

Green Human Resource Management Practices: A Review

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Abstract

The objective of this review is to explore green human resource management practices of organisations based on the existent literature. In this emerging field, it has been generally observed that the existent literature has to be extended further from the perspective of functions of Human Resource Management (HRM). It reveals that much of the past research focused on a few functions of HRM such as recruitment, training and development, performance evaluation and reward management in integrating environmental management with HRM though HRM has more potential and scope in improving organisation's environmental performance. Hence, this review incorporates diverse functions of HRM to explore the respective green HRM practices under those functions. The findings of the review have identified and highlighted several green HRM practices under the 12 functions of HRM such as job design, job analysis, human resource planning, recruitment, selection, induction, performance evaluation, training and development, reward management, discipline management, health and safety management and employee relations. The contribution of this paper lies in extending the scope and depth of green HRM in materializing sustainable environmental performance of organisations.

Key Words: Green, Human Resource Management, Green HRM, Practices, Organisation

Introduction

Nowadays it seems that a considerable number of organizations practice green human resource management practices in the global context. Exploring and synthesizing about these green HRM practices which are being practiced and are to be practiced by the business and other organizations will contribute significantly to the HRM field academically and practically. Green HRM is an emerging field of research in the organisational studies after 1990s. Due to that, this paper has its focus on exploring green HRM practices from the light of existing theoretical and empirical research works done by the scholars in this field. Hence, the objective of this review is to explore and record green human resource management practices of the organisations based on the existing literature (theoretical as well as empirical).

First this review addresses the meaning and interpretation of green HRM. According to Renwick et al, (2008), the integration of corporate environmental management into human resource management is termed as green HRM. They also stated that human resources aspects of environmental management are green HRM. These scholars broadly specified that distinguished policies in the field of recruitment, performance management and appraisal, training and development, employment relations and pay and reward are considered as powerful tools for aligning employees with an organization's environmental strategy. According to Jabbour et al, (2010), the 'greening' of functional dimensions of human resource management such as job description and analysis, recruitment, selection, training, performance appraisal and rewards is defined as green HRM. In 2011, Jabbour again defined green HRM as 'the level of greening of human resource management practices' in terms of functional and competitive dimensions of HRM. Green HRM is referred to "*all the activities involved in development, implementation and on-going maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees so as to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability. It refers to the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business*" (Opatha, 2013; Opatha and Anton Arulrajah, 2014). As far as the above definitions are concerned, the very latest definition provides a comprehensive meaning and understanding about what green HRM is in the context of organisational setting.

HRM practices are the actual human resource programs, processes and techniques that actually get implemented in the organisation or business unit (Gerhart et al, 2000; Huselid and Becker, 2000). Similarly, green HRM practices are the actual green HRM programs, processes and techniques that actually get implemented in the organisations in order to reduce negative environmental impacts or enhance positive environmental impacts of the organisations. The ultimate aim of green HRM practices is to improve the organisation's sustainable environmental performance. With this brief introduction, this paper introduces the methodology adopted in this review process and then deals with literature review on green HRM practices, next section provides a brief discussion and final section presents the conclusion.

Methodology

In order to achieve the stated review objective, a systematic review of literature was conducted by using an archival method. This paper employs a methodology to review the articles cited in the databases Sage, Taylor and Francis Online, Springerlink, ScienceDirect, JSTOR, Wiley Online Library, and Emerald with 'green HRM or environmental HRM' as the topic. Hence the study for this paper becomes a desk research rather than a survey or any other mode of researching.

Literature Review on Green HRM Practices

There are functions of HRM which are generally considered as traditional and there can be a variety of green practices under each function. The following section presents summaries of the existing and certain new green HRM practices under each function of green HRM.

Green job design and analysis

In general, job descriptions can be used to specify a number of environmental protection related task, duties and responsibilities (Wehrmeyer, 1996; Renwick et al, 2008 and 2013). These days, some companies have incorporated environmental and social tasks, duties and responsibilities as far as possible in each job in order to protect the environment. In some companies, each job description includes at least one duty related to environmental protection and also specifically includes environmental responsibilities whenever and wherever applicable.

