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GREEN HRM: EMERGING PRACTICES AND ITS STRATEGIC IMPLEMENTATION IN THE ORGANIZATIONAL CULTURE

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ABSTRACT

Green HRM is the rising concept in the competitive business environment. As the business environment changing with a great pace the need of Green HRM is also increasing. Green HRM is the combination of two words i.e. GREEN means environmental Management and HRM means Human Resource Management or we can say it is the combination of environmental management with HRM . Organizations Human Resource function can be important in helping a broad approach for making a culture of sustainability. The main function of HRM includes Recruitment & Selection, Training & Development, Compensation & reward management and Performance management. Environmental management with HRM makes a great combination towards corporate social responsibility and organizational sustainability. Green Human Resource Management (GHRM) is playing a prominent and significant role towards the business strategy for making the organizational culture environment friendly.

In this paper we are trying to understand the role of GREEN HRM and to promote the environment friendly HR practices for organizational sustainability.

The paper mainly emphasizes on the various Green Human Resource Practices and explains the meaning of GHRM within the organization. This is an initiative towards environment friendly HRM.

Keywords: *Green HRM, Green HR practices, Green environment, Organizational sustainability.*

1. INTRODUCTION

Twenty-first century has been showing heightened interest in the environmental concerns all around the globe irrespective of related fields be it politics, public, or business. The recent interest in environmentalism globally has arisen from specific treaties to combat climate change, e.g. Kyoto 1997, Bali 2007 and Copenhagen 2009 . Owing to the harmful consequences of industrial pollution and waste materials, including toxic chemicals, governments and NGOs round the globe promoted regulations and policies with effect of slowing down and to some extent even reverse the destruction of natural resources and its negative effect on the mankind and the society as a whole.

Sound economic and financial structure of the firm was expected to be the guarantee of corporate success but now it is no longer valid; economic and financial outcomes need to draw attention towards social and environmental aspects. We have been witnessing that most of the world's successful companies such as Microsoft, Tata, ONGC, ITC, Wipro and many more had started contributing a lot on CSR even before the time when there were no regulations/laws related to CSR. Such companies consider it as their duty and responsibility to give back something good and substantial to the natural environment. We should appreciate the fact that the owners of business are few but the owner of nature is the community and the society in which we live and survive. This gives birth to the Stakeholder's theory. Hence corporate now understand that there has to be **Sustainable**, if not substantial, growth of business. This brings on the table, the concept of 'Tangible and Intangible Cost(s)' or 'Accountable and Non accountable Cost(s)'. Companies are now also taking into account the Non accountable/Intangible Costs which are in the form of 'environmental degradation'. Although such costs are very difficult to estimate, but be rest assured, are pretty substantial.

Green management initiatives become an important factor in forward thinking business houses around the world. Green HR initiatives help companies to find out alternative ways for better and optimum utilization of resources and cut their cost without losing their top talent. The need of Green HRM is increasing now a days as it is the integration of environmental management into HRM. Through this HR professionals try to implement environment friendly practices in the organization The result of that is organizations are encouraging their employees to perform activities such as proper utilization of paper, shutting down computers while inactive, using energy-efficient

bulbs for desk lamps, ensuring blinds are lowered in the summer to conserve energy, donating / discounting used office furniture / supplies to employees or local charity was the top environmentally responsible practice.

Currently companies are using and implementing EMS (Environmental Management System) a strategic tool, to gain competitive advantage. This system provides better control of firm's environmental impacts. It includes policy, planning, implementation, measurement and evaluation, review and improvement of HR systems that fit with organization's culture and long-term goals with the collaboration of Environment Management.

1.1. Objectives

The main purpose of this study is to:

- Provide with a basic understanding of green HRM and their related aspects to the readers,
- Highlight works on green HRM by other workers, and
- Attempts to suggest and elaborate some green initiatives for HR.
- To understand the environment friendly HR practices.

