

# Green Human Resource Management (GHRM)

By

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*HRM concepts has evolved during the past centuries with the changes of globalization, deregulation, social responsibilities and technology. This study, referring a novel concept of Green Human Resource Management (GHRM) practices in Sri Lankan context. In Sri Lanka there are people who have never heard about this concept and some people who have heard about the concept are not clear about what it is. This study explores GHRM processes in Sri Lankan context which is a new emerging area. Recently, there has been growing interest as well as awareness within the business communities on the significance ongoing green and adopting various environment management techniques. As the corporate world is globalized, the business is experiencing a shift from the conventional financial structure to a modern capacity-based economy which is ready to explore green economic facets of business. Today, GHRM has become a key business strategy for organizations where Human Resource Departments plays a significant role in focusing on going green. The methodology applied in this study is documentary review or a type of book research. This research largely focuses upon the several GHRM Processes pursued by the organizations in Sri Lanka and, explains the simplified meaning*

*of GHRM. This concept is more important and valuable for Sri Lankan organizations to achieve competitive advantage at globally.*

**Keywords:** Green Human Resource Management, Greening, Environmental

## **1. Introduction**

Green concept became a trend in modern world. Now days most of people concentrate green concept by using or producing eco-friendly products. So GHRM is a one of sub concept in green concept. Today most of organizations cast their advertence towards the GHRM because of world recognized companies already follows the green HRM. Green HRM is the use of HRM policies to promote the sustainable use of resources within the organizations and, more generally promotes the causes of environment sustainability. This concept is not only including awareness on environmental affairs, but also stands for the social as well as economic wellbeing of the organizations and the employees within a broader prospect.

In order to enhance the greening attitude among Human Resource Management undergraduates resulting a greening impact in surrounding in University of Kelaniya, it was taken a great courage to making a greening attitude among undergraduates. The road to greening attitude first taken place by establishing successfully a Green Human Resource Management Unit in the department of University of Kelaniya. The Green HRM Unit is a unit under the student Association of Human Escalation and Development (AHEAD) of department of Human Resource Management, University of Kelaniya. In order to enhance “a greening attitude” among the HRM undergraduates, resulting a greening impact on surroundings.

To achieve the purpose of “Orienting towards Green Human Resource Management”, we made following categories of tasks successfully.

## **2. Study About Green Human Resource Management (GHRM)**

GHRM is developed as a philosophy of people management based on the belief that human resources are uniquely important to sustain business success with the concern of environmental schedules; and an organization gains competitive advantage by using it effectively, drawing on the expertise to meet clearly defined objectives.

A person's environment is made up of his surroundings. So is it with a plant or an animal. And just as we could refer to the environment of an individual, we could also refer to the environment of a group of individuals.

Recently there have seen a growing concern for the preservation of the environment, and it is observed in the daily press, and in constant references to the environment in expressions such as 'good environment', 'hostile environment', 'pollution of the environment', 'environmental degradation'. Such expressions carry distinct meanings in the context in which they are used, and their meanings are easily recognized. (Tyler Miller G., 2007)

Due to the awareness on environment, the green concept was arisen with several concerns such as green cities, green food, green education, green ethics and philosophy, green consumer, green health and also green politics. They believe that this will create value for their businesses and to that matters; firms voluntarily take action to reduce waste, pollution and environmental harmful activities.

The word 'Green' has come into common use only in the last two decades. "Green" means all about minimizing the potential negative environmental impacts of your business and using all of your resources as efficiently as possible. Continually seek to eliminate all types of wastage, protect the

environment and increase the operational efficiency to become more sustainable, while reducing total costs.

The term “Green HRM” is most regularly used to refer to the concern of people management policies and practices towards the broader corporate environmental schedule. Therefore GHRM is the use of HRM policies to support the sustainable use of resources within the organizations and, ensuring environmental sustainability.

Given all these definitions, GHRM is developed as a philosophy of people management based on the belief that human resources are uniquely important to sustain business success with the concern of environmental schedules; and an organization gains competitive advantage by using it effectively, drawing on the expertise to meet clearly defined objectives.

Throughout its history the people function – now commonly titled ‘human resource management’ (HRM) and previously known as ‘personnel management’ – has evolved in definable new directions every 20 or 30 years. The contemporary Human Resource Management, as a part and parcel of management function, emphasizes strategic approach to management in areas of acquisition, motivation, and management of people at work. Hence it is now, a strategic and integrated approach in acquisition, development and engagement of talent, using relevant tools, with proper policies, practices and processes in creating a conducive climate towards achieving organizational excellence and societal well-being”. It is emerging as a distinct philosophy of management aiming at policies that promote mutually that promote commitment, which in turn, will yield both better economic performance and greater Human Resource Development (HRD). Though a distinct philosophy, it is being integrated into the overall strategic management of businesses and next it represents the latest term in the evolution of the subject as GHRM.