Job descriptions and person (job) specifications may include environmental, social, personal, and technical requirements of the organizations as far as possible. For example, environmental protection duties should be included, along with the allocation of environmental reporting roles and health and safety tasks (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000). In addition, some companies use teamwork and cross-functional teams as job design techniques to successfully manage the environmental issues of the company (May and Flannery, 1995; Florida, 1996; Clement, 1997; Palmer and Andrews, 1997; Beard and Rees, 2000; Griffiths and Petrick, 2001; Daily and Huang, 2001; Govindarajulu and Daily, 2004; Jabbour, Santos, and Nagano, 2010). It is because of the reason that environmental protection task of a company requires or demands multi-disciplinary team works.

Nowadays many companies have designed environmental concerned new jobs or positions in order to focus exclusively on environmental management aspects of the organizations. From the perspective of HRM, it is really a valuable initiation and practice to protect the environment. Moreover, some companies have involved in designing their existing jobs in a more environmentally friendly manner by incorporating environmental centered duties and responsibilities. These are some of the best green HRM practices which can figure out under the functions called green job design and green job analysis. Table 1 shows a listing of the existing and certain new HRM practices under the green job design and analysis.

Table 1: Green job design and analysis

<i>Authors</i>	<i>Practices</i>
Wehrmeyer, 1996; Renwick et al, 2008 and 2013	1 Incorporating a number of environmental protection related tasks, duties and responsibilities in each job and put into effect.
Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000	2 Including environmental, social, personal, and technical requirements of the organizations in job descriptions and person (job) specifications as far as possible and put into effect.
May and Flannery, 1995; Florida, 1996; Clement, 1997; Palmer and Andrews, 1997; Beard and Rees, 2000; Griffiths and Petrick, 2001; Daily and Huang, 2001; Govindarajulu and Daily, 2004; Jabbour, Santos, and Nagano, 2010	3 Using teamwork and cross-functional teams as job design techniques to successfully manage the environmental issues of the company.
Opatha, 2013	4 Including environmental dimension as a duty in job description.
Opatha, 2013	5 Including green competencies as a special component in job specification.
	6 Designing and implementing new jobs and positions in order to focus exclusively on environmental management aspects of the organizations.

Green human resource planning

At present, some companies engage in forecasting number of employees and types of employees, needed to implement corporate environmental management initiatives/programs/activities (e.g. ISO 14001, cleaner production, responsible care etc.). These are good practices some leading companies have adopted to manage their environmental issues. The corporate environmental management initiatives demand some new job positions and specific set of skills. Green human resource planning gets required in this context. In addition these companies engage in deciding strategies to meet the forecasted demand for environmental works (e.g. appointing consultants/experts to perform energy or environmental audits) and sometimes they are outsourcing. As far as existing literature is concerned, it did not clearly specify the practices under the function of green human resource planning. However, based on the observations of the industries and organisations, it is possible to identify certain green human resource planning practices. Refer to Table 2.

Table 2: Green human resource planning

<i>Practices: Green human resource planning</i>	
1	Engaging in forecasting number of employees and types of employees, needed to implement the corporate environmental management initiatives/programs/activities (e.g. ISO 14001, cleaner production, responsible care etc).
2	Engaging in deciding strategies to meet the forecasted demand for environmental works (e.g. appointing consultants/experts to perform energy or environmental audit etc).

Green recruitment

In general, environment concerned companies have their own environmental policy framework. In materializing the established environmental policies, companies need environmentally oriented workforce. In creating environmental oriented workforce, companies have two options: First is focusing on green recruitment. Second is providing required environmental protection related awareness, education, training and development to the existing workforce. The first option is more proactive and cost effective than the second option. Hence, searching best green recruitment practices is important to organizations. In the recruitment context, what some companies are doing is that they integrate corporate environmental policy and strategies with the recruitment policy of the company. A survey by the British Carbon Trust confirms that most of the employees (more than 75%) considering working for an organisation perceived it as important that they have an active environmental policy to reduce carbon emissions (Clarke, 2006).

On the other hand, potential employees also search and want to work in the environmental concerned organizations. In United Kingdom environmental issues have an impact on organizations' recruitment efforts, and according to a survey high-achieving graduates judge the environmental performance and reputation of a company as a criterion for decision-making when applying for job vacancies (Wehrmeyer, 1996; Oates, 1996). The Chartered Institute of Personnel and Development (CIPD) believe in that becoming a green employer may improve employer branding, company image and is a useful way to attract potential employees who have environmental orientation (CIPD, 2007).

