

Role of HR Professionals for Green Human Resource Management and The Impact of Green Awareness at the Workplace

*** Dr. Bhawna K Sindhwani**

**** A.K.Saxena**

* Associate Professor, Mahadevi Institute of Technology Dehradun

** Professor, Dean Institute of Management Studies, Bundelkhand University

Introduction: What On Earth Is Green HRM?

We are entering a green economy-one in which consumer and employee expectations and future environmental change will require business to address “green” issues. Environmental conscious organizations will become increasingly prominent as we re-enter into a period of growth. Green HR is a not just a strategy used primarily for reducing the carbon footprint of each employee and talent retention. **Green HR has two essential elements: environmentally friendly HR practices and the preservation of knowledge capital.**

Most people will say that Green HR involves reducing your carbon footprint via less printing of paper, video conferencing and interviews, etc. The most important definition to remember in terms of our current economic situation is the reclaiming of top talents of the organization. Companies are quick to layoff when times are tough before realizing the future implications of losing that knowledge capital.

Green HR initiatives help companies find alternative ways to cut cost without losing their top talent; furloughs, part time work, etc. More employees are becoming more concerned about the environment and climate change. HR departments are seeing Green HR as a cutting edge way to keep top talent in house. Top talent is considered the industry’s most valued asset, yet many corporations have been treating them as expendable. As knowledgeable, experienced professionals become harder to find and retain, companies must continue to be creative at finding ways of keeping these highly skilled workers.

This is a win/win scenario for the employee and the employer. First, it helps the environment. The employer gets to hold onto top talent, while increasing productivity because those employees are happy to be there. A happy employee is a productive one. The employer has to be willing to provide strong leadership, care for their employees, offer opportunities for professional growth, offer opportunities for more responsibility, offer flexibility, and last they must offer perks.

Green HRM may provide interesting results for all stakeholders in HRM. The main environment focus of many businesses was placed on reducing waste and optimizing resources. However, HR is never going to have a truly significant impact on a business through the improvement of HR processes alone so the greater opportunity is to contribute to the green agenda to the business as a whole.

Recent Scenario of Green Hr Initiative

Many companies are adopting green HR, which helps in reducing carbon footprint through less printing of paper, video conferencing and interviews, etc. Companies are quick to layoff when times are to Human capital and the systems surrounding it are the true cornerstones of building a sustainable business. Green HRM policies and practices that help safeguard and enhance worker health and well-being; and for academics, they may reveal additional data to add an HRM element to the knowledge base on Green Management in general.

Businesses are sustainable because of their operations and culture, but it's the employees who craft and execute those eco-policies and create that green corporate culture. Without developing personnel and implementing sustainable strategies, it's rather difficult to go green successfully. That's why human resource (HR) practices are a key component of sustainable business development. For example, a Mortgage Lenders Network USA poll taken in 2007 shows that 72 percent of working women expressed a strong preference in working for green employers; 64 percent of men said the same.

Other research shows that young professionals, in particular, want to make a difference in their chosen professions. A 2007 poll on green employment done by MonsterTRAK.com found that 92percent of students and entry-level applicants preferred to work for a sustainable company and 80 percent of young professionals were interested in securing a job with a positive impact on the environment.

Employees are encouraged to work with to change printing defaults to duplex printing. Moreover for internal travel in large factory premises they encourage electricity operated cars/scooters/cycles rather than petrol/diesel fuel vehicles. There is also an introduction of subsidized loan scheme for employees who opt for green technology cars/scooters because they believe that green initiative drive for customer will also support corporate sustainability strategy.

Green Human Resource Management is emerging as an important thrust area for management, which can have an enormous impact on people issues in an organization. The term 'green HR' is often used to refer to the contribution of HR policies and practices towards the broader corporate environmental agenda of protection and preservation of natural resources. When we talk about Green HR, two essential elements have to be considered: environmentally friendly HR practices and the preservation of knowledge capital. Green HR can adopt various Green processes and practices in different HR functions like acquisition of human capital, their induction, training, performance management and reward management which will have a bearing on the overall carbon footprint of a company. In current business environment marked by recession and turbulence which has hit all economies around the world, including India, companies are resorting to downsizing and lay-off and in the process also losing that valuable knowledge capital which, in present times of talent crunch, is often difficult and costly to replace. Green HR initiatives can help companies find alternative ways to bring down cost without losing their talent in green economy organizations have tremendous growth opportunities by going green and creating a new environmental DNA which can bring in immense operational savings by reducing their carbon footprint. Green HR can become an active partner in achieving this objective by creating a Green HR platform where the workforce experience high job satisfaction and being better engaged, which will result in higher productivity. Green HRM initiatives help create a culture of having concern for the well being and health of fellow workers, besides the overriding concern for environmental protection which is a sine qua non for a healthy and happy life for all of us on this planet. Some common examples of Green HR activities can be use of job portals of companies for recruitment and the use of telephonic, online and video interviews.

