**Green Human Resource Management Practices: A Review**

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**Abstract**

The purpose of this paper is to explore how organizations practice green HRM ideas based on current theoretical knowledge. The current literature on this developing field needs to be extended from the perspective of the roles of human resource management (HRM). Although HRM has more potential and opportunity to improve the environmental performance of an organization, previous literature has mostly focused on a limited set of HRM activities such as hiring, training and development, performance evaluation, and reward management. Therefore, this study examines the different HRM functions to identify the complementary green HRM practices under each of those functions. The result of this review has identified and articulated nine specific practices of green HRM under the ambit of the 12 HRM Functions (Job Design, Job Analysis, Human Resource Planning, Recruitment, Selection, Induction, Performance Evaluation, Training and Development, Reward Management, Discipline Management, Health and Safety Management and Employee Relations). This study aims to enhance the use of green HRM to reach a sustainable environmental performance by organizations.

**Keywords:** Green HRM, Sustainable HRM, Environmental Performance, Human Resource Management (HRM)

**Introduction**

In the global context, firms today are using green HRM strategies. Examing and mending these green HRM practices which firms and other organizations are adopting or going to adopt, will go a long way in developing the body of academic knowledge in HRM and rightly so. Green HRM as a new topic within organizational science appeared after the 1990s. Therefore, the primary aim of this paper is to analyze the theoretical and empirical work already performed by scholars in green HRM practices. Hence, aim of this review is to explore and report green HRM provision by organizations from the body of existing literature (embodied both empirical and theoretical). In this paper, it first discusses the briefly review of green HRM definition and dimensions. This paper covers the definition and the concept of green HRM.

GHRM is defined as the term used to explain combining corporate environmental management with human resource management (Renwick et al., 2008). Finally, they claimed that human resources pieces of environmental management are called as green HRM. The exact nature of these policies were identified by these scholars as they would say that differentiated policies in performance management, pay and reward, recruitment, training and development, appraisal and employment relations can be treated as effective tools of aligning employees with environment strategy of the organization.

As stated by Jabbour et al.,(2010) green HRM is the "greening" of the various functional areas of human resource management such as recruitment, job description and analysis, selection, performance appraisal, training, and rewards. Jabbour (2011) has taken a more hierarchal approach when describing green HRM by characterizing it as "the extent of greening of human resource management practices" and competitive and functional dimensions of HRM.

As stated by Opatha (2013) and Anton Arulrajah (2014), "Green HRM" comprises "all those activities & actions that are related with overall life cycle of a system through which we make the employees of an organization to be green in those which are beneficial to individuals, society, environment, & business [8. It aims at creating awareness in the human resource management field whereby "ordinary" workers are transfigured to "green" to align to the environmental goals of the organization and to play a key role in sustainability efforts.

However, this recent definition provides a comprehensive understanding of what constitutes green HRM in the organization (2).

As reported in Gerhart etal., (2000)and Huselid and Becker (2000) HRM practices define HRM practices as the specific human resource activities, programs, and practices that are implemented within the organization or business unit.

Real green HRM practices or policies and procedures and approaches developed in organization to promote positive environmental impacts or to minimize negative ecological impacts. The green HRM practices have a greater objective of increasing the business environmental performance through sustainability. After this brief introduction, the method employed in conducting the review is then discussed, before reviewing the green HRM practice literature, discussing briefly, and concluding.

**Research Methodology**

The research methodology: This study is desk research yet other forms of research like survey etc. are defined in method because this study used desk research methodology by reviewing the articles available in different databases viz. Taylor and Francis Online, JSTOR, Sage, Emerald, ScienceDirect, Springerlink and Wiley Online Library when " environmental HRM or green HRM " was used as a topic to meet the review objective.

**Review of the Literature on Green HRM Techniques**

Some HRM functions are typically perceived as traditional any function might have numerous green activities. The subsequent section provides an overview of existing and a few emerging green HRM practices under every green HRM functions.

