Green Hr Practices in the Changing Workplace

Anuj Sheopuri\textsuperscript{1} and Anita Sheopuri\textsuperscript{2}

\textsuperscript{1}Associate Professor, Bansal Institute of Research & Technology, Bhopal, M. P., INDIA.
\textsuperscript{2}Assistant Professor, VNS Business School, Bhopal, M. P., INDIA.

(Received on: November 28, 2014)

ABSTRACT

The topic of environmental sustainability is attracting increased attention among management scholars. There is thus a growing need for the integration of environmental management into human resource management (HRM) – green HRM – research practice. Green HR is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally promotes the cause of environmental sustainability. Green initiatives within HRM form part of wider programmes of corporate social responsibility. HR involves two essential elements: environmentally friendly HR practices and the preservation of knowledge capital with employee friendly practices.

Green management initiatives become an important factor in forward thinking business houses around the world. For this the employees and the employers must be inspired, empowered and environmentally aware of greening in order to carry out green management initiatives. Corporate green management requires a high level of technical and management skills in employees, since the company will develop innovation focused environmental initiatives and programmes that have significant managerial implications. Green HR involves reducing your carbon footprint via less printing of paper, video conferencing and interviews, etc. 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.

Keywords: Green HRM, Intellectual Capital, Environmental Management System (EMS), Green Workplace and Green Signatures.
INTRODUCTION

Sustainable development is concerned with meeting the needs of people today without compromising the ability of future generations to meet their own needs. Companies now realize that they have to develop a powerful social conscience and green sense of responsibility where corporate responsibility is not an altruistic nice to have, but business imperative. In a nutshell creating a green world where consumers and employees force change. In fact the HR function can be renamed as “People and Society”. Green HR is one which involves two essential elements: environmentally friendly HR practices or we can also say it is employee friendly practices and the preservation of knowledge capital.

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. 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.

There is a growing need for strategic Green HRM – the integration of environmental management into HRM. HR professionals indicated that encouraging employees to be more environmentally friendly in the workplace was the top practice for their organizations. This means that organizations are encouraging their employees to perform activities such as making double-sided photocopies, powering down computers after a few minutes of inactivity, using energy-efficient bulbs for desk lamps, ensuring blinds are lowered in the summer to conserve energy, donating / discounting used office furniture / supplies to employees or local charity was the top environmentally responsible practice.

Environmental Management System (EMS) can only be effectively implemented if the companies have the right people with the right skills and competencies. In the environmental literature, the concept of green management for sustainable development has various definitions; all of which generally, seek to explain the need for balance between industrial growth for wealth creation and safeguarding the natural environment so that the future generations may thrive. 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.

Green human resources refer to using every employee touch point / interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations to reduce employee carbon footprints by the likes of electronic filing, car sharing, job-sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces etc.
In this green world the green HR or people management function has sustainability at its core as part of its people management and talent management focus and organizations engage with the society by aligning their agendas with it. Communities, customers and contractors all become equal stakeholders along with employees and shareholders.

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, green management emerged and became a popular slogan internationally. Green management is defined as the process whereby companies manage the environment by developing environmental management strategies in which companies need to balance between industrial growth and safeguarding the natural environment so that future generation may thrive. This concept becomes a strategic dominant issue for businesses, especially multinational enterprises operating their business globally. In summary, green management refers to the management of corporate interaction with the environment, and needs to include tools such as pollution prevention.

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. Application of innovative technology could alleviate the environmental deterioration by developing, and by searching for alternative energy to reduce the use of finite natural resources. Thus, business should put more effort into the research on innovative technology to minimize the impacts of environmental destruction by creating products that are nontoxic and less pollution to environment. HRM system is defined as “a set of distinct but interrelated activities, functions, and process that are directed at attracting, developing, and maintaining (or disposing of) a firm’s human resources.” HRM is the most effective tools which contribute to the creation of human capital, and in turn, contributes to organizational performance and competitive advantage.