Implementation of corporate green management initiatives requires a high level of technical and management skills among employees due to the facts that the company will develop innovation-focused environmental initiatives and programmes that have a significant impact on the sustainable competitive of the firms (Callenbach et. al., 1993). In this respect, the implementation of rigorous recruitment and selection of employees, performance-based appraisal system, the introduction of training programmes aimed at increasing the employees' environmental awareness and courses addressed to the development

of new technical and management competencies have a basic importance for fostering environmental innovations (Renwick et al., 2008). Researchers in this area argued that environmental management system (EMS) can only be effectively implemented if the companies have the right people with the right skills and competencies (Daily and Huang, 2001).

Strategic HRM researchers argued that to achieve HR effectiveness, HR should be practiced as a whole and must be aligned with the business strategic goals, the primary means by which firms can influence and shape the skills, attitudes, and behaviour of individuals to do their work and thus achieve organizational goals (Collins and Clark, 2003). Previous literatures have paid attentions to the link of HR practices and organizational outcomes such as productivity, flexibility, and financial performance (e.g. Ichniowski et al., 1997; Mendelson and Pillai, 1999; Collins and Clark, 2003), but the understanding needs to be extended to encompass innovation performance (Laursen and Foss, 2003) and environmental management initiatives (Renwick et al., 2008).

Objective of Study:

1. To what extent and how HR policies and practices can improve the environmental performance of organizations
2. The Role of the HR professional in environmental management
3. Changing attitudes and behaviors related to environmental issues in the workplace.

Benefits of HR Initiative

Ten ideas for making the most of organization's efforts to provide green benefits:

1. Employees can be advised to start making changes at home, and then watch them practice environmentally responsible behaviors at work. Once they witness substantial energy savings from the solar panels or Energy Star-rated refrigerator, they're more likely to buy into the value of saving energy and resources at home and at work.
2. Employees can be asked to suggest ways the organization can go green. Example: Companies can start an "employee green team" that can draw some volunteers from the and some from employee workforce. The groups can meets monthly to bring changes such as the addition of transportation incentives and the use of recycled papers.
3. Publicly congratulate to employees who take advantage of the company's green benefits and then publishing a quarterly, online newsletter devoted exclusively to their stories-and to reminding workers about green benefits and how to participate.
4. It is essential to look beyond the obvious benefits like mass-transit subsidies.
5. Everyone can be informed about green benefits like job candidates, shareholders, the media and community. In advertising campaigns, environmental issues can be focused. Press releases can be sending to local media, which will publicize the unique employee benefits. Every employee communication must be green.
6. It is important to review what employees have already done and it must be publicize them while focus can be done to rewrite job descriptions to highlight any green aspects of a position.
7. The concept has to be explained to the top management by collecting data. Example: Gathering information on whether quality job applicants are accepting job offers because of

the organization's green benefits. HR professional can make it a point to ask candidates how important those benefits were to their decision.

8. They can choose a green theme for events like the employee health fair; benefits-enrolment fair, holiday parties, recognition ceremonies, even staff meetings.

9. Helping employees to understand the real, cash value of green benefits

10. Employees and the public and media usually can see through an organization's attempts to hype its green benefits and practices. Publicize what the companies are doing.

However, HR is never going to have a truly significant impact on a business through the improvement of HR processes alone so the greater opportunity is to contribute to the green agenda of the business as a whole.

Role of HR Professional

Companies that want to be more earth-friendly need to make sure current employees are on board with the goals. This can be accomplished through communication and training by the HR professionals. Companies that don't employ HR managers will still benefit just by knowing what HR people can contribute to the green movement in terms of hiring and training practices, as well as devising special programs to drive green initiative. The Greening of HR Survey "conducted by Buck Consultants, a human resources and benefits consulting firm, finds that 54 percent of respondents incorporate environmental management into their business operations. These survey analyzed responses from 93 organizations in the United States, representing a wide range of industries. The research was conducted during the fourth quarter of 2008, and examines the type of "green" initiatives employers are using in work-force management and human-resources practices. Whether they are part of a strategic business plan or a one-off practice, some common green human-resources initiatives include using web- or teleconferencing to reduce travel (78 percent), promoting the reduction of paper use (76 percent), and implementing wellness programs to foster employees' proper nutrition, fitness, and healthy living (68 percent). "Many employers now recognize that green programs in the workplace can promote social responsibility among workers and help retain top talent". More than 60 percent of survey respondents have made environmental responsibility part of their organization's mission statement." The survey found employee involvement in green programs dramatically increases when organizations appoint an individual to lead the efforts. HR professionals take the responsibility as they are realizing that environmental awareness is important for their employees. For whatever reason, human resources departments are the ones who tend to institute "green" practices at the office. Many employers now recognize that green programs in the workplace can promote social responsibility among workers and help retain top talent. The companies can start purchasing Green Office Products. There is a large range of 'green' office products available that help lower waste, lower energy usage, and use a lesser amount of chemicals than traditional products like ink & toner cartridges, several retail stores offer consumers the ability to purchase remanufactured ink and toner cartridges, which cost up to 15% less than traditional cartridges and it is also wise to recycle the used cartridges. PCR paper which is made of post-consumer recycled content and is the same quality as non-recycled paper. Energy star electronics also prefer while buying office electronics, such as computers or printers, look for those with Energy Star labels.