**Analysis and design of green jobs**

Job descriptions of employees often outline responsibilities and functions associated with environmental protection (Wehrmeyer, 1996; Renwick et al., 2008, 2013). Socially and Ecologically responsible businesses incorporate social and ecological activities and obligations, wherever possible to reduce footprint on the environment in each job undertaken today. In one organisation, every job description includes at least one function related to environmental protection. Where applicable, IT Governance has expressly covered their environmental duties.

Job descriptions and person (job) specifications should incorporate the environmental, social and personal and technical criteria of employers, as far as is practicable. For instance, the responsibilities, including environmental responsibilities, health and safety, and environmental reporting, should have (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000). Additionally, some organizations use cross-functional teams and teamwork as tactics of job design to effectively cope with the environmental challenges to the organization (Florida, 1996; May and Flannery, 1995; Clement, 1997; Jabbour, Santos, and Nagano, 2010; Palmer and Andrews, 1997; Beard and Rees, 2000; Govindarajulu and Daily, 2004; Griffiths and Petrick, 2001; Daily and Huang, 2001). Because the responsibility for environmental protection of a company, either requires or involves, collaboration between multiple disciplines.

A large number of enterprises have created a new position, or strengthened an existing one, to drive the environmental management function of corporate activities. From a HRM perspective, it is indeed a good move and practice for the preservation of the environment. In addition, many companies have started building their current corporate positions in a more environmentally-friendly manner by embedding environment-centred responsibilities and obligations. The functions of green job analysis and green job design can be one of the best possible green HRM practices that can be implemented. As presented in table 1, the present and some new HRM practices under the green job design and analysis.

**Table 1: Analysis and design of green jobs**

| ***Authors*** | ***Practices*** |
| --- | --- |
| Renwick et al., 2008 and 2013; Wehrmeyer, 1996 | **1.** Executing various responsibilities and obligations pertaining to environmental conservation across all positions and ensuring their implementation. |
| North, 1997; Wehrmeyer, 1996; Crosbie and Knight, 1995; Revill, 2000 | **2.**  Integrating the organisations' social, personal, technical, and environmental criteria into individual (job) specifications and descriptions to the greatest extent possible. |
| Florida (1996); Beard and Rees (2000); Daily and Huang (2001); Griffiths and Petrick (2001); Govindarajulu and Daily (2004); Santos, Jabbour, and Nagano (2010); May and Flannery (1995); Florida (1996); Palmer and Andrews (1997); Clement (1997); | **3.** Effectively addressing the company's environmental issues necessitates the implementation of cross-functional teams and collaborative tactics in job design. |
| Opatha, 2013 | **4.** Formulating a work description that integrates environmental considerations as a duty. |
| Opatha, 2013 | **5.** Incorporating green competencies as a distinctive component of the job description. |
| **6.** Establishing and implementing new roles and duties to focus only on the organization's environmental management aspects. |

**Green human resource planning**

Several organizations are presently predicting the number and types of staff they will require to implement corporate environmental management strategies, programs, and activities (e.g., responsible care, cleaner production, ISO 14001, etc.). These strategies have been successfully implemented by several prominent businesses to address their environmental concerns. Corporate environmental management initiatives necessitate a specific

**Table 2: Green human resource planning**

***Methods: Planning for green human resources***

1. Forecasting the number and categories of personnel is necessary for implementing corporate environmental management initiatives, programs, and activities, including ISO 14001, responsible care, and cleaner production.
2. Determining how to address the expected demand for environmental projects (e.g., hiring specialists or consultants to conduct environmental or energy audits, etc.).