1.2. Methodology

The study is primarily based upon the secondary data. For this purpose the topic from different databases, websites and other available sources were collected. A systematic review of collected literature was done in detail.

2. LITERATURE REVIEW

The literature on this topic of Green HRM suggests sustainability of organization culture and it requires HR employees and professionals to create and implement Environment Management within the organization . A great extent of empirical research highlights the impact of environment management practices on performance of the organization using different parameters.

Literature has clearly suggested and mentioned the significance towards adoption of environmental practices as a key objective of organizational functioning and making it important to identify with the support of human resource Management practices. (Cherian & Jacob, 2012,). Haden, Oyler, and Humphrey (2009) comprehend that the integration of environmental objectives and strategies along with the strategic Development goals of a company results in an effective environment management system. Daily and Huang (2001) proposed that organizations essentially need to balance the industrial growth as well as preservation of the environment because it has been confirmed that by endorsing green practices, the companies may profit more than before (Murari & Bhandari, 2011).

The Human Resource Department of an organization plays a significant role in the creation of their company's sustainability culture . It states that the strength of green human resource policies is directly related to the intensity of adoption of environment management systems (EMS) and policies by the different companies.

According to Dutta (2012) **Environmental-friendly HR practices and the preservation of the knowledge capital** are two important components of GHRM.

GHRM concentrates and draw attention towards the better and optimum utilization of HR to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability (Mandip, 2012). HR department of an organization plays a major role in making environmental responsibility a part of the corporate mission statement. Green HRM focuses on employee's environmental behavior in the company, which in turn, employees can carry on such pattern of consumption in their private life.

The main objective of green HRM is to make the employees aware about the concept of environment management i.e. what action is needed, how it functions, and how does it help the environment. The exercise really motivates the employees and develops a sense of pride in them for being a part of the going green program.

Continuous research confirms the need of integration between Environment management and Human Resources Management. It is required to implement such practices that directly or indirectly related to the environment, Human resource and Human Work-Life. After acknowledging the various aspects related to the GHRM and the relation between HRM and environment management, researchers draw the results that HRM imparts to intensify or further improve the quality, value of environmental performances (e.g. Jackson et al., 2012; Renwick et al., 2013). Green HRM practices can help in developing willingness, inspiration and commitment to employees to contribute their efforts, ideas to the greening of their organization.

2.1. Green

The meaning of GREEN may changes from individual to individual, but for nature lover A green refers to“ an area or land that surrounded with grass, herbs, plants, trees, fresh air and natural resources but somehow, it means something relevant to natural green resources.

2.2. Go Green

Going green means Conservation and protection of earth natural resources as well as supporting the “Preservation of your personal resources” i.e. your family, Friends, lifestyle, communities. That’s why we called Green HRM is the Conservation of Human resource and their work life and Family life.

It states that implementing a lifestyle which will help an individual to live in an eco-friendly way. For this every individual should be a more aware about the environment and changing their behavior, attitude and lifestyle to minimize the practices or activities that cause the degradation of the environment. All the steps which we are taking to create the sustainability of the resources it develop a positive impact on the environment. Every small change by every individual in their lifestyle makes a Green work-life and green environment for us and for future generations.