These products automatically shut down if they are not in use, so they use up to 75% less energy. The entire company can easily help conserve energy and energy costs with a few simple changes. Employees can use natural light when they can and make a habit to turn off the lights when leaving any room for 15 minutes or more.

75% of lighting energy can be saved by using energy star fluorescent light bulbs. These bulbs last up to 10 times longer than incandescent an bulb, which also helps reduce maintenance costs. An additional 75% of energy can be conserved when employees use power strips to power the electronics. It's easy to turn the power strip off at the end of the day, and on every morning, rather than letting electronics run 24/7. Apart from giving all these awareness to the employees the HR professional can initiate an reward/recognition program for employees for their go green initiatives in their respective area of work. They can secure a commitment for action from Sr. Management & set up a cross-functional core group to identify, implement & monitor go green initiatives. The HR manager can aim to raise people's awareness of the impact that we as individuals have just from green initiative.

The Importance of Developing an Eco-Savvy Workforce

- **More inspired problem solving:** Employees who bring a sustainability lens to business decisions allow for a broader perspective that sparks innovative solutions to both common and newly emerging climate change-related business problems.
- **Increased desirability as an employer:** Intellectually knowing what sustainability is and practicing it in daily decision-making are two different animals. As you become known as a desirable green employer, you will have your pick of the green talent pool – individuals who already understand sustainability and have practice in maximizing people, planet, and profit through business strategy. Bringing them onboard gives you a powerful market edge. Just look at Patagonia, a company that receives *thousands* of applicants for each posted job opening. The synergy that builds from green-minded employees working together in a business can be unbelievable.
- **Less stressed budget:** Many employees who are committed to sustainable careers are amenable to flexible compensation and benefits, often preferring alternative transportation, flex work schedules, and other low-cost benefits over hard dollar cost-of living increases. These options can give you more bend in your budget.
- **Improved employee retention:** Many green companies these days boast low turnover rates compared to their non-sustainable counterparts. That's not just talk. In a green workplace survey conducted by the Society for Human Resource Management (SHRM), 61 percent of respondents who worked for an environmentally conscientious company said they were "likely" or "very likely" to stay at the business because of those practices.

Name of Companies Who Work on Green HRM:

(1) Infosys:

To achieve sustainability goals, Infosys has started using the concept of intelligent building on their campuses. These platinum certified campuses cover an area of over 1.8 million sq. ft. With more building applying the same certification. It has reduced the capital energy consumption and delivers an energy performance index as low as 84 kh/m² /year. Recently, Infosys started using smart meters to monitor the energy consumption of our lighting system, plug loads, air conditioning and other devices. It has reduced their lighting consumption by 50% and plug loads by up to 20% in the fiscal year 2013. Infosys have also deployed optimized desktop power management by designing a tool named "Terminator". It's their homegrown tool, which reminds user to switch off their computers after working hours and shut down the machine after a predefined time. About 96% of the total desktop powered on a given day being shutdown post working hours. Infosys has taken Eco-friendly initiatives for managing Data centres and servers. Infosys has incorporated power and cooling best practices to reduce the consumption of energy.

Infosys have started using video and audio conferencing which indirectly cutting down their travel requirement and hence the carbon foot prints. Infosys has also implemented the concept of virtual cloud strategy which has enabled its client to reduce the carbon foot print. Recently Infosys won the National Energy Conservation award 2012 for energy conservation efforts at Jaipur and Pune campuses.

(2) ITC:

ITCS has always been known for its Eco-friendly initiatives. To continue its endeavours towards clean environment, ITC trained and raised awareness of over 2000 business managers on various sustainability issues. Recently ITC has constructed Green Centre at Gurgaon, which has been certified as the highest rated green building in the world. To reduce its environmental impact and create a positive environmental footprint, ITC has taken several measures in waste management, which led to reduction in waste over the previous year.

In fact, ITC started a WOW initiative in 2007 under which it used to create awareness among the people about the advantages of recycling process to improve civic amenities, public health and hygiene but also generates cost-effective raw materials for the paper, plastics, and metal and glass industries. The WOW initiative, which was started in 2007 with an average monthly collection of 1000 tons, has spread many parts of India and roughly 26,731 tons of waste get collected through this initiative. ITC has charted out a proper plan on OZONE depleting substances.