**Green Recruitment**

According to Renwick et al. (2013), one of the most significant HR problems in the "war for talent" is attracting top talent. Companies that are environmentally concerned usually already have their environmental policy structure in place; to implement such policies, they need an environmentally aware workforce. Businesses have two options for cultivating an ecologically conscientious workforce: the first is to focus on green hiring. The second is delivering the necessary environmental protection, including awareness, training, education, and development, for the current workforce. The first option is more effective and cost-efficient than the latter option. Therefore, firms must look for the finest green hiring methods. Numerous companies are incorporating their corporate environmental policies and strategies into their recruitment operations. A survey conducted by the British Carbon Trust revealed that over 75% of prospective employees believed a company should implement an active environmental policy to reduce carbon emissions (Clarke, 2006).

However, prospective employees also look for and want to work for companies that care about the environment. In the UK, environmental issues affect recruitment efforts. A survey found that high-achieving graduates use a company's environmental performance and reputation as a criterion when applying for jobs (Wehrmeyer, 1996; Oates, 1996). The Chartered Institute of Personnel and Development (CIPD) asserts that implementing a green employer strategy can improve employer branding, elevate the company's reputation, and attract potential employees who prioritise environmental concerns (CIPD, 2007).

Proactively positioning the company as a superior "green employer of choice" may help attract environmentally conscious individuals (Renwick et al., 2008; Jackson et al., 2011). Businesses are realizing that becoming known as a green employer is a great way to draw in new employees (Phillips, 2007; Stringer, 2009). Employers who practice environmental responsibility can draw in the talent they need to carry out corporate environmental management programs, which eventually helps the firm reach its environmental objectives.

Additionally, some organizations use environmental principles (such as "be a part of the green team of ABC" or "we are a socially and ecologically responsible company) in their job adverts to draw in environmentally conscious candidates for open positions. Furthermore, some businesses state that they prefer to hire applicants with the skills and dispositions necessary to participate in corporate environmental management programs. These are a few examples of environmentally friendly hiring procedures that a company might implement. Table 3 provides a list of current and some novel HRM practices related to green recruitment.

**Table 3: Green recruitment**

| ***Authors*** | | ***Practices*** |
| --- | --- | --- |
| Renwick et al. (2008); Jackson et al. (2011); Phillips, 2007; Stringer, 2009; Renwick et al. (2013); Clarke, 2006; Wehrmeyer, 1996; Oates, 1996 CIPD, 2007 2013's Opatha Opatha, 2013 | **1** | When sending out recruitment communications, it is important to indicate or be open about the organization's environmental performance, both past and present. |
| **2** | Obtaining the status of green employer or preferred green employer |
| **3** | Incorporating environmental standards into the advertising campaigns. |
| **4** | Convey the company's commitment to sustainability by integrating eco-friendly practices into the hiring process. |
| **5** | Incorporate the organization's environmental policies and strategies into its recruitment practices. |
| **6** | Mentioning specific environmental standards in the company's job postings (for example, "be a part of the green team of ABC" or "we are a socially and environmentally responsible employer"). |
| **7** | In the recruitment notification, the company also states that it prefers to hire applicants with the skills and dispositions necessary to participate in corporate environmental management activities. |

***Green selection***

Some companies use candidates' environmental concerns and interests as selection factors for open positions. Companies ask questions about the environment while interviewing or assessing individuals for selection (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000). In addition to the standard selection criteria according to the particular job requirements, there are some excellent green selection techniques that any organization can implement to choose environmentally conscious candidates. A list of current HRM practices under the green selection is displayed in Table 4.

**Table 4: Green selection**

| ***Authors*** | ***Practices*** |
| --- | --- |
| Renwick et al. (2008) and (2013), | Selecting candidates based on their interest in and concern for the environment. |
| North, 1997; Wehrmeyer, 1996; Crosbie and Knight, 1995; Revill, 2000 | Asking questions about the surroundings during an interview or when assessing applicants for selection is important. |
| Opatha, 2013 | Choosing candidates for open positions who are knowledgeable enough about greening. |
| Opatha, 2013 | Choosing candidates who have integrated environmentally friendly practices into their personal lives as consumers. |