2.3. Green HRM

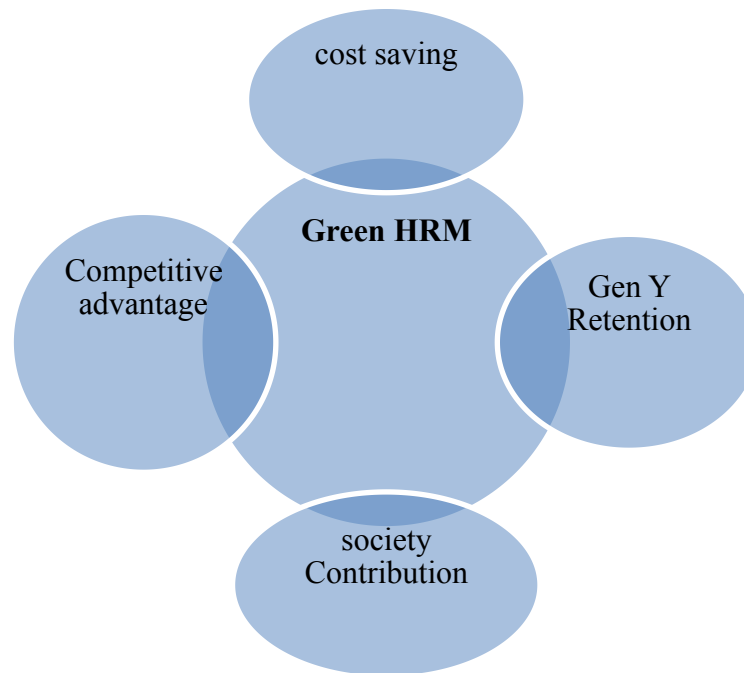
The term Green HRM has become the drone word within the business world at present and its significance is increasing very quickly day by day. Today the topic Green HRM not only includes awareness toward environmental affairs, but also stands for the social as well as economical well-being of both the organization and the employees within a broader prospect.

Before moving forward in the research work we have to know “what is Green HRM?” Different authors have given different definitions like—“Green HRM is the process of using HRM policies and practices to promote the sustainable use of resources within organizations and, more importantly promotes the causes of environmental sustainability” (Marhatta & Adhikari, 2013, p. 2). It includes all the policies, practices that make employees of the organization environment friendly for the benefit of the individual, society, natural environment, and the business (Mathapati, 2013, p. 2). GHRM is helpful in creating and maintaining workforce more environment friendly and environment conscious that understands, and practices green initiative and maintains its green objectives all throughout the HRM process which includes recruiting, hiring, training, compensating, developing, the firms human capital (Opatha & Arulrajah, 2014, p. 104).

Green HRM is the way of using all HR policies and practices which helps in promoting and creating the sustainable use of resources within business organization more importantly promotes the cause of environmental sustainability. The HR function of any organization will have to work as a driving force towards environmental sustainability in the organization.

GREEN MANAGEMENT is the place where all the environment friendly resources are used and organized optimally which helps in sustainable development. It also helps in maintaining balance between natural environment

and organizational growth. That's why the significance of GHRM increases in all HR practices i.e recruitment, performance management, compensation management, training and development etc.



2.4.Green Practices

Renwick, Redman, and Maguire's (2008) introduce Green HRM practices that can be clearly understandable from the starting point of an employee's organizational entry and proceed until the employee's exits the company. To be ecological, economical and practical at the same time is possible through by adopting Green Practices. Here are some environmentally-friendly solutions to stay Green are given below:-

- i. Green Printing
- ii. Green Manufacturing and Disposal of Staff ID card
- iii. Job sharing (sharing a full-time job between two employees)
- iv. Teleconferencing and virtual interviews
- v. Recycling
- vi. Telecommuting
- vii. Online Training
- viii. Reduce employee carbon pathway by electronic filling, Green HR involves reducing carbon footprint via less printing of paper, video conferencing and interviews etc.
- ix. Energy efficient office spaces
- x. Green Payroll
- xi. Car Pooling
- xii. Public Transport
- xiii. Company Transport
- xiv. Flexi-Work
- xv. e-filing



3. GREEN HRM FUNCTION AND PROCESS

GHRM is the program which helps to create green workforce or green human resource that can understand and appreciate green culture in an organization. This initiative can maintain its green objectives all throughout the organization and also in the HRM process of recruiting, hiring and training, compensating, developing, and advancing the firm's human capital (Dutta, 2012). The Human Resource Department of a company is playing a major role in the creation of sustainability culture within the company (Harmon et al., 2010). In translating and communicating the Green HR policy into practice, HR processes play an imperative role (Renwick, 2008); therefore, human capital and its management are influential to the fulfillment of Environmental Management (EM) objectives (Hersey, 1998). Huslid (1995) which includes and mentions the selection processes, incentive compensation, performance management systems, the employee involvement, and training to be central for the company's success. Consequently, the argument is highly developed that the HR function is involved in Realizing organizational change aimed at accomplishing the new-found requirements for corporations and therefore also a potentially important contributor towards any strategic issue.