(3) Coca-Cola:

Company has reduced operational carbon footprint by 6 percent since 2011. Company is working on HFC-free coolers Company achieved 25 percent recycled plastic in the packaging process by the end of 2012. Coca-Cola launched a program called Continuum, which reprocessed more than 15 million plastic bottles recycled at the Olympic Games in time for the Paralympic games.

Recently it has announced a second joint venture – Infineon with apple in France. The company has taken various measures to reduce water usage. Company also started using plant bottle packaging, which is expecting reduction of CO₂ by 25% by 2020. Company also invested in low carbon warehouse and storage facility, the purchase of 14 delivery vehicles powered by landfill gas and the use of beverage coolers that were entirely HFC-free.

(4) ONGC:

Companies implementing Green HR ONGC Implementing Green HR practices Project of Landscaping, designing of garden and greening of area in the campus of Jolly grant Airport, Dehradun is started. ONGC has many such initiatives towards green HRM. Another one is Vadodara Movement with Indian Express.

Literature Review

In September 2007, the Society for Human Resource Management (SHRM) conducted the SHRM 2007 Green Work place Survey to examine environmentally responsible practices from the perspective of HR professionals and employees.

The initiative can be like electronic filing, car-sharing, job-sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, and energy-efficient spaces. These ideas are being implemented to support existing green HR efforts focused on increased process efficiency, environmental waste reduction, and revamped HR products, tools, and procedures. These measures also have an impact on intangible yet invaluable assets such as brand and reputation. Green Human resource management (HRM) is an important topic for

research (Paawe and Boselie, 2003, 2005) and some basic theoretical issues have been well accepted (Paawe and Boselie, 2005). It has contributed to our understanding of the relationship among strategy, human capital, HRM and Organizational performance (Paawe and Boselie, 2005).

Emergence of Green HRM is influenced by the global competition, and the corresponding search for sources of sustainable competitive advantage (Dyer & Reeves, 1995). It has achieved its prominence because it provides a means by which business firms can enhance the competitiveness and promote managerial efficiency (Paawe and Boselie, 2005). It facilitates the development of a human capital that meets the requirements of business competitive strategy, so that organizational goals and mission will be achieved (Guest, 1987). Researchers have established a broader perspective that is oriented toward managing the HR as a whole. Instead of focusing on individual HR practices that are used independently or in isolation, Green HRM researchers look more broadly at bundles of HR practices or HR systems that are implemented in combination (Paawe and Boselie, 2003; 2005).

In the past, sound economic performance of the firm was expected to guarantee corporate success by companies and its shareholders, but now it is no longer valid; economic and financial outcomes need to be accompanied by minimization of ecological footprints and increased attention to social and environmental aspects. Therefore, the new strategic issue, corporate environmentalism or green management emerged in 1990s and became a popular slogan internationally in 2000s (Lee, 2009). Green management is defined as the process whereby companies manage the environment by developing environmental management strategies (Lee, 2009) in which companies need to balance between industrial growth and safeguarding the natural environment so that future generation may thrive (Daily and Huang, 2001). This concept becomes a strategic dominant issue for businesses, especially multinational enterprises operating their business globally (Banerjee, 2001).

In summary, green management refers to the management of corporate interaction with, and impact upon, the environment (Lee and Ball, 2003), and it has gone beyond regulatory compliance and needs to include conceptual tools such as pollution prevention, product stewardship and corporate social responsibility (Hart, 2005; Pullman et al., 2009; Siegel, 2009). Business firms play a key role in the issues of environmental management since they are part of our society and cannot be isolated from the environment, and in fact, they contribute most of the carbon footprints in the past (Liu, 2010). Application of innovative technology could alleviate the environmental deterioration by developing,

Data Collection: Two types of data have been used primary data and secondary.

The primary data are those, which are collected afresh and for first time and thus happen to be original in character. The secondary are those which have been collected by someone else and which have already been passed through statistical process.

Data analysis and interpretation: 1. Questionnaires 2. Pie chart

Sample unit: Professionals Working women and Students

Sample size: 50 people responded for this survey.

Limitations of the Project

Every study has certain limitations. In my study, also there were certain limitations, which I could not able to solve.