***Green induction***

New employee induction is necessary to guarantee a thorough understanding and proper approach to the corporate environmental culture (Wehrmeyer, 1996). Programs for employee orientation should be created to make it easier for new hires to fit in with a green culture. An organization's care for employees' health, safety, and environmentally friendly working conditions should be emphasized in induction programs. There are two different approaches companies can take when it comes to implementing eco-friendly induction processes and green training within businesses. These two main strategies are: general approach and the job-specific approach. Some businesses follow broad environmentally friendly training. Following the hiring process, these businesses give the essential background knowledge regarding their corporate environmental management policy, system, and procedures. In some cases, companies also provide their new hires with specialized green induction training. They provide job-specific environmental orientation seminars to new hires. Nowadays, organizations should prioritize these two green induction practices as they are essential in today’s world. According to Crosbie and Knight (1995), Wehrmeyer (1996), North (1997), Revill (2000), Renwick et al. (2008), and Renwick et al. (2013), organizations should make sure that new hires comprehend their environmental responsibilities, learn about health and safety procedures, embrace the company's environmental policy and practices, and understand their environmental responsibilities. A list of current HRM procedures related to green induction is provided in Table 5.

**Table 5. Green induction**

| **Authors** | **Practices** |
| --- | --- |
| Wehrmeyer, 1996; North, 1997; Revill, 2000; Crosbie and Knight, 1995; Renwick et al., 2008; Opatha 2013; Renwick et al., 2013; | Providing a holistic green onboarding experience. |
| North, 1997; Opatha, 2013; Revill, 2000; Crosbie and Knight, 1995; Renwick et al., 2013; Wehrmeyer, 1996; Renwick et al., 2008; | Offering a green induction tailored to a particular job |
| Opatha, 2013 | Educating new hires about the company's green initiatives and motivating them to practice green interpersonal citizenship |
| Opatha, 2013 | Creating induction programs that demonstrate current employees' green citizenship |

**Green performance evaluation**

One of the most important aspects of green HRM is measuring the green performance of employees. No organization can guarantee realistic environmental performance (firm level) over the long run without this approach. Employees' green performance needs to be evaluated individually, or at the very least, as part of the organization's performance evaluation system.

The organization's environmental performance objectives and the employees' green work performance measurement criteria need to be carefully matched. Establishing Environmental Management Information Systems (EMIS) and conducting environmental audits are essential for firms to maintain high environmental performance. Numerous organizations have implemented environmental audits (Carpenter, 1994) and environmental management information systems (Wells et al., 1993). According to Schwalm (1994), an environmental management information system's goal is to efficiently track the numerous pollution, resource, energy, and regulatory obligations that an organization might encounter.

According to Milliman and Clair (1996), once an EMIS has been created, it must be connected with manager and employee performance reviews in addition to being used for reporting. These days, it is imperative for any firm to integrate corporate environmental management goals and objectives with its performance evaluation system. Environmental issues, environmental events, environmental obligations, and the effectiveness of conveying environmental concerns and policy must all be included in an organization's performance evaluation system (Wehrmeyer, 1996).

In the context of a green performance review, establishing corporate-wide environmental performance criteria is also essential. Companies such as Amoco in the United States have developed green information systems and audits (to obtain useful data on managerial environmental performance) and implemented corporate-wide environmental performance standards (which cover on-site use, waste management, environmental audits, and waste reduction) to measure environmental performance. The Union Carbide Corporation, a fully owned subsidiary of The Dow Chemical Company, has a green audit program that includes field audits. These are deemed significant because they provide employees with a way to voice any persistent issues and obtain data and input on the company's environmental performance in the past and future (Milliman and Clair, 1996).

It is insufficient to incorporate green performance indicators or corporate-wide environmental performance criteria into performance management systems and reviews.

According to Renwick et al. (2008) and Renwick et al. (2013), achieving desired environmental performance also requires building a firm-wide conversation on green issues and communicating green schemes, performance indicators, and standards to all staff levels via performance evaluation systems.