Attracting environmentally aware talent might be facilitated by pro-active branding of the organization as a high-quality "green employer of choice" (Renwick et al, 2008; Jackson et al, 2011). Increasingly, firms are beginning to recognize that gaining a reputation as a green employer is an effective way to attract new talent (Phillips, 2007; Stringer, 2009). Really,

environmentally responsible employers can attract talent that they needed to implement corporate environmental management initiatives and ultimately it contributes to achieve organization's environmental goals.

Additionally, in order to attract environmentally concerned people for job vacancies, job advertisements of some companies express certain environmental values (e.g. be a part of the green team of ABC.. or we are a socially and environmentally responsible employer) in their job advertisements. Some companies also express their preferences to recruit candidates who have competency and attitudes to participate in corporate environmental management initiatives too. These are some of the green recruitment practices an organisation can have. A listing of the existing and certain new HRM practices under the green recruitment is shown in Table 3.

Table 3: Green recruitment

<i>Authors</i>	<i>Practices</i>
Clarke, 2006; Wehrmeyer, 1996; Oates, 1996	1 Indicating or making transparent about organisation's environmental performance (past and current) when communicating recruitment messages.
CIPD, 2007; Renwick et al, 2008; Jackson et al, 2011; Phillips, 2007; Stringer, 2009; Renwick et al, 2013	2 Becoming a green employer or green employer of choice
Opatha, 2013	3 Including environmental criteria in the recruitment messages.
Opatha, 2013	4 Communicating the employer's concern about greening through recruitment efforts.
	5 Reflecting environmental policy and strategies of the organisation in its recruitment policy.
	6 Expressing certain environmental values (e.g. <i>be a part of the green team of ABC.. or we are a socially and environmentally responsible employer</i>) in the job advertisements of the company.
	7 Expressing the preference of the organisation to recruit candidates who have competency and attitudes to participate in corporate environmental management initiatives too in the recruitment message.

Green selection

In the selection context, when making selection for the job vacancies some companies consider candidates' environmental concern and interest as selection criteria. When interviewing candidates or evaluating them for selection, environmental-related questions are asked by those companies (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000). Really, these are some of the good green selection practices any organisation can adopt to select environmental friendly people in addition to the normal selection criteria relating to the specific duties of the job being concerned. Table 4 shows a list of the existing HRM practices under the green selection.

Table 4: Green selection

<i>Authors</i>	<i>Practices</i>
Renwick et al, 2008; Renwick et al, 2013	1 Considering candidates' environmental concern and interest as selection criteria.
Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000	2 When interviewing candidates or evaluating them for selection, to ask environment-related questions.
Opatha, 2013	3 Selecting applicants who are sufficiently aware of greening to fill job vacancies.
Opatha, 2013	4 Selecting applicants who have been engaging in greening as consumers under their private life domain.

Green induction

Induction for new employees seems to be needed to ensure they understand and approach their corporate environmental culture in a serious way (Wehrmeyer, 1996). Companies can adopt two approaches in respect of green induction. They are general green induction and job specific green induction. Some companies practice general green induction. After selecting the candidates for the posts, these companies provide necessary basic information about the corporate environmental management policy, system and practices. In some instances, certain organizations do specific green induction as well to their new recruits. They induct new employees about environmental orientation programs specific to their jobs. In general, these two green induction practices are important for any organization nowadays.

Organizations should ensure that new recruits understand their environmental responsibilities, become familiar with health and safety arrangements, appreciate the corporate environmental culture, adopt the company's environmental policy and practices, and know given relevant contact persons within the organisation (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000; Renwick et al, 2008; Renwick et al, 2013). Table 5 shows a listing of the existing HRM practices under the green induction.

Table 5. Green induction

<i>Authors</i>	<i>Practices</i>
Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000; Renwick et al, 2008; Renwick et al, 2013; Opatha, 2013	1 Providing general green induction.
Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000; Renwick et al, 2008; Renwick et al, 2013; Opatha, 2013	2 Providing job specific green induction.
Opatha, 2013	3 Making new employees familiar with greening efforts of the organization and encourage them to engage in green interpersonal citizenship behaviour.
Opatha, 2013	4 Developing induction programs showing green citizenship behaviour of current employees.

Green performance evaluation

Measuring employee green performance of job is one of the key functions in green HRM. Without this practice any organisation cannot ensure the realistic environmental performance (firm level) in long term basis. Evaluation of green performance of employee must be done separately or at least as a part of the performance evaluation system of the organisation. The

measurement criteria of employee green performance of job must be carefully aligned with the organization's criteria of environmental performance.