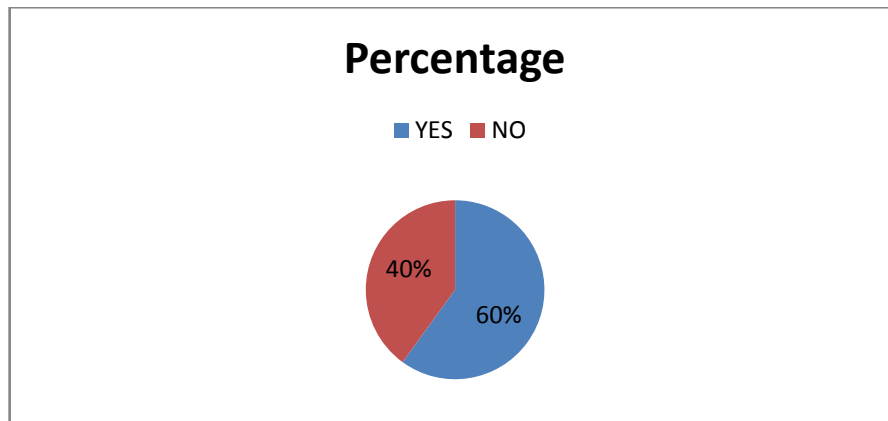
1. The research was conducted with a small set of people.

2. Time constraints on part of respondents make still ground of improvement for this report.
3. The respondents mostly in careless manner filled the questionnaire, so it was difficult to make them hold for time.

ANALYSIS

Q1. Do you know about “Green HRM”?

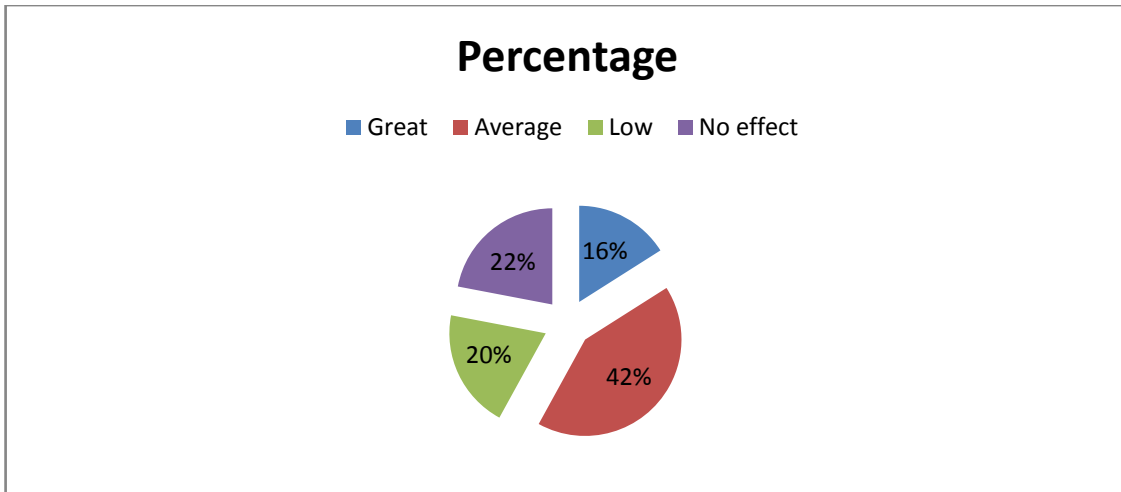
No. of respondents	Yes	No
Working women’s	15	5
Professionals	10	5
Students	5	10



Conclusion- 60 % of respondents knew about GREEN HRM. Only 40 % were not aware. This shows that people are aware about the term but are not aware about its practical application.

Q2. To what extent HR policies can improve environment and make name for organization

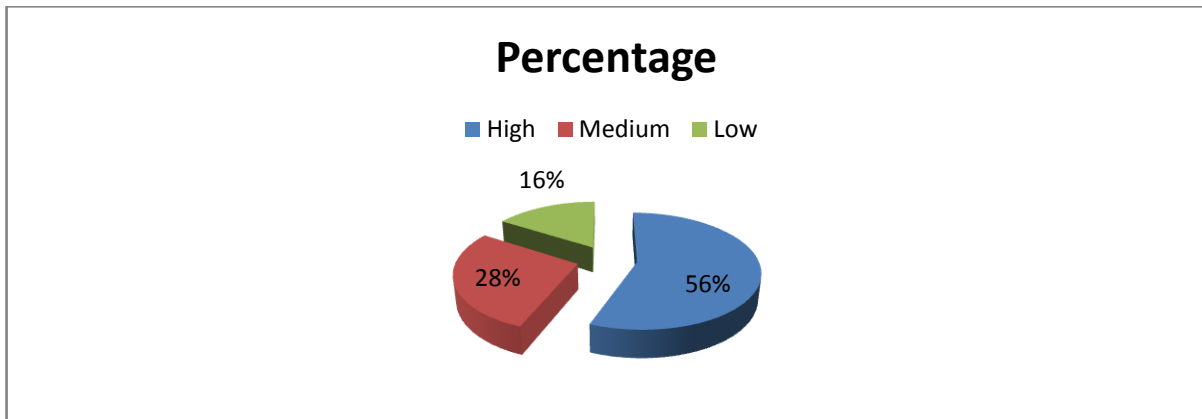
No. of respondents	Great	Average	Low	No effect
Working women’s	4	10	7	6
Professionals	3	8	2	3
Students	1	3	1	2



Conclusion- HR policies are having a big role if organization wants to make the GREEN theme hit. 22% respondents feel that HR policies are having no role at all as there are other things which one go for rather HR policies as it is difficult task to implement these policies successfully at every level.