Nowadays companies are implementing EMS (Environmental Management System) a strategic tool, to gain competitive advantage. This system provides better control of firm’s environmental impacts. An EMS includes commitment, policy, planning, implementation, measurement and evaluation, review and improvement of HR systems that fit with organization’s culture and long-term goals. Green Workplace is defined as a workplace that is environmentally sensitive, resource efficient and socially responsible. Green employment depends on the unique and identifiable patterns of green decisions and behaviour of HR managers. Empowerment of green employment is not only supported by employer’s efforts but it needs combined efforts of employer and employees. The organizations should make an embedded cultural system that enables the employers to provide green opportunities at work place for the employees. Green management initiatives are to be generated / facilitated by employer but it should be maintained and channelized by the efforts of employees.
Everyone seems to be jumping on the sustainability wagon. It is the process HR would undertake in order to “greenify” their company. Once the organization establishes that social responsibility and sustainability is important to their business strategy. Once this is defined, it will need to be incorporated into the company’s vision, mission, and values as well as touted in their marketing materials, website, and all communication vehicles. Do the company’s organizational culture, vision, mission, and values support social responsibility? Organizational culture and values congruence is paramount the creation of a green recruiting function. Organizations that are not implementing environmental policies or changing the way they’re doing business may lose current employees to companies that have established themselves as an eco-friendly company or offer socially responsible incentives.

Using proven business process re-engineering, deploy steps to eliminate waste and the introduction of Total Quality Management in companies will not achieve the ultimate. These methodologies are accepted business practices even for the “cake icing” processes. Process re-engineering related to being green might be a chicken and egg situation. Whether organizations go green to save money or for more esoteric reasons, it is very difficult to say, as different people have different perceptions, some organizations do not go green for social consciousness, but more for the realized cost savings and process improvement.

Bring to life the new concepts, processes, and procedures and communicate them effectively. Companies large and small are seeing a significant increase in the ROI of their recruitment and retention programs by creating an employment brand. One component of a significant employment brand is its green practices. All organization whether small or big, have an impact on society and the environment through their operations, products or services and through their interactions with key stakeholder groups including employees, customers / clients, suppliers, investors and the local community.

While traditional business models primarily emphasize the economic aspects of organizational activity (e.g. profitability and growth), more modern conceptions of organization behaviours lay equal stress on social, ethical and environmental impacts as exemplified by the notion of ‘corporate social responsibility’. During the past two decades, a worldwide consensus has begun to emerge around the need for proactive environmental management.

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. With this global expansion comes a “responsibility”. When companies are global, an important challenge in garnering success is to respect other cultures and workforce environments and start forming a global profile or social consciousness. Recognize these differences with a sound Corporate Social Responsibility (CSR) plan that can simultaneously increase shareholder value, boost employee engagement and increase employer brand recognition. Human Resource Departments play a critical role in ensuring that the company adopts Corporate Social Responsibility programs. The following HR processes namely recruitment; performance management and appraisal; training and development; employment relations; compensation; and exit are covered (entry to exit).
Many studies in the past found that intellectual capital has positive influence on competitive advantage of firms. Intellectual capital is the total stocks of all intangible assets, knowledge, and capabilities of a firm that could create values or competitive advantages, and achieves its excellent goals. Green human capital is knowledge, skills, abilities, attitudes and philosophies that are unique and in line with the strategic values of a green enterprise and capable of bringing positive environmental and business benefits to the enterprise. Such knowledge and experience must be unique to the company’s green value and green strategies. Therefore, an enterprise must continue to invest in human capital to enhance its strategic value and uniqueness. Human capital investment activities refer to the assessment of current human capital, the confirmation of the current level of knowledge, skills and abilities within the organization, the gap compared with future requirements, as well as the implementation strategies to compensate for the lack of knowledge, skills and abilities.

