

What is Green HRM? Complementing this, the recruits are also enthusiastic, and to some extent, passionate about working for an environment friendly "green" company. Recruiting candidates with green bend of mind make it easy for firms to induct professionals who are aware with sustainable processes and are already familiar with basics like recycling, conservation, and creating a more logical world. Grolleau et al. (2012) in their study on impact of environmental standards of a company on recruitment of an employee found that environmental commitment of the company adds to profile of a company. In their primary survey, they found that professionals were more concerned with respect to the environmental strategy of a company. Contemplating these statements, we conclude that green recruitment provides the employer with an opportunity to stand ahead of the crowd and further increase their chance of attracting the candidates and retain them after induction. Corroborating the recent green trend, we propose that the recruitment process be aligned with environment-friendly issues. Further research should address questions related to the green employer's enthusiasm in achieving the environmental goals and how the potential job seekers perceive or rate them on the parameters of sustainability as claimed. For example, do the employers include green job descriptions, eco-friendly locations, paper less interviews, and such other practices in their recruitment portfolio? Are the new recruits made aware with the environmental policies and allegiance of the company at the commencement of the job itself? Research addressing these questions will help the new recruits to carry on with the green policies as well as cooperate with the management in establishing green policies to achieve the goals of the company. Green performance management Performance management (PM) is the process by which employees are prompted to enhance their professional skills that help to achieve the organizational goals and objectives in a better way. The recognition of the corporate strategy culminates into the PM. With the EM affecting global business strategy, PM is also being influenced by the green wave in a possible positive manner. Green performance management consists of issues related to environmental concerns and policies of the company. It also concentrates on use of environmental responsibilities. Today some firms deal with the issue of PM by installing corporate-wide environmental performance standards, and Green information systems/audits to gain useful data on environmental performance. The most important aspect of PM is performance appraisal. In addition to meeting the criteria of reliability, validity, and fairness, effective performance appraisals provide useful feedback to employees and support continuous improvements in the firm's environmental outcomes. Issues involved in environmental PA concern the need for managers to be held accountable for EM performance in addition to wider performance objectives. We suggest that future research on green performance appraisal should focus upon issues such as environmental incidents, environmental responsibilities, communication of environmental policy, and green information system and audits. The job description should be aligned with green tasks and goals to be achieved. The HR staff should modify the performance appraisal rating system to include dimensions for rating people on the following behavioral and technical competencies: teamwork, collaboration, diversity, innovation, and environmental stewardship. Such competencies would reinforce the company's core values. Managers should discuss the performance of the employees and give the needed feedback not only during the scheduled time of appraisal, but also all round the year. This practice will help the employees to enhance their knowledge,

skills and ability. Green training and development Training and development is a practice that focuses on development of employees' skills, knowledge, and attitudes, prevent deterioration of EM-related knowledge, skills, and attitudes. Green training and development educate employees about the value of EM, train them in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization, and provide opportunity to engage employees in environmental problem-solving. Green T&D activities make employees aware of different aspects and value of environment management. It helps them to embrace different methods of conservation including waste management within an organization. Further, it sharpens the skill of an employee to deal with different environmental issues. In a survey of managers, on best management practices concluded that environmental training and education, along with establishing a favorable environmental culture for the employees where they feel that they are the part of environmental outcomes, were the most important HRM processes that facilitate the achievement of environmental goals. In his study on the role of HR in achieving a sustainability culture, suggests that the HR Department can offer leadership development workshops to help managers develop their "front wheel" soft, people skills, or behavioral competencies, in teamwork, diversity, managing change, and collaboration. In the process, many HR professionals ascertained that green initiatives were a necessary aspect of overall corporate social responsibility. The "Magna Carta" on Human Environment was declared in the first United Nation's (International) Conference on Human Environment held in June 1972 in Stockholm declared that to defend and improve the human environment for present and future generation have become an imperative goal for mankind. The Green HRM literature is largely a western one and, given the importance of Asian economic development for environmental management, this is an important gap for future studies to reduce. Scholars of management around the world are now analyzing various managerial practices that can facilitate the achievements of the goals of GHRM and also have a significant impact on the environmental competitiveness of the organizations. GHRM functions future direction GHRM is a manifesto which helps to create green workforce that can understand and appreciate green culture in an organization. Such green initiative can maintain its green objectives all throughout the HRM process of recruiting, hiring and training, compensating, developing, and advancing the firm's human capital. The Human Resource Department of a company is capable of playing a significant role in the creation of sustainability culture within the company. HR processes play an important role in translating Green HR policy into practice; therefore, human capital and its management are instrumental to the fulfillment of EM objectives. It needs to be acknowledged that the intersection of sustainability, the natural environment, and HR management are new areas in fast development and therefore, not characterized by a fully developed body of writings point out that many HR systems need to be aligned with each other in order to increase the likelihood that the organization will achieve its strategy. Green recruitment Attracting high-quality staff is a key HR challenge in the "war for talent. GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firms human capital. The HR department at the UK arm of Sky has started a campaign where the employees are asked to turn off PCs, TVs, and lights when leaving, to use 100%

renewable energy, and introduced solar lighting (Davies & Smith, 2007), Whereas the HR department of other British organizations is emphasizing upon their travel policy which promotes car sharing and the increased use of public transport (Simms, 2007). Ever since the organizations embraced the concept of saving money, focusing simultaneously on the environment and sustainability, several human resource professionals were assigned the task of creating company recycling programs and monitoring office thermostats. A key role for HR environmental executives could be to guide line managers in terms of gaining full staff co-operation toward implementing environmental policies which means HR needs to nurture supporters and create networks of problem-solvers willing to act to change the current status quo. Before proceeding further, first of all we take up the question, "what is Green HRM?" Different authors have given different definitions for this term such as--"Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment sustainability". Green rewards can include the use of workplace and lifestyle benefits, ranging from carbon credit offsets to free bicycles, to engage people in the green agenda while continuing to recognize their contribution. Future research that facilitate green training on one hand and helps organizations on the other to develop eco-friendly managers who without any hesitation can indulge as well as promote sustainability throughout the process would be particularly useful. Last, but not the least, more emphasis should be given on researches which determine effective approaches that will help to design and implement green compensation practices and may lead to the achievement of corporate environmental goals. This effort was undertaken since the damaging effects of different pollutants among which the industrial wastes being the major culprit that has been deteriorating and depleting our natural resources very fast has been evident. We also assert that incentives and rewards can influence employees' attention to the maximum at work and motivate them to exert maximum effort on their part to achieve organizational goals. Developing effective monetary incentives can be challenging due to the difficulty of accurately and fairly evaluating environmental behaviors and performance. Business giants like Ford, Pepsico, etc