Q3. Role of HR in environment management?

No. of respondents	High	Medium	Low
Working women's	15	5	3
Professionals	8	6	3
Students	5	3	2

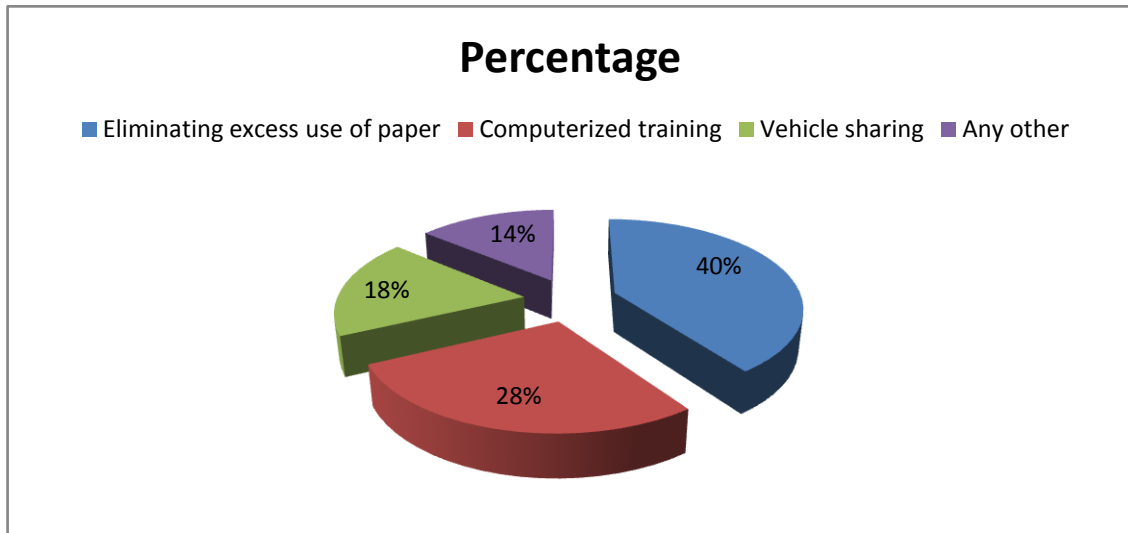


Conclusion- Almost everyone will that HR is having a big role to play in implementing Green HR policies. They felt that HR must be confident and must be having a great knowledge so that he can make others understand about the very concept and importance of all this.

Q4. Best practice for going green can be-

- (A) Eliminating excess use of paper
- (B) Computerized training.
- (C) Vehicle sharing and (D) Any other

No. of respondents	A	B	C	D
Working women’s	6	5	4	2
Professionals	7	5	2	3
Students	7	4	3	2

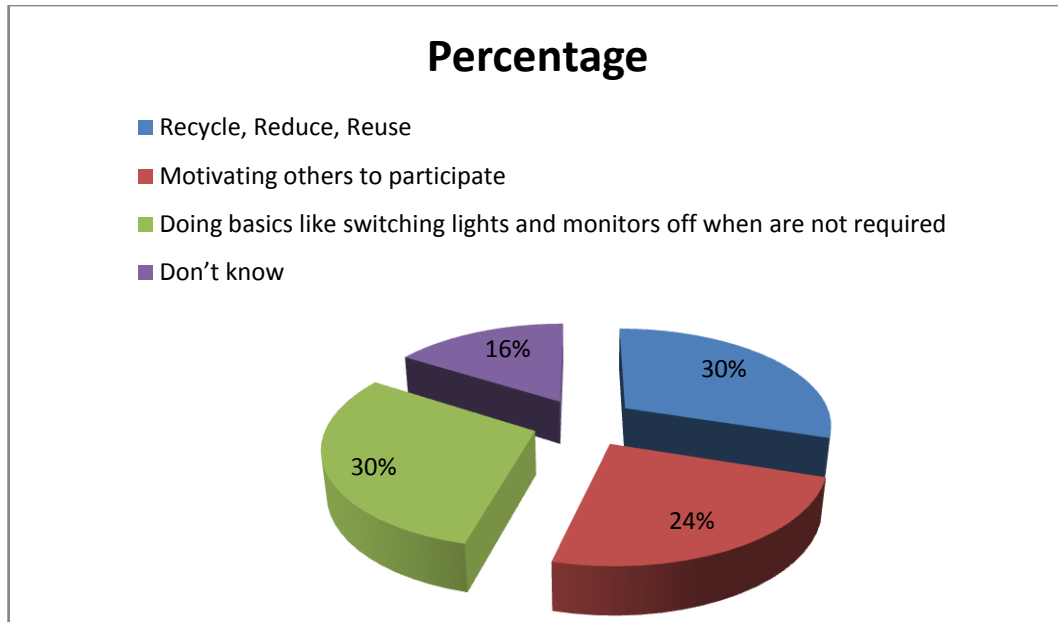


Conclusion- Most of the people don’t know exactly how they are contributing. They want a change but are not aware how green management work. They simply thing saving environment is going green they are not aware that every wastage can be stopped and then green HRM aim will be fulfilled.