Company value depends on and includes the total worth of individuals plus company structure. That worth encompasses the knowledge, skills, and in house experience of each person, as well as the shared knowledge, skills and experience of all employees combined, and the organizational procedures followed in the business. That worth is dynamic and difficult to measure; intellectual capital increases company value and makes business operations more efficient.

The great deal of interest is how intangible knowledge assets or intellectual capital are managed in organizations. Intellectual capital will lead to unique, sustainable competitive advantage. Consequently, a great deal of time and effort have been expended on measuring intellectual capital, on developing systems and tools to manage it, and, to a more limited extent, estimating the impact of intellectual capital on performance. In addition, the sharing of competencies requires management of information. Information management and intellectual capital are, therefore, related. Intellectual capital involves human resources, information technology, business strategy, and the participation of employees, in order to rapidly transfer experience in the company. It is energizing and charging both the national and transnational operations at company. In general analysis, intellectual capital represents the "stock" of knowledge that exists in an organization at a particular point in time.

Thus, it represents what the organization has learned in a cognitive sense. Managing this stock of knowledge in a firm as it flows and grows is the domain of knowledge management. As organizations are increasingly viewing knowledge as their most valuable and strategic asset, it is crucial to effectively manage their intellectual resources and capabilities. Organizations clearly require a creative, motivated workforce which is intellectually professional and which contributes to the strategy of increasing value in aggressively changing environmental conditions. Since most professionals have such specialized knowledge and produce high-quality intellectual output, they will tend to control their work domain and not necessarily support organizational goals. It is imperative, therefore, for firms to develop best practices for managing intellect in order to build and sustain a competitive advantage over the long-term.
Employees who possess green human capital can put their green innovation to good use and help the enterprise to enhance its competitiveness. For example, green employees can bring on board innovative environmental technologies and design products that save energy and resources related to production methods, manufacturing processes, production planning and management as well as other environmental solutions to lessen the impact of our daily activities on the environment and reduce pollution.

Sustainable development issues must be integrated into the recruitment process. This involves monitoring the long-term competency requirements for the company, providing new employees with information about sustainable development policies and commitments, using recruitment procedures which support the equitable representation of applicants and recruits in terms of gender, age, racial and ethnic groups, sexual orientation, disabled people and other relevant groups.

LITERATURE REVIEW RECRUITMENT

Induction for new recruits is seen to be needed to ensure they understand and approach their corporate environmental culture in a serious way. Therefore sustainable development issues must be integrated into the recruitment process. This involves monitoring the long-term competency requirements for the company, providing new employees with information about sustainable development policies and commitments, using recruitment procedures which support the equitable representation of applicants and recruits in terms of gender, age, racial and ethnic groups, sexual orientation, disabled people and other relevant groups. Overall being a green employer may help to increase employee motivation and engagement, create competitive advantage from the opportunities presented by changing markets, with the desire to learn from customers, consumers, suppliers and colleagues, reduce labour turnover (because the organization is one in which people want to work), and improve the health of the workforce (for example, by encouraging cycling to work, car sharing, public transport).

Performance Management System (PMS): Using performance management (PM) in environmental management (EM) presents the challenges of how to measure environmental performance standards across different units of the firm, and gaining useful data on the environmental performance of managers. Some firms have installed corporate-wide environmental performance standards (which cover on-site use, waste management, environmental audits, and the reduction of waste) to measure environmental performance standards, and developing green information systems and audits (to gain useful data on managerial environmental performance). HR systems such as e-HR can be introduced to be able to help management and employees track their own carbon emissions. It is suggested that if environmental criteria are integrated into the process of staff appraisal (by writing such responsibilities into all staff action plans), then a learning culture in EM can be encouraged. Also the managers can ask employees to bring specific green ideas pertaining to their individual jobs to their performance evaluation meetings. These ideas can be
brainstormed together to include them into the objectives for the upcoming year. Attaining these objectives would be the basis of performance evaluation.