According to Renwick et al. (2008) and Renwick et al. (2013), managers are required to establish green objectives, goals, and responsibilities for their departments, divisions, and sections. They should also evaluate the number of green incidents, the use of environmental responsibility, and the effective communication of environmental policy within their operational scope.

For example, several organizations set environmental goals (targets) that each individual, team, department, or division must meet within a specific time frame. These businesses formally assess each worker's, team's, department's, or division's accomplishment of environmental goals (targets). To help teams or employees reach environmental goals or enhance their environmental performance, managers and supervisors of those businesses also provide regular feedback. Under the green performance review, Table 6 lists the current and some innovative HRM practices. A list of the current and some new HRM practices under the green performance review is provided in Table 6.

***Table 6: Green performance evaluation***

| ***Authors*** | ***Practices*** |
| --- | --- |
| Carpenter, 1994; Wells et al., 1993; Schwalm, 1994; Milliman and Clair, 1996 | Setting up environmental audits and an environmental management information system (EMIS) |
| Wehrmeyer, 1996 | Integrating the organization's performance evaluation system with corporate environmental management goals and objectives. |
| Renwick et al, 2013; Milliman and Clair, 1996; Renwick et al, 2008; | Establishing environmental performance criteria for the entire company. |
| Renwick et al, 2013; Opatha, 2013 Renwick et al, 2008; | Incorporating green factors into assessments or using green-related criteria to assess an employee's work performance. |
| Opatha, 2013 | Add a distinct section to the performance feedback interview dedicated to greening progress. |
| Renwick et al, 2013; Renwick et al, 2008 | Establishing green goals, objectives, and duties |
| Providing teams or employees with regular feedback to help them meet environmental targets or enhance their environmental performance. |
| Introducing or formally assessing the green job performance of every employee (to the greatest extent feasible). |

***Green training and development***

One of the key responsibilities of green HRM is to enable managers and non-managerial staff to acquire the necessary environmental skills and knowledge through environmental training. According to Cook and Seith (1992), this will be beneficial for the company's corporate environmental management programs. According to Jackson et al. (2011), organizations can lessen their negative environmental effects by limiting long-distance business travel, promoting flexible scheduling and telecommuting, and offering training to promote recycling and trash management.

Achieving good environmental performance also requires raising employee understanding of environmental issues through organizational-level lectures and workshops. Organizations also need to provide environmental education that will cause managers and non-managerial staff to change their attitudes and behaviors (North, 1997). For instance, all employees at Fuji Xerox Singapore undergo eco-awareness training, and sales representatives are instructed on the environmentally friendly features of the company's supplies and products. In addition to these, some firms commemorate the annual "environmental day" at the corporate level by planning several competitive events for managers, nonmanagerial staff, and employee children. Instilling certain important eco-values in the workforce and their families is also a smart idea.

According to Renwick et al. (2008 and 2013), some green training and development strategies include teaching employees how to create green workspace analyses, using job rotation to train future green managers, offering specialized training on environmental management topics like safety, energy efficiency, waste management, and recycling, developing green personal skills, and retraining employees who lose their jobs in polluting industries.

One of the main components of green HRM in an organization is environmental education, training, and development. It is extremely difficult to attain a firm's desired environmental performance without the right education, training, and development. Thus, it appears that some businesses have truly come to understand the value of green training, education, and growth in their workplace.

To create a workforce that is more environmentally conscious, some businesses now carefully assess and determine the environmental training needs of their workers. These are really solid practices that are also necessary for the implementation of corporate environmental management programs.

These organizations carry out serious and methodical education, training, and development programs that are delivered to the employees to provide the necessary information, skills, and attitudes for good environmental management. These programs are based on an examination of the workforce's environmental training needs. A collection of current and some novel HRM activities under the green training and development heading is shown in Table 7.