In this way HRM has changed a lot during the past centuries and developed in response to the substantial changes in competitive pressures in the business organizations that began to experience by the late 1970s as a result of such factors as globalization, deregulation, and rapid technological change.

General purpose of this paper is to bridge the knowledge gap in literature of GHRM in Sri Lankan context. Second purpose is to discover the concepts and practices of GHRM which practices in organizations. Finally, it is aimed to introduce the "Sri Lankan GHRM" for global HRM arena.

### **3. Exploring GHRM Practices**

In order to explore the greening concepts in the industry. We visited and studied several important organizations in Sri Lanka. As a group we find lot of GHRM Concept throughout research the purpose of develops GHRM. We used Sri Lankan organization context that follow the Green Concept. We Choose MAS Intimates Thurulie for find green concept.



MAS Intimates Thurulie is a visionary departure from a standard factory. It claims to be the world's first clothing factory powered solely by carbon-neutral sources. Energy consumption is 25% lower than comparable factories, and consumption of potable water about half the norm.

To reduce embodied energy in the building, the main exterior walls are made of compressed stabilized earth blocks manufactured close to the building site. The architectural design responds to the tropical climate with a full array of passive cooling measures and a clever cooling system to economically achieve a comfortable indoor environment.



The factory creates an environment that is conducive to lean manufacturing. The production floor is divided into separate areas where workers collaborate in teams, enhancing productivity and employee satisfaction. The factory is profitable to operate, displaying energy efficiency, operational efficiency, and high productivity, with a payback period for the extra cost of making the building sustainable of only five years.

MAS Intimates Thurulie offers a pleasant and functional indoor environment that ideally supports manufacturing. Every occupant enjoys fresh air, natural light, comfortable surroundings, and beautiful outdoor views of intact nature.

The indoor and outdoor spaces are woven into a green park with a natural lake. The building expresses respect for nature. Every drop of water on the site is carefully managed; consumption of potable water is half that of similar plants.

MAS Intimates Thurulie, the 'iconic' eco-manufacturing facility of MAS Holdings was recently awarded the LEED® (Platinum) certification established by the U.S. Green Building Council (USGBC) and verified by the Green Building Certification Institute.

LEED is the world's prominent programme for the design, construction and operation of high performance green buildings. Built under the auspices of Marks & Spencer's Plan an eco-initiative, MAS Intimates Thurulie was the world's first purpose-built green factory for apparel manufacturing industry.

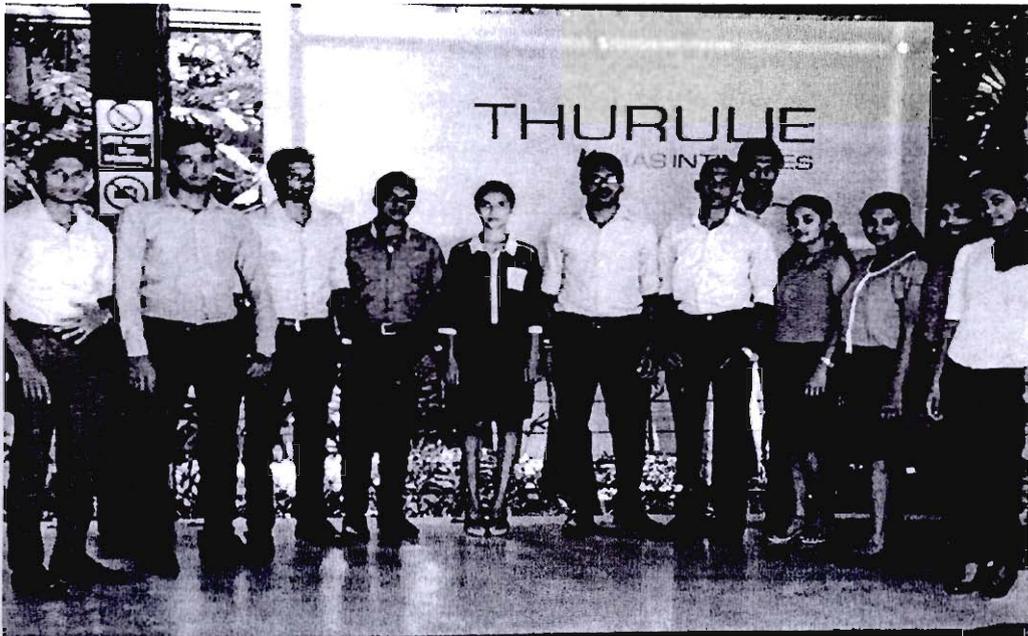
This unique departure from the traditional factory model delivers 40% savings in energy and 50% savings in water compared to a similar facility. It also generates 10% of the electricity consumption from solar panels set on its roof. The factory carbon footprint was assessed to be 9 tons per year – probably one of the lowest in the world. A key innovation at Thurulie is its adaptation of 'evaporative cooling' for a hot/humid environment, providing thermal comfort with a minimal energy use. This innovation was validated by USGBC when they awarded 16 out of total 17 points related to energy, as well as all the points related to thermal comfort design. A LEED Platinum building with an evaporative cooled system in a tropical climate has never been done before.