In order to sustain good environmental performance, organizations must establish Environmental Management Information Systems (EMIS) and environmental audits. Many organizations have established environmental management information systems (Wells et al, 1993), and environmental audits (Carpenter, 1994). Schwalm (1994) states that the aim of an environmental management information system is to effectively monitor the large number of pollution, resource usage, energy and regulatory requirements an organisation encounters. Milliman and Clair (1996) state that when an EMIS has been developed, it is important that it is not just used for reporting purposes, but should also be integrated with performance appraisals of managers as well as employees. Incorporating corporate environmental management objectives and targets with the performance evaluation system of the organisation is a must for any organization nowadays. Organizations must include environmental issues as well as environmental incidents, take-up of environmental responsibilities and the success of communicating environmental concerns and policy within the performance evaluation system of the company (Wehrmeyer, 1996).

Installing corporate-wide environmental performance standards is also a must in the green performance evaluation context. Firms like Amoco in the United States (U.S.) have tackled them by installing 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). The Union Carbide Corporation is a wholly owned subsidiary of The Dow Chemical Company, that includes a green audit programme that contains field audits – which are seen as important, as they can give employees a mechanism by which they can raise any recurring problems, and gain information and feedback on past and future environmental performance of their firm (Milliman and Clair, 1996).

Installing corporate-wide environmental performance standards or establishing green performance indicators into performance management system, and appraisals is not adequate. Communication of green schemes, performance indicators and standards to all levels of staff through performance evaluation system and establishing firm-wide dialogue on green matters are also needed to materialize targeted environmental performance (Renwick et al, 2008; Renwick et al, 2013).

Managers must set green targets, goals and responsibilities for their sections or divisions or departments, they should assess number of green incidents, use of environment responsibility, and successful communication of environmental policy within their scope of their operations (Renwick et al, 2008; Renwick et al, 2013).

For example, some companies have environmental goals (targets) for each employee or group (team) or department or division to achieve in a given period of time. Those companies formally evaluate the extent to which each employee, group (team), department or division has achieved environmental goals (targets). And also supervisors and managers of those companies give regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance. Table 6 shows a list of the existing and certain new HRM practices under the green performance evaluation.

Table 6: Green performance evaluation

<i>Authors</i>	<i>Practices</i>
Wells et al, 1993; Carpenter, 1994; Schwalm,1994; Milliman and Clair,1996	1 Establishing environmental management information system (EMIS) and environmental audits.
Wehrmeyer, 1996	2 Incorporating corporate environmental management objectives and targets with the performance evaluation system of the organisation.
Milliman and Clair, 1996; Renwick et al, 2008; Renwick et al, 2013	3 Installing corporate-wide environmental performance standards.
Renwick et al, 2008; Renwick et al, 2013; Opatha, 2013	4 Integrating green criteria in appraisals or evaluating employee's job performance according to green-related criteria.
Opatha, 2013	5 Including a separate component for progress on greening in the performance feedback interview.
Renwick et al, 2008; Renwick et al, 2013	6 Setting green targets, goals and responsibilities.
	7 Providing regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance.
	8 Introducing or formally evaluating <i>all employees'</i> green job performance (as far as possible).

Green training and development

Providing environmental training to the organizational members (non-managerial employees and managers) to develop required skills and knowledge is an important function of green HRM. This will be helpful to implement corporate environmental management programs of the company (Cook and Seith, 1992). Providing training to encourage recycling and waste management, supporting flexible schedules and telecommuting, and reducing long-distance business travel (Jackson et al, 2011) are very useful to reduce the negative environmental impacts of the organisations.

Creating environmental awareness among the workforce by conducting seminars and workshops at organizational level is also important to achieve good environmental performance. Providing environmental education that will result in a change of attitude and behaviour among managers and non-managerial employees (North, 1997) is also needed to the organisations. For example, in Fuji Xerox Singapore, every staff goes through eco-awareness training, as well as the sales forces receive education on the green aspects of its product and supplies. Apart from these, some organizations celebrates annual 'environmental day' at company/organization level by organizing many competitive programs for non-managerial employees, managers and children of employees. This is also a good practice to inculcate certain key eco-values among the workforce as well as their family members.