**Table 7: Green training and development**

| **Authors** | **Practices** |
| --- | --- |
| Cook and Seith, 1992 | Providing managers and staff with environmental training to help them acquire the necessary knowledge and skills that are needed. |
| Renwick et al, 2008 | Delivering instruction to acquire or adopt eco-friendly best practices (such as cutting back on recycling and long-distance business travel). |
| Renwick et al, 2013 | Training employees about environmental issues to foster "environmental awareness" |
| Jackson et al., 2011 | Training employees about environmental issues |
| North, 1997 | Training employees on how to create a green workplace analyses. |
| North, 1997 | Implementing employment rotation for the growth of future green managers. |
| Renwick et al., 2008 | Providing each employee with the proper information and abilities regarding greening (via a training program created specifically for greening). |
| Renwick et al, 2013 | Identifying employees' needs for green training through training needs analysis. |
| Renwick et al, 2008 | Evaluating and determining the need for environmental training for staff members to increase their awareness of environmental issues. |
| Renwick et al, 2013 | Providing each employee with a thorough and organized training program aimed at equipping them with the knowledge, abilities, and attitudes necessary for effective environmental management. |
| Opatha, 2013 | Providing everyone with the chance to receive training on environmental management topics. |

**Green Reward Management**

Another essential component of green HRM is green reward management. Organizations' green reward management methods have a significant impact on how sustainable their environmental performance is. Green reward management plays an important role in inspiring managers and non-managerial staff to support corporate environmental management activities. There are two ways that organizations can implement it: financially and non-financially. Some businesses provide their staff with cash, bonuses, or incentives in exchange for their strong environmental performance. For their excellent environmental performance, staff at some other companies receive non-monetary rewards (prizes, awards, special recognitions, and accolades).

Many organizations, such as Monsanto, Dow Chemical, and ICI Americas Inc., have established recognition rewards for environmental performance due to the lack of financial rewards (Whitenight, 1992). According to Crosbie and Knight (1995), some companies have successfully rewarded extraordinary environmental performance, practices, and ideas by including environmental criteria in salary reviews. The success of recognition rewards depends on the importance of company-wide identification; for instance, such attention increases employees' awareness of environmental achievements (Mackenzie and Bhushan 1994).

In certain firms, it is also a good idea to communicate environmental excellence to employees. Organizations have a variety of methods for sharing their environmental excellence throughout the company. For instance, Coors managers honor staff members who have taken part in effective environmental initiatives with prizes during significant meetings (Woods, 1993).

Many firms also require a variety of environmental performance recognition programs for their employees at various levels. Providing recognition prizes at various organizational levels is essential to their success. For instance, in honor of their efforts to create ecologically friendly packaging, reuse materials and packaging, and market recycled paper for their copiers, Xerox has given out several company-wide environmental teams' excellence awards (Bhushan and Mackenzie, 1994). To promote creativity and innovation among the workforce, it is also necessary to implement prizes for creative environmental initiatives and performance award programs. For instance, Xerox has also created an "Earth Award" to honor accomplishments in recycling, reusing, and waste reduction solutions (Bhushan and Mackenzie, 1994). Green reward management strategies can also include lowering long-distance business travel, promoting telecommuting and flexible scheduling, and offering incentives to promote recycling and trash management (Jackson et al., 2011).

Additionally, some excellent examples of company-specific green reward management practices include "Pollution Prevention Pays" (e.g., 3M has a Pollution Prevention Pays program in place), "Waste Reduction Always Pays" (e.g., Dow has a Waste Reduction Always Pays program in place), "Priority One" (e.g., Monsanto has this waste reduction program), and "Save Money and Reduce Toxics" (SMART) at Chevron (Berry and Randinelli, 1999).

Several green reward management strategies are proposed by Renwick et al. (2008). Green pay/reward systems, customized packages to reward the acquisition of green skills, monetary and non-monetary environmental management rewards (such as bonuses, cash, and premiums), recognition-based environmental management rewards (such as awards, dinners, publicity, external roles, and daily praise), positive environmental management rewards (such as feedback), personal reward plans for everyone to develop green stewardship and citizenship, tying suggestion schemes to reward systems, tying participation in green initiatives to career advancement (managers advance by helping staff in environmental management), and using green tax breaks are some examples. Table 8 provides a list of current HRM procedures under green reward management.