**Training and Development:** Employee training and development programmes should include social and environmental issues at all levels, from technical health and safety considerations on the shop floor, to strategic sustainability issues at executive management and board level. They should cover the full range of social, environmental and economic risks and opportunities involved with the business and the means to identify them. In this program, they should inform the employees about the green procedures and policies including the vision / mission statement of the company, the sustainability oriented benefits, company-wide initiatives like reducing greenhouse gases, creating green products etc. Training is a key intervention to manage waste (in terms of both prevention and reduction), and occurs through organizations training teams of front-line employees to produce a waste analysis of their work areas. It is suggested that green teams can be established in each department, producing general awareness and specific training.

**Employee Involvement (EI) and Participation (EP):** An important way in which employee involvement and participation can be encouraged within the organization is to seek entrepreneurs within the company who are socially or ecologically oriented known as eco-entrepreneurs. They have the ability to organize existing financial, human and natural resources in a way that adds value to the company’s products or services where it didn’t exist previously. The findings suggest that employees need to be involved in formulating environmental strategy, so that they can create and expand the knowledge needed to market “green products.” Organizations are encouraging employees to think of ideas to reduce carbon emissions and save energy.

There are two ways in which the workers can participate: a suggestion programme and problem solving circles wherein the specialist staffs is more involved in project initiation while line level workers are more likely to participate in project implementation. Other ways in which employees can be encouraged are to pursue green commuting habits like allowing flexible work weeks, establishing a car pool-program, offering free or discounted free transportation passes, adding car sharing as an employee benefit and setting up transportation savings account.

**Grievance and Discipline:** In general terms, grievance and discipline in firms encourages internal environmental breaches. The need to raise grievances is seen in high risk operations (for their safety record), and in such cases disciplinary procedures are attached to environmental rules and duties where noncompliance occurs. Indeed, expert legal opinion is that some firms may eventually move to ensure that environmental obligations are secured by including clauses in staff contracts to do so, i.e. that environmentally unfriendly behaviour may constitute a breach of contract and therefore possible grounds for dismissal.
Pay and Reward Systems: A variable pay element can be added to the compensation system by linking the pay to eco-performance. Work organizations can benefit from rewarding waste reduction practices that teams develop. For example, when implementing a green suggestion a portion of the savings that accrued from its results can be returned back to the team or the employee who suggested the idea. Reward packages are related to acquiring designated skills and competencies (and not just for performance), as they are seen to be important factors in performance over the long-term. Disincentives include negative reinforcements like suspensions, criticisms and warnings and may be needed to get employees to make environmental improvements, e.g. if employees engage in lapses in the handling of hazardous waste. Organizations may wish to engage in giving employees positive rewards in terms of verbal feedback from supervisors, as such informal verbal and written feedback which might help motivate employees towards environmental improvements.

Performance - Related Pay: Monetary based environmental reward systems have been developed, where for example, an important proportion of monthly managerial bonuses are dependent upon performance outcomes in every company. In addition to promote green product sales the commission structure of the sales executives can be restructured so that they get the most commission money for pushing green products.

Recognition and Awards: Other innovative non-monetary rewards that are being used by firms include paid vacations, time off, favoured parking, and gift certificates – with them all seen to encourage employees on environmental performance, employee anniversaries can be celebrated with eco-friendly gifts like gift certificates to local natural food store, free bus pass car pooling / sharing provisions can be encouraged, etc. Incentives can also be provided to employees who carry green behaviours at home e.g. using water solar heaters at home, downsizing the family car, personally recycling, increasing home energy efficiency etc.

By developing and implementing the green human resource management techniques in the company, it brings many benefits such as:

1. Improved employee morale,
2. Stronger public image,
3. Increased consumer / customer confidence,
4. Positive financial bottom line as a result of your organization’s environmentally responsible program,
5. Increased employee loyalty,
6. Increased brand recognition,
7. Position as an employer of choice,
8. Gained competitive advantage,
9. Increased workforce productivity,
10. Increased employee retention,
11. Increased recruitment of top employees
12. Improvement in attracting better employees,
13. Improvement in productivity and sustainability,
14. Reduction in environmental impact of the company, and
15. Improved competitiveness and increased overall performance.