Renwick et al, (2008 and 2013) suggest certain green training and development practices such as training staff to produce green analysis of workspace, application of job rotation to train green managers of the future, provision of specific training on environmental management aspects of safety, energy efficiency, waste management, and recycling, development of green personal skills, and re-training of staff losing jobs in relevant polluter industries.

Environmental related education, training and development are key areas of green HRM in an organisation. Without proper education, training and development, materializing targeted environmental performance of a firm is very difficult to achieve. Therefore, it seems that certain companies have actually realized the importance of green education, training and development in their organizational setting.

Nowadays, some companies seriously analyze and identify environmental training needs of employees in order to make them more environmental concerned workforce. Really, these are good practices and also needed to implement corporate environmental management initiatives. Based on environmental training needs analysis of the workforce, these companies conduct serious and systematic education, training and development programs which are given to the employees for the purpose of providing needed knowledge, skills and attitudes for good environmental management. Table 7 presents a listing of the existing and certain new HRM practices under the green training and development.

Table 7: Green training and development

<i>Authors</i>	<i>Practices</i>
Cook and Seith, 1992	1 Providing environmental training to the organizational members (employees and managers) to develop required skills and knowledge.
Renwick et al, 2008 Renwick et al, 2013 Jackson et al, 2011 North, 1997	2 Providing training to learn or adapt environmental friendly best practices (e.g. reducing long-distance business travel and recycling).
North, 1997	3 Providing environmental awareness training to create 'environmental awareness' among the workforce.
North, 1997	4 Providing environmental education to the workforce.
Renwick et al, 2008 Renwick et al, 2013 Renwick et al, 2008 Renwick et al, 2013	5 Providing training to the staff to produce green analysis of workspace.
Opatha, 2013	6 Applying of job rotation to train green managers of the future.
Opatha, 2013	7 Imparting right knowledge and skills about greening (to each employee through a training program exclusively designed for greening).
	8 Conducting training needs analyses to identify green training needs of employees.
	9 Analysing and identifying environmental training needs of employees in order to make them more environmental concerned.
	10 Conducting a serious and systematic training program which is given to each employee for the purpose of giving needed knowledge, skills and attitudes for good environmental management.
	11 Providing opportunities to everybody to be trained on environmental management aspects.

Green reward management

Green reward management is another key function of green HRM. The sustainability of organisation's environmental performance is highly dependent on the green reward management practices of the organisations. To motivate managers and non-managerial employees on corporate environmental management initiatives, green reward management has significant contributions. Organizations can practice it in two ways such as financial and non-financial. In some companies employees are financially (e.g. incentives, bonuses, cash) rewarded for their good environmental performance. In some other companies, employees are non-financially rewarded (awards/special recognitions/honors/prizes) for their good environmental performance.

Crosbie and Knight (1995) state that some companies have successfully rewarded extraordinary environmental performance, practices and ideas by including environmental criteria into salary reviews. Due to the scarcity of financial rewards, recognition rewards for

environmental performance have been established in many organizations, including Monsanto, Dow Chemical, and ICI Americas Inc, (Whitenight, 1992). The success of recognition rewards relies on the importance of company-wide identification. For example, such attention increases employees awareness of environmental achievements (Bhushan and Mackenzie, 1994).

Communicating employee environmental excellence is also a good practice in some organizations. There are many ways in which organizations can communicate their environmental excellence within the organisation. For example, managers at Coors present awards at important meetings to employees who have participated in successful environmental programmes (Woods, 1993).

Having diverse employee environmental performance recognition programs at different levels is also needed for many organizations. The core success of recognition rewards is making them available at different levels within the organisation. For example, Xerox has awarded a number of company-wide environmental teams excellence awards in recognition for developing environmentally-sound packaging, re-use of materials and packaging, and the marketing of recycled paper for Xerox copiers (Bhushan and Mackenzie, 1994). Introducing rewards for innovative environmental initiative/performance reward program is also needed to encourage some creativity and innovation among the workforce. For example, Xerox has also further developed an 'Earth Award' that recognises achievements in innovations of waste reduction, re-use and recycling (Bhushan and Mackenzie, 1994). Providing incentives to encourage recycling and waste management, supporting flexible schedules and telecommuting, and reducing long-distance business travel (Jackson et al, 2011) can also be considered as green reward management practices.