The green building movement offers an unprecedented opportunity to respond to the most important challenges of the globe including global climate change, dependence on non-sustainable and expensive sources of energy and threats to human health. The work of innovative building projects such as MAS

Intimates Thurulie is a fundamental driving force in the green building movement.

The Green industrial plant 'Thurulie' as envisioned by MAS Intimates embodied eco-friendly practices from its concept to conclusion. Therefore, it was paramount that Maga, as Main Contractor, ensured the successful integration of core elements of the project—its architectural design realization, energy efficiency, water usage, waste management, bio-diversity, worker well-being and the use of sound construction methodologies. Maga was highly responsive to these elements during the construction of the facility, ensuring the success of this land project which will act as a benchmark for future sustainable development in Sri Lanka.

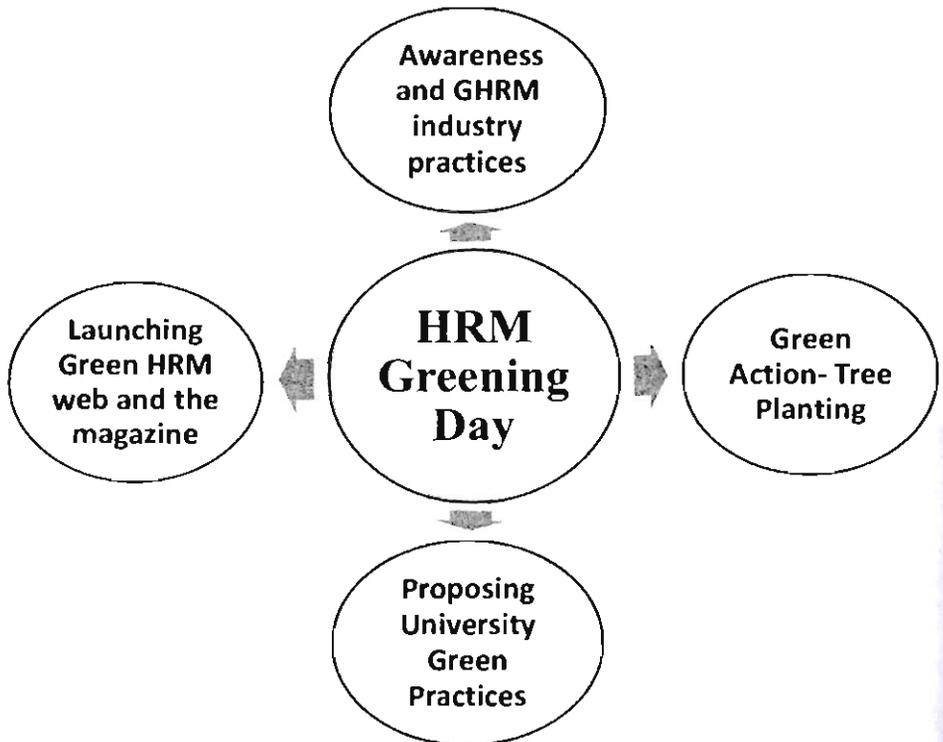
GHRM is novel concept to the Sri Lankan context. However, we put the first step to develop GHRM Practices as a member of GHRM Unit at University of Kelaniya.



#### 4. Organizing GHRM Day

The GHRM day is a pioneering event in the Sri Lankan University system that creates an awareness about GHRM practices that arose student attitudes towards doing green and stimulate a new research and learning agenda.

The greening day was consists with the following project components;



The day was taken place with the objective of creating a green attitude among HRM undergraduates, creating a social impact on environmental friendly practices, stimulate a GHRM research and learning agenda, developing student's human skills, designing skills, conceptual skills as well as relationship skills etc.