Human capital and the systems surrounding it are the true cornerstones of building a sustainable business. It can be said that 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. Consequently, using sustainability to build a positive employment brand in a tight recruiting market is a clever move. After all, the visionary and highly motivated entrepreneur-type prospects are naturally attracted to companies that pursue a socially and environmentally just agenda.

The Importance of Developing an Eco-Savvy Workforce: Having sustainably oriented employees offers several competitive advantages:

- 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'll 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.
- 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.

By "going green" and becoming environmentally responsible, many companies have significantly reduced costs and increased sales. In the future, as predictions about the availability of energy, water and other natural resources are validated, going green may also enable companies to keep customers and investors happy, maintain market share, become more efficient, and avoid legal liability for environmental damage and stay in business. 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. How to make your business greener, going green doesn't necessarily require major changes in how companies are run. 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** - Improve insulation, install timers to automatically turn off lights, use energy efficient light bulbs, and keep temperatures at comfortable ranges that are not excessively cool in the summer and warm in the winter.

2. **Conduct annual "Going Green" or "Sustainable Organization" Surveys** - Survey your employees to assess how well your organization is doing with regard to implementing green business practices. The survey should request suggestions for becoming a greener organization.

3. **Go paperless** - Encourage e-mailing. When paper is necessary, photocopy on both sides and use scrap paper.


5. **Reduce commuting** - Encourage carpooling (provide preferred parking for car-poolers). Offer transit passes to employees who take the bus or subway, and bike racks for cyclists. Encourage employees to telecommute where possible.

6. **Reduce business travel** - Teleconference instead of travelling. For must-go trips, keep track of the miles driven and flown and buy "carbon offsets" from a non-profit like Carbonfund.org to make up for the greenhouse gas emissions.

7. **Buy green** - Tell suppliers that you're interested in sustainable products and set specific goals for buying recycled, refurbished, or used. Make the environment, and not just price, a factor when purchasing.

8. **Get employees involved** - Create a team to lead the company's eco-efforts and determine where you can have the biggest impact for the least amount of money.

9. **Save water** - Monitor sinks and toilets for leaks that waste water. Eliminate water waste in manufacturing processes and in watering the company's lawns.

10. **Explore opportunities for implementing alternative energy sources** - Evaluate opportunities for using solar energy, bio-fuels, wind power and other alternative energy sources.

11. **Use of Eco friendly paper** - Organizations should make it a policy to buy chlorine-free paper with a higher percentage of post-consumer recycled content. They should also consider switching to a lighter stock of paper or alternatives made from bamboo, hemp, organic cotton. They should use Recycle toner and ink cartridges and buy remanufactured ones.
From the above review it is to be acknowledged that the importance of green HRM practices is vital to promote employee morale and this may help in arriving at a great deal of benefit for both the company and the employee. Apart from this employees may feel empowered to adopt specific environment management principles as a result of promoted human resource policies which present better opportunities for improvements related to reduction of waste and promotion of lean manufacturing. This also may help in arriving at greener products and green savings from waste elimination. The promotion of such values will also indirectly improve consumer satisfaction. Today most consumers look for companies which adopt environmental standards.

Preservation of knowledge capital with employee friendly practices has long been a concern of employers because of its link to behaviors such as attendance, turnover, and organizational citizenship. Two recent developments, however, have dramatically increased the value of a loyal work force. First, increased competition for employee talent and greater investment in employee development have made turnover more costly, making the retention of employees an acute human resource concern. Second, the growing transition from the hierarchical organization of work to an empowerment model, thought to be necessary to successfully compete in many business environments involves a loss of employer’s formal control structures over their employees.

