that they are showing commitment towards environmental responsibility. Managers are set green targets, roles and responsibilities. Organisations can implement policy like showing employees promotion and career development opportunities who participate in green initiatives.

Green Involvement:

Companies are now realizing themselves and knowing different ways to protect the environment and see that they factories do not affect in any ways the ecosystem. For example companies like TCS, Samsung, Haier, HCL are few examples who adopt such practices. Green involvement means conducting green learning, having green vision, having green climate and having green involvement.

Mapping AMO with GHRM:

The concept of Ability-Motivation-Opportunity (AMO) has a greater impact on the concept of GHRM and Environmental Management. According to this model, HRM can increase its efficiency of its employees through increasing employees' Ability through attracting and developing high performing employees; enhancing employees' Motivation and commitment through including practices such as contingent rewards and effective performance management; creating employees Opportunity to engage in knowledge sharing and problem solving activities through employee involvement programmes.

AMO model can be better required for understanding behavioural processes between people management initiatives and for potential performance improvements.



(Source: study.com)

The AMO theory suggests that there are three independent work system criteria's that shape employee characteristics which are very crucial and contribute to the success of the organization. According to the theory, organizational interests are best served by a system that attends to the employees Ability, Motivation, and Opportunity.

Based on this concept research has proved that when the concept of GHRM is been combined with AMO which can yield for organisational growth and success such as ability-enhancing, motivation-enhancing, and opportunity-enhancing practices which all play an important role in generating employees' green creativity, which is a necessary part of innovation.

For better results we can say that transformational leadership can influence the extent to which GHRM and employees' green passion contribute in enhancing the green creativity of organisations. More specifically, for the concept of AMO to function effectively, transformational leadership, GHRM, and employees' green passion are all essential for employees' which in turn contributes to superior green creativity. Especially the concept of AMO stresses that employees' abilities, motivations, and opportunities contribute to organizational performance; this is an integrating perspective illustrating why and how leaders and strategic HRM practices promote firm's performance. Environmental issues have become a big challenging factor that cannot be ignored by organisations to achieve sustainable development and gain competitive

advantages. These challenges can be resolved only if these are converted to opportunities. For which Intellectual stimulation examines the leader's emphasis on creating an open environment, pursuing new knowledge, and respecting the pioneering spirit. This will inspire employees' initiative awareness and give them opportunities to challenge traditional values and beliefs, and generate new green ideas.

Therefore, when an organization is committed to enhancing green creativity, employees under transformational leadership will be eager to engage in green creativity, thereby contributing more green ideas.

Conclusion:

The major purpose of this study is to analyse the importance of GHRM and its impact on the organisation development and environment sustainability. By implementing green practices there are a numerous benefits and uses for the organisation. Environmental sustainability can be achieved by good transformational leadership and implement the best green HRM practices. With the amalgamation of AMO concept this can be fruitfully achieved. 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 and environmentally sustainable fashion.

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