HR strategy must reflect and encourage the purpose of HR team and other employees and draw their attention towards:-

- Corporate strategy.
- Value and culture.
- Deliver sustainable returns to investors.
- Address customer needs.
- Identify and respond to emerging societal trends.
- Respond to governmental and regulatory expectations.

- Influence the public policy agenda.

The bottemline is that, creating a Green world where consumers and employees forced change towards environmental sustainability. In fact the HR function can be renamed as “People and Society”. It involves understanding and adopting environment friendly HR initiatives which resulting:-

- (i) Greater efficiency
- (ii) Reduction in costs and better employee commitment for example- electronic filling, car sharing, job sharing, teleconferencing, virtual interviews, recycling, telecommuting, online training, energy efficient office spaces etc.

Green HRM helps in employee’s motivation and encouragement. It creates competitive advantage from the opportunities offered by changing markets. It reduce the labour turnover and helps to improve the health of workforce(e.g. job sharing, car sharing, public transport etc.)

Human resource department plays very essential role in translating and communicating green policy and practice (Renwick, 2008) and the establishment of sustainable culture within the company (Harmon et al., 2010), therefore such green practices and initiatives help in fulfillment of green objectives throughout the HRM process from recruitment to exist and also achieving the overall objectives of a firm. (Dutta, 2012).

Cherian and Jacob (2012) identified in their study that there are various factors which contributes towards the implementation of green principles these factors are recruitment, training, motivation and green pay/rewards in order to make sure that the organization get right employee green input and right employee green performance of job. In this paper, we briefly describe the green HRM process i.e. Green recruitment, performance management and appraisal, training and development, employee relation, pay and reward and employee exit.

3.1 Green recruitment

Green recruitment is process of recruiting and inviting new talent who are aware of sustainable process, environmental system and familiar with words of conservation and sustainable environment. Green recruitment states that green human resource practices and environmental system are the concept which they understand effectively which will support the effective environmental management within the organization (Wehrmeyer, 1996) because in the race of attracting most creative and innovative employees, companies increase their recruiting potential, hiring quality staff is the very crucial challenge in the war of talent (Renwick et al., 2013) and even companies are also know the fact that being a employer is an effective way to attract new talent (Phillips, 2007: Stringer, 2009). Various companies adopted green recruitment process, **Google** is of the best example of a company who adopted green recruitment . Green Recruitment has not any particular definition, but somehow it means recruitment without the use of paper that minimizes the environmental impact. To complete the paper free recruitment process digital method like online application form, online interviews or telephonic interviews are conducted to decrease the waste of paper, fuel consumption related to interview travel. This practices diminishing the rate of environmental degradation. Recruitment practices can help to improve environmental management systems by ensuring that environmental culture and values are very well clear to the new recruits. Research describes that job applicants are very mindful about the organization's environmental management practices and their decisions on which their employment depends (Wehrmeyer, 1996 and Stringer, 2009).

3.2 Green performance management

Performance management is an continuous process of building communication employer and employee, it encourage the employee to enhance their skills and capability in which supports in accomplishment and achievement of the strategic objectives of the organization. Performance Management is the heart of any “people management”. If people don’t perform organization don’t exist. Performance Management System are tools that managers use to

review employee productivity and effectiveness of organization operations. Green performance management is the combination of organizational policies and environmental responsibilities. It is the integration of environmental management into performance management system which improves the quality and value of environmental performances (e.g. Jackson et al., 2012; Renwick et al., 2013). It helps in protecting the environmental management against any damage (Epstein and Roy, 1997). Green performance management plays a prominent role in the effectiveness of green human resource management (Jabbour and Santos, 2008). According to Mandip (2012) the best way of successful implementation of Green performance management is the linkage and coordination between performance management and green job description. The important aspect of PM is performance appraisal or performance evaluation. It is the method of evaluating and calculating the behavior of employees on the work place, mainly including both qualitative and quantitative aspects of the job. To achieve this standard effective performance appraisal gives useful feedback to the employees which helps in ongoing improvement in environmental management of the organization.