Q5. How you are contributing to the place you work or spend maximim time?

- (A) Recycle, Reduce, Reuse
- (B) Motivating others to participate
- (C)Doing basics like switching lights and monitors off when are not required.
- (D) Don’t know

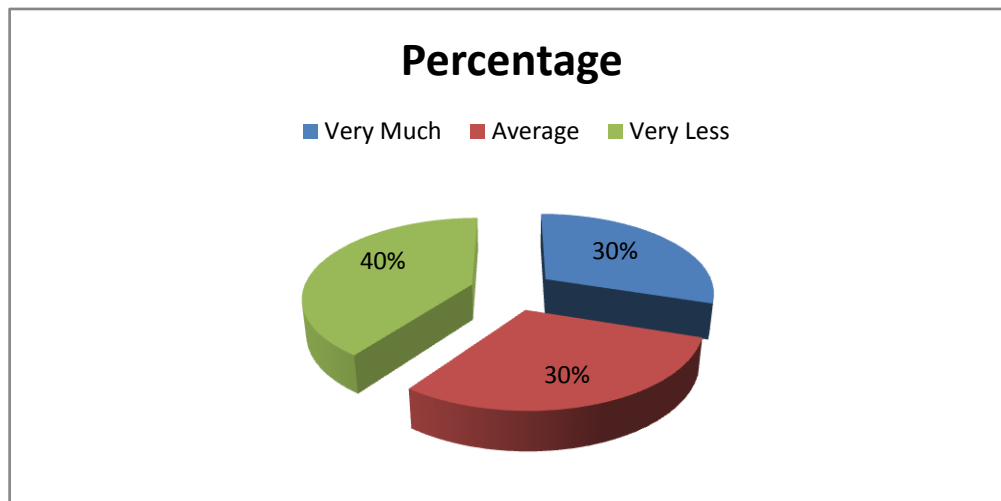
No. of respondents	A	B	C	D
Working women’s	5	4	5	3
Professionals	6	5	6	2
Students	4	3	4	3



Conclusion- Respondents felt that there are many other things like providing limited resources, going for 3R's – REDUCE, RECYCLE, REUSE.They felt policies are important but more can be done at individual level.

Q6. How much Indian organizations are promoting Green HRM?

No. of respondents	Very much	Average	Very less
Working women's	5	7	8
Professionals	4	3	9
Students	6	5	3



Conclusion- Indian organizations are giving less attention to Green HRM and 40% respondents feel it too. Indian organizations are giving due respect to the fact that they owe to the society and country so they have to choose Green for spreading for smiles.

CHI-Square Test

Chi square is a non-parametric test and such reject assumptions are necessary is respect of the type of population. We require only degree of freedom for using this test. Chi square distribution in some other which other not based on any parameter like mean, variance or proportion. Here the test statistics do not utilize any estimate like sample mean, sample variance or sample proportion.

$$d.f. = (n-1)$$

d.f. = Degree of freedom

n= Number of independent observation

$$\chi^2 = \sum \frac{(O_{ij}-E_{ij})^2}{E_{ij}}$$

O_{ij}= Observed frequency of the cell in ith row and jth column

E_{ij}= Expected frequency of the cell in ith row and jth column

Hypothesis:

H₀: μ= Green HRM is known

H_a: μ≠ Green HRM is not known

Formula:

$$\chi^2 = \sum \frac{(O_{ij}-E_{ij})^2}{E_{ij}}$$

Level of significance= 5% i.e. 0.05

Degree of freedom= (n-1)

$$= (3-1) =2$$

(1) Chi square test for Working Women:

O _i	E _i	O _i -E _i	(O _i -E _i) ²	χ ²
5	5	0	0	0
6	5	1	1	0.2
4	5	-1	1	0.2
15				0.4

Calculated Value (C.V) = 0.4

Tabulated Value (T.V) = 5.99

C.V<T.V (the hypothesis will be accepted when calculated value less than tabulated value)

(2) Chi square test for Professionals

O _i	E _i	O _i -E _i	(O _i -E _i) ²	X ²
3	3.33	0.33	0.10	0.03
5	3.33	1.67	2.78	0.83
2	3.33	-1.33	1.76	0.52
10				1.38