Moreover 'Pollution Prevention Pays' (For example, 3M has Pollution Prevention Pays program in practice), 'Waste Reduction Always Pays' (For example, Dow has Waste Reduction Always Pays program in practice), 'Priority One' (For example, Monsanto has this program in waste reduction), and 'Save Money and Reduce Toxics' (SMART) at Chevron are some good examples for the company specific green reward management practices (Berry and Randinelli, 1999).

Renwick et al, (2008) suggest several green reward management practices. They are green pay/reward system, tailor packages to reward green skills acquisition, use of monetary-based environmental management rewards (bonuses, cash, premiums), use of non-monetary based environmental management rewards (sabbaticals, leave, gifts), use of recognition-based environmental management rewards (awards, dinners, publicity, external roles, daily praise), positive rewards in environmental management (feedback), personal reward plan for all to gain green stewardship/citizenship, linking suggestion scheme with rewards system, linking participation in green initiatives with promotion/career gains (managers advance through supporting staff in environmental management), and use of green tax breaks. A listing of the existing HRM practices under the green reward management is presented in Table 8.

Table 8: Green reward management

<i>Authors</i>	<i>Practices</i>
Crosbie and Knight, 1995; Renwick et al, 2008 and 2013	1 Rewarding employee environmental performance (good/excellent and extraordinary).
Crosbie and Knight, 1995; Renwick et al, 2008 and 2013; Opatha, 2013	2 Financially rewarding for employee good environmental performance.
Whitenight, 1992; Bhushan, and Mackenzie, 1994; Renwick et al, 2008 and 2013; Opatha, 2013	3 Non-financially rewarding for employee good environmental performance.
Bhushan and Mackenzie, 1994	4 Team excellence awards for better environmental performance.
Bhushan and Mackenzie, 1994	5 Introducing rewards for innovative environmental initiative/performance.
Woods, 1993	6 Communicating employee environmental excellence.
Berry and Randinelli, 1999; Jackson et al, 2011	7 Providing incentives to encourage environmentally friendly activities and behaviours (e.g. recycling and waste management).
Renwick et al, 2008 and 2013	8 Rewarding for green skills acquisition.

Green health and safety management

The green health and safety management is really beyond the scope of traditional health and safety management function of HRM. It really includes the traditional health and safety management and some more aspects of environmental management of an organisation. That is why nowadays many organizations are redesigning post of 'health and safety manager' as 'health, safety and environmental manager'. This post includes a wider job scope when compared with traditional post of health and safety manager in an organisation. For example, it includes biodiversity protection and community support initiatives etc. The key role of green health and safety management is to ensure a green workplace for all. Green workplace is defined as a workplace that is environmentally sensitive, resource efficient and socially responsible (SHRM, 2009). At present there are companies where traditional health and safety function was extended to include environmental management/protection. These companies have continually endowed to create various environmental related initiatives to reduce employee stress and occupational disease caused by hazardous work environment.

In order to improve health and safety of employees, some companies have really created strategies (e.g. green factory/green zone) to maintain a conducive environment to prevent various health problems. These aspects can be considered as some examples for green health and safety management practices of the organizations. Some proactive companies (3M, DuPont, Allied, Signal, Amoco, and Monsanto) in environmental management found that management of environment and its cost lead to improvements in the health of employees and local communities, enhancing the image of the company as a desirable employer and corporate citizen. Table 9 gives a listing of the existing and certain new HRM practices under the green health and safety management.

Table 9: Green health and safety management

<i>Authors</i>	<i>Practices</i>
Ditz et al, 1995; SHRM, 2009	1 Ensuring green workplace for all.
	2 Creating various environmental related initiatives to reduce employee stress and occupational disease caused by hazardous work environment.
	3 Creating and implementing strategies (e.g. green factory/green zone) to maintain a conducive environment to prevent various health problems/ in order to improve health and safety of employees.

Green employee discipline management

Wehrmeyer (1996) stated explicitly that green discipline management is a pre-requisite in corporate environmental management. In ensuring green employee behaviour in the workplace, organizations may need green discipline management practices to achieve the environmental management objectives and strategies of the organisation.

In this context, some companies have realized ‘discipline management’ as a tool to self-regulate employees in environmental protection activities of the organisation. These companies have developed a clear set of rules and regulations which imposes/regulates employees to be concerned with environmental protection in line with environmental policy of the organisations. In such companies, if an employee violates environmental rules and regulations, disciplinary actions (warning, fining, suspension, etc.) are taken against him/her.