3.3 Green training and development

Training and development is the process of systematically developing work related knowledge and expertise in the employees of organization for improving their performance. To maintain and retain in this competitive environment it is required to every firm that their employees have suitable skill, knowledge, capabilities and expertise to cope up with the changing environment. Training and development is a practice that directing a great deal of attention on development of employee skills and knowledge that relate to specific useful competencies, environmental training also prevent decline of environmental management skill, knowledge and attitudes (Zoogah 2011). It is the vehicle used to improve the performance of the employees. Green training and development train employees about the concept and working methods of environment management (EM) that reduces waste, proper utilization of resources, conservation of energy and reduces the causes of environmental degradation, it provide opportunity to engage employees in environmental problem solving (Zoogah 2011). Perron et al., (2006) has identified the role of Green training and development train in promoting business value. In the study Daily et al., (2007) states that the formation and implementation of effective green management system was directly dependent on environmental training. Numbers of companies are providing environmental training to their employees. **The Land Rover Group** is one the best example . The Land Rover Group provides environmental training to their employees according to their role and responsibilities in the organization.. They displayed Environmental sustainable development policy, key objectives and environmental practice boards at all sites. They encourage their employees to come up with new ideas which helps in reducing the cause of environmental degradation.

3.4 Green compensation and reward

Green Compensation and reward is an effective tool which helps and makes effort for the attainment of environmental goals (Milliman and Clair, 1996). Ramus (2002) examined through his research that rewards motivated the environmental behavior and attitude of employee. Green Compensation and reward can be given in many forms such as

1. Modified packages to reward green skills & acquisition
2. Use of financial EM rewards (bonuses, cash, premiums)
3. Use of non-financial EM rewards (sabbaticals, leave, gifts)
4. Use of recognition-based EM rewards (awards, dinners, publicity, external roles, daily praise)
5. Develop negative recognition and motivation in EM (criticism, warnings, suspensions for lapses)
6. Develop positive rewards in EM (feedback)
7. Link participation in Green initiatives to promotion/career gains

Compensation and reward are the major elements of HRM process, this element is the most important for maintaining employee interest to that of the organization. The reward polices are mainly focused on attracting, retaining and motivating the employee .This may leads to the achievement of organizational goal (Teixeira et al., 2013) and improvement in the organizational commitment (Daily and Hang, 2001). Taylor et al., (1992) has done

study in which he takes 16 companies from 5 different countries and examined that the companies offer green rewards to their employees for their performance were more inclined to follow the green practices. They identified that the employee commitment were increased toward the environment management program when they were offered compensation to take environmental responsibilities of reward and compensation; employees were motivated and given rewards when they came up with innovative waste reduction idea.

. 3.5 Employee participation in green HR practices

Employee relations are that aspect of HRM which is concerned with establishing amicable employer–Employee relationship. The relationship facilitates motivation and morale of the employees as well as, increases the productivity. Basically, employee relations involve employee participation and empowerment activities. It also helps prevent and resolve problems arisen at workplace that may affect the work. In fact, positive employee relations are an intangible and enduring asset and a source of competitive advantage for any organization. Every company is a mixture of employees with different characteristics, interests and perspectives and due to this they follow the different practices in their everyday life, which have different effects on the environment. Some followed the practices which are reason for degradation of environment and some followed the environment friendly practices. It is to be recognized that employees are energetic, vigorously and involved in environmental management and play a crucial role in arriving at more desirable or effective environmental strategies which are to be implemented. Employees accept specific environmental management which helps in promoting human resource policies which present more desirable or satisfactory opportunities for enhancement related to depletion of waste (Cherian and Jacob, 2012).