C.V. = 1.38

T.V. = 5.99

C.V.<T.V (the hypothesis will be accepted when calculated value less than tabulated value)

3) Chi square test for students:

O _i	E _i	O _i -E _i	(O _i -E _i) ²	X ²
7	8.33	-1.33	1.76	0.21
5	8.33	-3.33	11.08	1.33
13	8.33	4.67	21.80	2.61
25				4.15

C.V. = 4.15

T.V. = 5.99

C.V.<T.V (the hypothesis will be accepted when calculated value less than tabulated value)

Findings

1. Role Of Hr Professional Is Very Big For Green HRM

More than 60 percent of survey respondents have made environmental responsibility part of their organization's mission statement."The survey found employee involvement in green programs dramatically increases when organizations appoint an individual to lead the efforts.

2. Impact of 'Green Awareness' Is Fruitful:

Many organizations recently launch a practice group that counsels employers on “green” awareness in the workplace. These group hopes to help employers implement best practices that will improve the environment through reducing, reusing and recycling certain materials. The green practice group also advises companies on educating their workers about how their behaviors in the land at home affect the environment not only this but the companies are offering a strategic communications platform to their clients and prospects as a solution for driving greater green awareness within their own organizations.

3. Changing attitudes and behaviors’ related to environmental issues in the workplace.

Companies which have adopted the program within its organization found that one-third of its employees, from entry level to principals and executives across all practice areas, made significant changes in their daily behavior, including increased recycling, decreased printing, elimination or reduction in the use of bottled water, plastic and Styrofoam cups, using reusable grocery and lunch bags, switching to compact fluorescent light bulbs and other

energy saving and green products, Changing transportation habits, including limiting car trips, carpooling, buying hybrid cars, using mass transit, and biking or walking to work.

4. Conducting an energy audit- Most local utilities offer businesses free on-site consultations on how they can reduce usage and save money. Frequent suggestions include: Improve insulation, install timers to automatically turn off lights, use energy efficient light bulbs, keep temperatures at comfortable ranges that are not excessively cool in the summer and warm in the winter.

5. Conducting annual- It is important to Survey employees to assess how well the organization is doing with regard to implementing green business practices. The survey should request suggestions for becoming a greener organization. This can be a separate survey focused on going green issues only, or it can be added as part of an employee opinion/satisfaction survey. Conducting the surveys annually will enable the organization to assess going green progress and provide information, suggestions and insight for future actions.

Conclusion

Green ideas and concepts are beginning to gather pace within the HR space, often complementing existing sustainability-based initiatives. Increasingly they are delivering tangible benefits to the business, rather than simply adding a gloss to brand and reputation. These new processes, policies, products and tools are actually helping to ensure compliance and improve productivity too. And with legislation now in place to effectively formalize the need for a new corporate approach to the environment, now's the time for HR to embrace the green agenda.

Here are several areas where companies can incorporate more environmentally conscious strategies like the use of internet or telecom-ferencing to cut down on business travel, putting employee manuals, policies or other company information online to reduce printing.

The companies can promote the reduction of paper usage and focus on storage of paperwork electronically, providing recycling trash bins for paper around the land for bottles and cans in the break area. The companies are focusing on telecommuting/work from home programs.

Institute Ride/Share programs are also successful to introducing greening of business. Research has shown that employee involvement in green programs dramatically increases when organizations appoint one employee to lead the efforts. At most, organizations, earth-friendly perks emerge from an overall effort to green the business. As companies begin recycling, upgrade to energy-efficient heating/air conditioning systems and seek production efficiencies that save energy or reduce carbon emissions, it's natural to consider green benefits. It is high time to make environmental management an integral part of their way of doing business so HR professional can provide a constant calendar of activities. Specific actions within the program me can included offering staff incentives for buying a hybrid car, savings on carbon offsetting, on public transports and bikes. Companies can also made additions to their holiday discount scheme to features holiday companies operating in an environmentally friendly way, and to their volunteering programme. For example to volunteering in schools, to help pupils undertake environmental projects. Some of the company's actions have been really simple, but still very effective (at least for raising awareness), for example allowing employees to buy a coffee mug at their coffee bar rather than using disposable cups, and then receiving 10p off a cup of coffee.

Organization can also launch a carbon credit card employees receive points for taking public transport or walking to work, or video conferencing rather than taking a flight. Prizes can be given to people with the most points.

This articles focus on company's innovative approaches, which can be applied. Adopting environmental practices helps companies save money, find new sources of business and avoid trouble. Green companies believe that it is more economical to go green than it is to continue adding harmful chemicals to the atmosphere and the environment in general. Going green also helps companies enhance their public relations, and improved public relations and positive public perception can have a strong impact on company profit.

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