Renwick et al, (2008) indicates that setting penalties for noncompliance on targets in environmental management, discipline and/or dismissal for environmental management breaches, and developing negative reinforcements in environmental management (criticism, warnings, suspensions for lapses) are also worthwhile practices under the function of green employee discipline management. In case of rule violations which are not serious, it is a good practice to apply progressive discipline which is a system that progresses from the least severe to the most severe in terms of disciplinary actions/penalties. The existing and certain new HRM practices under the green employee discipline management are listed in Table 10.

Table 10: Green employee discipline management

<i>Authors</i>	<i>Practices</i>
Renwick et al, 2008	1 Setting penalties for noncompliance on targets in environmental management.
Renwick et al, 2008	2 Setting penalties or dismissal for environmental management breaches.
Opatha, 2013	3 Formulating and publishing rules of conduct relating to greening.
Opatha, 2013	4 Developing a progressive disciplinary system to punish employees who violate the rules of green conduct.
	5 Implementing ‘discipline management’ as a tool to self-regulate employees in environmental protection activities of the organisation.
	6 Establishing a clear set of rules and regulations which imposes/regulates employees to be concerned with environmental protection.
	7 If an employee violates environmental rules and regulations, take disciplinary actions (warning, fining, suspension, etc.) against him/her.

Green employee relations

The evolution of green HRM has penetrated into the employee relations and union management activities of the organisation. In green HRM, employee relations and union support (in a unionized workforce context) are critical in implementing corporate environmental management initiatives and programs. Some companies have strategies (joint consultations, gain sharing, recognizing union as a key stakeholder in environmental management) to get the expected support of trade unions for corporate environmental management initiatives. Really it a good practice to increase firm’s environmental performance.

Renwick et al, (2008 and 2013) suggested certain green employee relations and union management practices. They include employee involvement and participation in green

suggestion schemes and problem-solving circles, staff independence to form and experiment with green ideas, integrating employee involvement and participation into maintenance (cleaning), employee help-line for guidance in green matters, tailoring green employee involvement schemes to industry/company standards, increasing line/supervisory support behaviours in environmental management, union-management negotiating to reach green workplace agreements, training of union representatives in respect of environmental management aspects, encouraging employees to use green forms of transport, set-up of low carbon chiefs (including CEO and Board) to increase action in environmental management, and introducing green whistle-blowing and help-lines. The existing and certain new HRM practices under green employee relations are presented in Table 11.

Table 11: Green employee relations

<i>Authors</i>	<i>Practices</i>
Renwick et al, 2008 and 2013	1 Providing opportunities to the employee to involve and participate in green suggestion schemes.
Renwick et al, 2008 and 2013	2 Introducing green whistle-blowing and help-lines.
Renwick et al, 2008 and 2013	3 Providing training to the union representatives in environmental management.
	4 Joint consultations in solving environmental issues of the organisation.
	5 Gain sharing in relation to environmental initiatives or programs.
	6 Recognizing union as a key stakeholder in environmental management.
	7 Providing opportunities to the unions to negotiate with management about green workplace agreement.

Discussion

The above review of literature evidences, to a significant extent, inherent capacity of HRM functions in greening employees and organisational operations. From job design function to employee relations, HRM has gigantic potential in greening organisation and its operations. The key challenge in front of HR professionals is to understand the scope and depth of green HRM in transforming their organisations as green entities. This effort ultimately leads to better environmental performance of the organisation. In other words, greening of HRM functions will reduce negative environmental impacts of the organisation and improve the positive environmental impacts of the organisation. In improving organisation's environmental performance, people factor is one of the key factors. To create, practice and maintain environmental related innovative behaviours of employees coupled with right attitude of greening, green HRM practices are critical. Without proper green HRM practices, it is difficult to create and maintain sustainable environmental performance. Hence, we assert that by understanding the scope and depth of green HRM practices organisations will have a capability of performing in more environmentally friendly manner than ever before.

Conclusion

Based on this review, it is possible to conclude that by understanding and increasing the scope and depth of green HRM practices, organizations can improve their environmental performance in a more sustainable manner than before. The green HRM practices are more powerful tools in making organisations and their operations green. The green performance, green behaviours, green attitude, and green competencies of human resources can be shaped and reshaped through adaptation of green HRM practices. Hence, we suggest that organisations be required to give more priority to make each function of HRM green.

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