**Table 8: Green reward management**

| ***Authors*** | ***Practices*** |
| --- | --- |
| Renwick et al.., 2008 and 2013; Crosbie and Knight, 1995 | Rewarding exceptional, outstanding, and great environmental performance from employees. |
| Crosbie and Knight, 1995; Opatha, 2013; Renwick et al., 2008 and 2013 | Monetary compensation for workers who do well in the environment. |
| Bhushan and Mackenzie, 1994; Whitenight, 1992; Opatha, 2013; Renwick et al., 2008 and 2013 | Non-monetary compensation for workers who do well in the environment. |
| Bhushan and Mackenzie,1994 | Awards for team excellence for improved environmental performance. |
| Bhushan and Mackenzie,1994 | Offering incentives for creative environmental performance or effort. |
| Woods, 1993 | Promoting environmental excellence among employees. |
| Berry and Randinelli, 1999; Jackson  et al, 2011 | Offering rewards to promote eco-friendly practices and behaviors (such as waste management and recycling). |
| Renwick et al, 2008 and 2013 | Rewarding the learning of green talents. |

***Green health and safety management***

The standard HRM health and safety management job is actually outside the purview of green health and safety management. It covers several additional facets of an organization's environmental management in addition to the conventional health and safety management. For this reason, a lot of companies these days are renaming the position of "health and safety manager" to "health, safety, and environmental manager." Compared to the typical position of a health and safety manager in an organization, this position has a broader range of responsibilities. For instance, it covers community support programs and biodiversity conservation, among other things. Ensuring a green workplace for everyone is the primary responsibility of green health and safety management. A "green workplace" is socially conscious, resource-efficient, and environmentally conscious (SHRM, 2009). There are currently businesses that have expanded the traditional health and safety function to include environmental protection and management. These businesses have consistently invested in developing a range of environment-related programs to lessen workplace stress and occupational illnesses brought on by dangerous working conditions.

Some businesses have developed techniques (such as green factories or green zones) to maintain a favorable atmosphere to prevent various health problems and to promote the health and safety of their personnel. These elements might be regarded as a few illustrations of the firms' green health and safety management strategies. Proactive environmental management firms, including 3M, DuPont, Allied, Signal, Amoco, and Monsanto, have discovered that environmental management and its associated costs improve the health of workers and local communities, thereby improving the company's reputation as a desirable employer and corporate citizen. A collection of current and some novel HRM practices within green health and safety management is provided in Table 9.

***Table 9: Green health and safety management***

| **Authors** | **Practices** |
| --- | --- |
| Ditz et al., 1995 | Ensuring everyone has a green workplace. |
| SHRM, 2009 | Establishing a range of environmental programs to lessen workplace stress and occupational illnesses brought on by dangerous working conditions. |
| Establishing and putting into practice plans (such as "green factories" or "green zones") to keep a healthy atmosphere and prevent various health issues, as well as to enhance worker safety and health. |

***Green employee discipline management***

According to Wehrmeyer (1996), corporate environmental management requires green discipline management. Green disciplinary management techniques may be necessary for firms to accomplish their environmental management goals and strategies while guaranteeing green employee behavior in the workplace.

In this regard, several businesses have adopted "discipline management" as a means of promoting employee self-regulation in the organization's environmental protection initiatives. Following their environmental policies, these businesses have established a defined set of rules and regulations that require and govern employees' concern for environmental protection. Such companies take disciplinary action (warning, fining, suspension, etc.) against employees who breach environmental standards and regulations.

According to Renwick et al. (2008), establishing sanctions for failure to meet environmental management goals, disciplining and/or terminating employees for violations, and creating negative reinforcements in environmental management (such as warnings, criticism, and suspensions for infractions) are all beneficial procedures under the purview of green employee discipline management. Progressive discipline, a system that increases the severity of disciplinary measures and consequences from the least severe to the most severe, is a useful technique when it comes to rule infractions that are not serious. In the context of green employee disciplinary management, Table 10 lists the current and some novel HRM methods.