Employee participation in Green initiatives strengthens the possibility of effective green management. Employee participation in Green HRM practices has been outcome of improving Environmental management systems within the work place i.e. effective and efficient usage of resource; depletion of wastage and minimize the presence of pollutants which has harmful or poisonous effects on every one. Employee participation is important to every organization for effective implementation policies and practice, for this purpose employee new innovative green idea, Green awareness steps, eco-friendly ideas which should be welcomed that will create their interest in environmental issues and make best use of their practices and it will encourage or increase willingness of employees and their families to take participation and involvement in local environmental project. This means the green outcomes is successful effort, skill, or courage and its procurement will largely depend on employee's willingness to collaborate.

Employee participation is based on identifying value, awareness and actual recognition by consumers and deals with framing the participation of employees in environmental work within the organization.

The cases contribute to the recognition of those situations during the shaping of environmental work in an organization where alternative concerning employee participation are made:

- (1) The requirement of management to take individual in the environmental work;
- (2) The proficiency building among individual and
- (3) The stabilization of the environmental work into practice and structures.

The scope of employee relations should be broadened by initiating a suggestion scheme within the organization, wherein each and every employee from top most to the lowest level gets an opportunity to contribute to the scheme.

4. SOCIAL IMPLICATION

There are various reasons to adopt Green HRM practices within the organization that will not only profitable for the organization but also give advantages to the most important asset or part of any organization i.e. **employees**. Green HRM practices, enhanced employee confidence and this may help to save Environment and that will be beneficial for both the company and the employee. There are various benefits that an employee and organization can achieve by implementing green HRM in the organization include:

Improvement rate of retention in employee- Organizations that are not aware about green concept, green practices and policies may lose their talented or innovative employees to companies that have implemented Green Practices or make their image as an eco-friendly company and offer socially responsible incentives. Some of the incentives include giving subsidies for buying hybrid cars, on solar power system. Among the benefits of this approach is improved employee commitment toward company and job retention.

Enhanced public image- with use of environmentally friendly practices and product and implementing the Green Concept most of the persons are much aware about eco-friendly practices and they attract toward organization adopting green management practices better to organizational sustainability and competitive advantage.

Improvement in attracting better employees- In the pursuit of attracting most creative and innovative employees, companies increase their recruiting potential and they are trying to attract the talented employee by providing environmentally friendly practices.

Enhancement in efficiency- Green HRM practices specifically focus on practices for sustainable use of resources that resulting in more efficiencies, less wastage, Improved Job Related Attitude, Improved Work/Private life, lower costs, improved employee performance. So it improved employee commitment and job satisfaction toward an organization that improved the productivity of both.

Optimum utilization of resources- By increasing the awareness among the individuals working in the organization about the Green HRM concept, Green practices, proper utilization of natural resources and retain the natural resources for our future generation.

Decreasing of practices which cause the deprivation of the environment- By implementing Green HRM practices in both the life domain, avoiding misuse of resources.

Reduced Utility Costs- By using technologies those are energy efficient and less wasteful. Using Energy Star-rated CFL bulbs, energy-efficient windows and doors decreases heating and cooling costs, water conservation system, low-flow toilet and reduce landscaping watering to reduce your water usage.

Save Environmental Impact- By Recycling and using long-lasting/Green products reduces the amount of energy needed to produce replacement products.

Rebates and Tax Benefits – Central Government and State government give subsidy and offer tax incentives and rebates.

Increased Business Opportunities- organizations/agencies, Commercial businesses organizations to do-all those meet specific green Some government/semi-government and non-profit institutions only approach those standards.