While the importance of preservation of knowledge capital with employee friendly practices has become increasingly salient, there has been a concurrent decrease in the availability of traditional approaches to promote it; long term job security, rapid advancement, and competition have become the exception rather than the rule. Employers are, consequently, searching for different approaches to promote and preserve of knowledge capital. Many human resource experts argue that the adoption of “work / life policies” will result in a more loyal, committed workforce. Work / life policies include flexible work scheduling, child care assistance, family-leave policies, and other policies aimed at ameliorating conflicting work and non-work (i.e., off-job) demands.

Organizations are coming to realize the bottom-line benefits of incorporating green human resource into their DNA. It’s beneficial for attraction and retention and it’s the right thing to do. HR is a key organizational leader and can take the lead or partner with other executives to work cross-functionally to integrate Corporate Social Responsibility (CSR) objectives into how business gets conducted. Green HR initiatives help company’s find ways to cut cost and promote social responsibility among workers and help the organization to stay sustainable primarily through initiatives like building awareness among employees and extensive trainings. The HR team has an “Environmental Responsibility” policy. This policy plays a significant role in inducing staff to adopt green measures, thus inculcating long term values of saving energy and resources of the corporate for the Humanity’s benefit in whole.

The benefits of going Green apart from contributing towards genuine environmental health also carry direct advantages in impacting the brand and bottom line of the organization. So it certainly adds yet another feather on the HR’s cap. It proves how fruitful it can be for the growth of the organization. So every organization should go green.
Green HRM depends on the unique and identifiable patterns of green decisions and behaviours of HR managers which are called as “green signatures”. HR managers make the integration decisions, their green signatures are very important. These green signatures influence environmental management and organizational effectiveness. Green signatures comprise of green decisions and behaviour. Managers with positive effect are likely to form decisions that motivate employees to exhibit green behaviours; drive the energies of employees towards innovative processes and products, and lead them to form green decisions and adopt role behaviours that advance EM and organizational objectives. It is obvious that there are environmental benefits by going green, with this a variety of economic and social benefits are also too.

They have higher productivity and ultimately higher profits than comparable low-wage companies in their industries. When workers are encouraged to participate in decision making, training, profit sharing, and stock ownership they are more productive which offsets higher costs for salaries and benefits, making the organisation competitive in the market place. Positive financial outcomes are more likely to be experienced in firms that effectively align their HRM systems to support their environmental initiatives.

CONCLUSION

The future of Green HRM appears promising for all the stakeholders of HRM. The employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programmes to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products. Unions and employees can help employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being. The academicians can contribute by carrying further research in this area revealing additional data that can build a knowledge base on Green Management in general.

Socially responsible and sustainable service sector organisations that employ green HRM practices reap benefits by attracting and retaining good employees. Improved employee retention translates in to low replacement costs. Many green companies these days boast low employee turnover rates compared to their non-sustainable counterparts. They have advantages since they take a longer term view that includes employee stakeholders and make financial gains in the process. This is all the more important in an economy in which resources are depleted, operations are globalized, and where the right people make the difference between success and failure on a long term basis in a competitive marketplace in service sector-to survive, to sustain and to flourish.

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 for managers on how to make better human capital decisions in order to achieve strategic success more effectively. Green HRM policies encourage the sustainable use of resources within business enterprises to
promote the cause of environmentalism and in the process, create improved employee morale and satisfaction. The topic of green HRM is attracting increased attention among management scholars and entrepreneurs especially related to service sector to use as a tool for their competitive advantage.

REFERENCES

emphasized the key role of Human Resources (HR) and practices of Human Resource Management (HRM) which can play in such competitive environments in enhancing firm’s competitive advantage. (Lado and Wilson 1994; Wright, McMahan and McWilliams 1994; Becker and Gerhart 1996). Changes in the shared perceptions and interpretations of certain domains of an organization by organizational members. Socialization in the workplace is viewed as one process by which to shape shared schemas. Regarding which HR practices are relevant and brings about the innovation at workplace, the literature focuses not on an individual HR practice, but rather bundles of HR practices as determinants of firm performance (Delery & Doty, 1996; Wright & Boswell, 2002; Wright