**Table 10: Green employee discipline management**

| **Authors** | **Practices** |
| --- | --- |
| Renwick et al., 2008 | Establishing sanctions for failure to meet environmental management goals. |
| Renwick et al., 2008 | Imposing sanctions or termination for violations of environmental management. |
| Opatha, 2013 | Creating and disseminating greening-related codes of conduct. |
| Opatha, 2013 | Creating a progressive disciplinary framework to discipline staff members who disobey the green conduct guidelines. |
| Putting "discipline management" into practice as a means of encouraging staff to self-regulate in the organization's environmental protection efforts. |
| Establishing precise guidelines that require and govern employees' concern for environmental preservation. |
| Employees who break environmental rules and regulations should be disciplined by being warned, fined, suspended, etc. |

**Green employee relations**

The organization's union management and employee relations operations have been impacted by the development of green HRM. In the context of a unionized workforce, employee relations and union backing are essential for putting corporate environmental management programs and objectives into action. To win the anticipated support of trade unions for corporate environmental management initiatives, some businesses employ tactics including gain-sharing, collaborative consultations, and acknowledging unions as important stakeholders in environmental management. It is indeed a good technique to improve the environmental performance of the company.

In 2008 and 2013, Renwick et al., proposed some green union management and employee relations strategies. These include encouraging employees to use green transportation, setting up low-carbon chiefs (such as the CEO and Board) to increase action in environmental management, integrating employee involvement and participation in maintenance (cleaning), encouraging employees to use green suggestion schemes and problem-solving circles, integrating employee involvement and participation in maintenance (cleaning), introducing green whistle-blowing and help-lines for guidance in green matters, and tailoring green employee involvement schemes to industry/company standards. Table 11 lists the current and some new HRM procedures under green employee relations.

**Table 11: Green employee relations**

| **Authors** | **Practices** |
| --- | --- |
| Renwick et al, 2008 and 2013 | Providing staff members the chance to get involved in and take part in green suggestion programs. |
| Renwick et al, 2008 and 2013 | Presenting green helplines and whistleblowers. |
| Renwick et al, 2008 and 2013 | Delivering environmental management training to the union representatives. |
| Cooperative discussions to resolve the organization's environmental problems. |
| Gain sharing regarding activities or efforts related to the environment. |
| Providing unions the chance to discuss a green workplace agreement with management. |
| Acknowledging unions as important players in environmental management. |

**Discussion**

The literature review mentioned above demonstrates the intrinsic ability of HRM functions to green employees and organizational processes to a considerable degree. From employee relations to job design, HRM has enormous potential to green an organization and its operations. The main obstacle for HR professionals is comprehending the breadth and complexity of green HRM to transform their organizations into environmentally friendly businesses. The organization's environmental performance eventually improves as a result of this endeavor. Stated differently, implementing green HRM practices will enhance the organization's beneficial environmental effects while lowering its negative ones. One of the most important components in enhancing an organization's environmental performance is the people factor. Green HRM techniques are essential for developing, implementing, and sustaining innovative environmental behaviors in employees, as well as the proper mindset for greening. It is challenging to establish and sustain sustainable environmental performance without appropriate green HRM practices. Therefore, we claim that organizations will be able to operate in a more ecologically friendly way than ever before if they comprehend the breadth and depth of green HRM practices.

**Conclusion**

This review suggests that businesses can enhance their environmental performance in a more sustainable way than they did previously by comprehending and expanding the breadth and depth of green HRM practices. More effective tools for making businesses and their operations green are green human resource management (HRM) approaches. The adoption of green HRM methods can influence and modify human resources' green performance, green behaviors, green attitudes, and green competencies. For this reason, we propose that organizations be obliged to prioritize making every HRM function better.

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