The Green HRM day is a one of wonderful effort by GHRM Unit. The 'Green HRM Day' organized by the GHRM Unit of the Association of Human

Resource Escalation and Development (AHEAD) student association of Department of Human Resource Management was held on 29th October 2015 at the Faculty of Commerce and Management Studies, University of Kelaniya with the presence of Dr. D. M. Semasinghe, Dean of the Faculty of Commerce and Management Studies, Dr. D. U. Mohan, Head of the Department of Human Resource Management, Heads of the other departments of the Faculty, all the lecturers and all the undergraduates of the Department of Human Resource Management.

The program was conducted with the purpose of inculcating the green HRM attitude among undergraduates and lecturers in line with university mission of becoming the first 'Green University' in Sri Lanka. The key note speech was delivered by Senior Professor (Dr.) H. H. D. N. P. Opatha, Senior lecturer of the Department of Human Resource Management, University of Sri Jayewardenepura. The Green HRM day was followed by the launching of the first GHRM magazine "Green People Management Review" and the first GHRM web site in Sri Lanka. Also ten plants were planted within university to mark this event. Finally, the Green HRM day was concluded by the inspiring workshop on GHRM Practices in the Industry conducted by Mr. Asitha Jayathunga, Director, group Human Resource Management, Expo-Lanka Holdings PLC.

## 5. Proposed Green HRM Processes for the University of Kelaniya

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Area	Examples
Job designing	<ul style="list-style-type: none"> <li>Introducing green tasks and responsibilities to academic and non-academic job roles such as sustainability practices (e.g. less paper consumption, going on-line, energy saving practices)</li> <li>Appointing staff at department level in managing the new green duties and responsibilities</li> </ul>
Job analysis	<ul style="list-style-type: none"> <li>Identifying new cadre positions in relation to implementing greening missions in the university</li> </ul>
Recruitment and selection	<ul style="list-style-type: none"> <li>Recruiting new people for identified greening mission in the university</li> <li>Giving opportunities for differently able people to work in the university</li> </ul>
Performance Management	<ul style="list-style-type: none"> <li>Setting green performance extra-mile performance targets to departments or to the overall university (e.g. to do university level or department level environment friendly CSR or volunteer projects)</li> <li>Empowering departments or selected departments to undertake green research and consultancy.</li> </ul>
Reward Management	<ul style="list-style-type: none"> <li>Recognizing academic and non-academic staff's green involvement in the university and outside university.</li> </ul>
Training and Development	<ul style="list-style-type: none"> <li>Special training and education sessions on green awareness, green volunteerism and creating green attitudes and culture.</li> </ul>

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Area	Examples
Organizational Development	<ul style="list-style-type: none"> <li>Developing university's structure, system and landscaping in order to help and promote doing green.</li> </ul>
Health and Safety	<ul style="list-style-type: none"> <li>Providing opportunities for people with access to green food</li> <li>Promoting awareness on self-health management practices such as Yoga, exercise, aerobics during work time.</li> <li>Improve necessary infra-structures for differently abled people.</li> <li>Displaying signs of safety measures appropriately. (e.g. highlighting the level changes of stairs, regular maintenance of high risk utility facilities (transformers, generators, water tanks))</li> <li>Plan and conduct of disaster and emergency drills (e.g. fire drills, commotion drills)</li> </ul>
Welfare	<ul style="list-style-type: none"> <li>Improve green welfare facilities such as access to green water, green air and green light.</li> <li>Discourage unnecessary cutting down of trees and planting new trees.</li> </ul>
Social Greening	<ul style="list-style-type: none"> <li>Launch, regional and national wide education and awareness programme on doing green.</li> <li>Sponsoring for green CSR projects by way of providing needed expertise.</li> </ul>
Business Greening	<ul style="list-style-type: none"> <li>Including new subjects, streams on green practices and green HRM in relevant degree curriculum.</li> </ul>

## 6. Conclusion

Going green isn't just about saving the planet or hopping on the latest bandwagon, it's about the bottom line: save the environment and save money. Within HRM, a Greenfield site is a new establishment to the global as well as to Sri Lankan arena. We verified that, in general, Preservation of the natural environment, Conservation of the natural environment, Avoidance or minimization of environmental pollution and also Generation of natural places have not been completely inserted in the traditional practices of human resource management in greening HRM and also organization goals and objectives. Therefore, it can be concluded that there is an unbalance between the several human resource practices to support environmental management. The importance of this internal alignment is emphasized in the literature concerning human resource management, but it should also be considered to support environmental management adequately.

The study formed several valuable concepts and practices with the own identity of Sri Lanka for the purpose of hoist the voice of "Sri Lankan GHRM" by enhancing the greening attitude among the HRM Undergraduates, resulting a greening impact on surrounding.