Improved employee morale, public image, increased consumer/customer confidence and satisfaction, employee loyalty and brand recognition, increased workforce productivity and employee retention are few of the many advantages and benefits an organization can have by using such Green HRM techniques. A number of small steps, some of which don't cost money to implement, can vary significantly change how business is conducted. Here are some actions companies can take to go green:

1. Conduct an energy audit
2. Conduct annual "Going Green" or "Sustainable Organization" Surveys
3. Go paperless
4. Recycle
5. Reduce commuting - Encourage carpooling
6. Reduce business travelling cost – Teleconference is best instead of travelling
7. Save water - Monitor sinks and toilets for leaks that waste water
8. Explore opportunities for implementing alternative energy sources

Socially responsible and sustainable service sector organizations that employ green HRM practices reap benefits by attracting and retaining good employees. Many companies raised low employee turnover rates compared to their non-sustainable counterparts. Green HR emphasizes the importance of the decisions, processes and choices organizations make about managing people and shows how workforce management directly affects strategic organizational outcomes. It provides guidance and support to managers to take decisions about how to make better human capital decisions in order to achieve strategic success more effectively. Green HRM persuade the sustainable, continuous and optimum use of resources within organization and create better employee morale and satisfaction.

5. CONCLUSION

The main purpose of this article is to provide a knowledge about GREEN HRM i.e how Green HRM can help or affects the employee and their organizational practices and their behavior against environment. This is possible by the effective implementation of green HRM within the organization. It makes insightful sense that offering Green HRM practices which attract individuals of an organization and by implementing these practices it results in improving employee attitudes and behavior within the organization. It is the empirical evidence that Green HRM delivers the positive outcomes. Human resource play very imperative role in managing employee from starting or entry to exit. Now the corporate are also focusing on green business practices, so the Human resource department have the additional responsibility to adopt green practices along with HR policies.

The green human resource management has the responsibility to create green consciousness among the new employee and the existing employee working for the organization, encourage their employees for helping the organization to reduce the causes of environmental degradation through green programs and practices and retain the resources for future generation. Green HRM can develop enthusiasm, encouragement and dedication to employees to contribute their efforts, ideas towards the green practices of their organization. The green HRM results in increased efficiencies, sustainable use of resources, Less wastage, Improved Job Related Attitude, Improved Work/Private life, lower costs, Improved employee performance and retention which help organization to maintain their sustainability by Green HRM.

Green HR growing awareness helps them to embrace environment-friendly HR practices with a specific focus on waste management, recycling, reducing the carbon footprint, and using and producing green products. Clearly, a majority of the employees feel strongly about the environment and, exhibit greater commitment and job satisfaction toward an organization that is ever ready to go “Green.” The effects of GHRM practices are comprehensive and require constant monitoring to recognize their potential impact on HRM issues. The GHRM involves specific HR’s policies and practices associated with the three sustainability pillars—environment, social, and economic balance. The accountability of young generations towards effectiveness of organization is that HR managers have to create awareness among the youngsters and among the people working for the organization about the Green HRM, Green movement, optimum utilization of natural resources and helping the corporate to maintain proper environment, and retain the natural resources for our future generation i.e. sustainable development(Mathapati, 2013).

The future of Green HRM appears hopeful for all members associated with HRM, whether it is employers, employees, practitioners, or academicians. We suggest that GHRM has substantial scope for research on this topic in near future, which can draw attention to the role of HRM activities in supporting green initiatives and to some degree even influencing environmental management strategies. Studies that explains the overall impact of GHRM systems can help organizations to reduce degradation of the environment become healthier both physically and financially and, make the world a cleaner and safer place to live. On the ending note, we would like to conclude that HR is the major role player in implementing GHRM practices and policies. Instead of that, they have a crucial role to play in recruitment of new employees who are more responsible toward green business practices thus, indirectly saving the Earth. On the ending note, HR has significant and lots of opportunity to contribute to the organization’s green movement and plays important role in enthusing, facilitating, and motivating employees for taking up green practices for greener business.

GO GREEN AND STAY AHEAD :)

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