

A STUDY ON THE ROLE OF HUMAN RESOURCE PROCESS IN TRANSLATING GREEN POLICY INTO PRACTICE

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ABSTRACT

Nowadays increased pollution lead people prefer green in everything; the corporate sector initiated green HRM to maintain an ecological balance. Green HRM is nothing but reducing its carbon footprint in areas concerning on boarding and acquisition of human resources, their induction, performance management, learning and development, compensation and reward management and replacing with electronic forms like teleconferencing, video conferencing, virtual interviews, recycling, online job training, etc.. Green HRM can play a useful role in business in promoting environment related issues by adopting and following green HR policies and practices. Green HRM can enhance corporate image and brand. Green HR will play an important role in making the employees aware of and concerned for preservation of natural resources and contribute in pollution control, waste management and manufacture of eco-friendly products.

Keyword: Ecological,HRM,Green Policy

INTRODUCTION

Protecting the environment is the requirement of the 21st century as the newspaper reports that because of the over exploitation of the natural resources by the commercial industries, there is an extraordinary stress on the resources of the earth. In all International Conference on environment, the countries are arguing about the carbon credits, global warming and the variations in the climatic conditions which are resulting in earthquakes, frequent floods and destroying certain species and animals forever. It is the responsibility of the present generation to safeguard of the environment and to stop over exploiting the natural resources for commercial purposes. But they need to be given awareness and proper training to do these acts. Here comes the role of the HR managers who recruit, train and employ an individual in an organization. The objective of this paper tried to explain the concept of green human resource and its practices and how the organization can create new corporate culture through Green HR practices that will give greater efficiencies, lower costs and create an atmosphere of better employee engagement, which in turn helps organization to operate in an environmentally sustainable business practices.

The Concept Of Green Hrm

Many studies argued the system of environmental management can only be effectively implemented if the companies have the right people with the right skills and competencies (Daily and Huang, 2001). Therefore, the HR function becomes the driver of environmental sustainability goals reflecting an

environment focus. The HR strategy must reflect and inspire the ambitions of the HR team and other employees, aligning with the company's strategy, values and culture, deliver sustainable returns to investors, address customer needs, identify and respond to governmental and regulatory expectations, and influence the public policy agenda. For example, HR division of Astra International plays as an enabler or promoter in creates, support all of the green programs, and all the programs should involved the employees. According to Mandip (2012), Green HR is the use of Human Resource Management policies to promote the sustainable use of resources within business organizations and, more generally, promotes the cause of environmental sustainability. Due to the responsibility of the present generations, HR managers are to create awareness amongst the youngsters and among the people working for the organization about the green HRM. In September 2007, the society for Human Resource Management (SHRM) conducted the SHRM 2007 Green Workplace Survey (Society for Human Resource Management, 2008). The purpose of the survey is to examine environmentally responsible practices from the perspective of HR professionals and employees. The survey brief explores tyopes of practices organizations have in place, human resource professionals and employees perceptions of their organizations practices, and HR professionals role in their organizations environmentally friendly programs. Overall 50% of HR professionals reported that their organization had a formal (written) or informal environmental responsibility policy. 7% indicated that although their organization did not

have a policy, they plan to establish a policy in the next 12 months. 43% reported that their organization had no policy and do not plan to have in the next 12 months. These data are represented HR professionals indicated that encouraging employees to be more environmentally friendly in the workplace was the top practice for their organizations. This means that organizations are encouraging their employees to perform activities such as making double-sided photocopies, powering down computers after a few minutes of inactivity, using energy-efficient bulbs for desk lamps, ensuring blinds are lowered in the summer to conserve energy, etc (Society for Human Resource Management, 2008). Moreover, The Greeting of HR survey by Buck Consultants (2009) examines the types of environmentally friendly "green" initiatives that companies are utilizing involving their workforce and human resource practices. Over half of the companies surveyed have incorporated environmental management into business operations and have a formal green program in place or plan to implement one in the next 12 months. More than half of the survey participants currently have the following green programs in place: (1) using the internet or teleconferencing to cut down on business travel (78%); (2) putting Summary Plan Descriptions (SPDs) or other company information online to reduce printing (77%); (3) promoting the reduction of paper usage (76%); (4) implementing wellness programs around proper nutrition, fitness,, and healthy living(68%); (4) offering opportunities for employees to "telework" or work from home (57%); (5) Ride/share programs (52%). Greater than 60% of companies surveyed have made environmental responsibility a part of their organization's mission statement and view the promotion of social responsibility as the most critical objective of their green programs. In nearly 50% of companies, only five percent or less of their employees are actively involved in green programs. Findings illustrate that companies who have appointed individuals to lead organizational green efforts have a much higher prevalence of employees actively involved in their green practices than companies who have not. Findings also demonstrate that corporate Operations and HR departments are most often responsible for green programs. From the surveys above indicated the important role of HR processes play in translating Green HR policy into practice.

Green Practices

Operation requires a lot of consumables, such as paper, plastic, envelope and ink toner. Although there are both environmental and economical concerns, it is very hard to use less of those because they are integral part of our basic operations. Then, is it possible to be ecological, economical and practical at the same time? Apart from general green office practices, here are some latest

environmentally-friendly solutions for you to stay Green in the HR functions. This also has a positive influence on the mindset of employees as they feel that apart from their functional contribution on the job, they have an important responsibility in preserving environment. Some of the practices concerning general green management in which HR is actively involved have been described above. Specifically the functional areas where HR can have a green approach and which can have a bearing on acquisition, development and retention of human capital could be the following.

The on boarding process

With the use of new and advanced technology, organizations need less paper in all aspects of recruitment and selection process. This process is not only completely paperless, but also makes one's career more accessible and easily shared with potential hirers. Organizations can also use online portals for on boarding documentation such as offer letter, credentials and experience of selected candidates, acceptance letter and so, on which can significantly reduce the amount of paper used after an offer has been accepted by a new employee. Information about the company and job descriptions of advertised positions on its website also help companies in the orientation of new employees.

Sourcing and Acquisition of Human Resources

To start with, HR department can make Green/EM (Environmental Management) job descriptions for employees. As higher level executives have to take greater responsibility for green initiatives, green goals should be included in managerial job descriptions. While developing the competency model for talent, an organization can include environmental consciousness as one of the core competencies required of employees. This means organizations have to 'practice green' in order to build a Green Employer brand (green employer of choice). Preference in selection should be given to candidates who are 'Green aware', which becomes a part of the HR acquisition policy. Employers, having strong green brand are more likely to attract talent than those who do not have green philosophy.

Induction

Employee orientation programmes should be designed in such a way as to facilitate the integration of new employees into a culture of green consciousness. Induction programmes should highlight an organizations concern for green issues of employees like their health, safety and green working conditions.

Performance management and appraisals

Performance management systems should be developed to include 'green' targets in the key performance areas (KPA). This can be translated into Green performance standards and Green behavior indicators which should serve as yardsticks in performance appraisal at all levels. Examples of such contributions can include creating awareness and

familiarization of green issues amongst the subordinates, encouraging them to involve themselves in green activities of the company and facilitate environment management learning. Those exceeding the standards maybe be identified as 'Green Super Keepers' (exceptionally talented employees) and allocated rewards based on their green contributions.

Learning and Development

Training, development and learning plans should include programmes, workshops and sessions to enable employees to, develop and acquire knowledge in environment management, green skills and attitude. Job rotation in green assignments should become an essential part of career development plans of talented green managers of the future. Training contents should be developed to increase employee competencies and knowledge in Environment Management. Environment related aspects of safety, energy efficiency, waste management and recycling can become the focal points of green training. Training managers should rely more on online course material and case studied rather than on printed handouts, thus further reducing use of paper.

Compensation and Reward Management

Compensation and reward management should recognize contributions in green management. Compensation packages should be customized to reward green skills acquisition and achievements by employees. Monetary – based, nonmonetary based and recognition-based rewards can be used for green achievements of employees. Recognition-based awards can highlight green contributions of employees through wide publicity and public praise and appreciation of green efforts by CEO or top management executives. From a study conducted by M/s Buck Consultants in U.S. In 2008, it was found that half of the companies surveyed practice strategic environmental management. "The Greening HR Survey" indicates that in U.S., 54% organizations incorporated environmental management in their business operations, 74% used online portals to reduce travel, 76% promote reduction of paper use and 60% implement wellness and fitness programs for employees. In India, green movement and Green HR is still in a nascent stage with a few companies following green agenda. Green Toyota' has made a public pledge that it would do business only with those concerns that are certified "Green". There are

many companies implementing Corporate Social Responsibility (CSR) initiatives which also have green projects. ITC Ltd. And The Associated Cement Companies Ltd. (ACC Ltd.) have since long practiced CSR with emphasis on environment management. This has helped generate interest and awareness about environment management in organizations besides taking the lead in implementing Green HR practices as part of the bigger role to save planet earth.

Conclusion

On the whole, we can understand that the corporate sector is doing well to bring awareness among the employees about the green HRM and encouraging them to adopt and introduce new green practices into the organization by various reward systems. This can help to reduce the pollution level and also the exploitation of the natural resources in the earth. By adopting a sound Green HR policy an organization can create a green environment inside the company. The role of research on Green HRM is not so vast, so new researches have to be made to elicit the importance of Green HRM and how it can serve the economy as a whole.

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