

Green HRM in Indian Industries: A Way towards Environment Sustainability

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Abstract

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performance of the firm was expected to guarantee corporate success by companies and its shareholders, but now it is no longer valid; economic and financial outcomes need to be accompanied by minimization of ecological footprints and increased attention to social and environmental aspects. We have been witnessing that most of the world's successful companies such as Microsoft, BP, Tata, ONGC, ITC, Wipro and many more had started contributing a lot on CSR even before the time when there were no regulations/laws related to CSR. Such companies consider it as their duty and responsibility to give back something good and substantial to the natural environment. We should appreciate the fact that the owners of business are few but the owner of nature is the community and the society in which we live and survive.

Keywords: Green HRM, Sustainability, Indian Companies

Introduction: 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, tele-conferencing and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces etc. The HR function will become the driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals reflecting an eco-focus. It involves undertaking environment friendly HR initiatives resulting in: 1) greater efficiencies, and 2) lower costs and better employee engagement and retention.

Green management initiatives become an important factor in forward thinking business houses around the world. Green HR initiatives help companies find alternative ways to cut cost without losing their top talent; furloughs, part time work, etc. 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. 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. It includes commitment, policy, planning, implementation, measurement and evaluation, review and improvement of HR systems that fit with organization's culture and long-term goals.

Activities to go green:

1. Annual energy audit survey.
2. Recycling go through the trash for recycling glass, plastic, metal trash and any other waste materials. By recycling you will observe a new sense of how much it costs in purchasing, storing and disposing off stuff. Unnecessary photocopying should be eliminated and packaging should be reused for shipping.
3. Offering transit facilities Transit facilities should be encourage by providing transit passes to employees who take subway or bus and bike racks for cyclist and also by providing preferred parking for carpoolers.
4. Save natural resources for generation of electricity solar panels on the rooftop should be used. Toilets and sinks should be monitored regularly for leagues that lead to water wastage. Wastage of water should be eliminated to manufacturing processes and in watering the lawns.
5. Go paperless by encouraging emails.
6. Communicating inform customers and suppliers about your green initiatives and take help by the local regulatory agencies and keeping employees and shareholders/investors informed about your green campaign.
7. Save fuel reducing business travel and using teleconferencing should be encouraged. Consider the transportation cost of shipping and receiving products.

Marketing your organization and its policies not just as 'Employee friendly' but also as 'Eco friendly' can bring in lots of high potential candidatures during recruitment. Survey data in the United Kingdom shows that high-achieving graduates judge the environmental performance and reputation of a company as a criterion for decision-making when applying for jobs. Moreover, using technology for pre-screening, interviews, joining formalities, etc. can save lots of paperwork, travelling and time, ultimately reducing the carbon footprints for both the employer and the job seekers. 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

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.

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.

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.

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.

Improved employee morale, stronger public image, increased consumer/customer confidence, employee loyalty and brand recognition, position as an employer of choice, increased workforce productivity and employee retention are few of the many advantages and benefits an organization can have by implementing and developing such Green HRM techniques.

Here are some actions companies can take to go green:

- Conduct annual "Going Green" or "Sustainable Organization" Surveys
- Go paperless
- Recycle
- Reduce commuting - Encourage carpooling
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- Go paperless
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- Reduce commuting - Encourage carpooling
- Conduct an energy audit

The future of Green HRM appears promising for all the stakeholders of HRM. Socially responsible and sustainable service sector organisations that employ green HRM practices reap benefits by attracting and retaining good employees. Improved employee retention translates into low replacement costs. Many green companies these days boast low employee turnover rates compared to their non-sustainable counterparts. 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.

Objectives of the Study: The main purpose of this study is to:

- Provide with a basic understanding of green HRM to the readers,
- Elaborate on various green practices that can be incorporated for building a Green workplace.

Green Human Resource Activities

Green Recruitment: Green Recruitment means a paper-free recruitment process with a minimal environmental impact. Applications are invited through online mediums like e-mail, online application forms or the Global Talent Pool. If possible, telephone or video based interviews are conducted to minimize any travel-related environmental impact. Green Recruitment is active in the field of professional recruitment, with a view to meeting the growing needs for experts in the areas of renewable energy, climate change and sustainable development. Services range from contract recruitment to executive search. Whether one is looking for the brightest emerging talent or the most established industry leaders, Green Recruitment is long-term partner in environmental recruitment for recruiters.

Green HR is a staffing services provider for Recruitment Process Outsourcing (RPO) to the global markets. Green recruitment help to reduce recruitment cost and time by 80%. Green HR provides recruiting and staffing support services to clients includes resumes searching, candidates sourcing, and screening on leading job boards, short listing resumes for potential candidates, talk with candidates and route only interested candidate's resumes to executive or technical recruiters of client companies Green HR work with companies throughout the process to define the talents, skills, knowledge and abilities of top performers and manage the process from start to finish

Green Recruitment and Selection (HRM)

Top 10 Indian companies:

1. Wipro Technologies: There was a time when the Karnataka State Pollution Control Board indicted the IT Solutions arm of Wipro Limited for dumping huge volumes of hazardous electronic waste in illegal recycling units in Bangalore. The eco eye: an initiative that had several goals to reduce the organization's carbon:

- footprint, manage its water and energy efficiently, develop new benchmarks in recycling waste, minimize the use of hazardous substances, become ecologically sustainable, and motivate all employees to follow green practices in their professional

and personal lives – They extended their green mission to physical infrastructure and substitute CRT

- Monitors with LCD monitors .The company also had a green testing lab, practiced a Carbon Disclosure Project (to
- Report the internal carbon footprint), reduced employee travel,. Wipro was the first IT company in India to launch eco-friendly desktops and
- Notebook computers that adhered to the RoHS (restriction of hazardous substances) regulation specified by the European Union (EU)

2. Suzlon Energy: The “green banking” initiative: State Bank of India tied up with SUZLON to become the first Indian bank to take lead in harnessing wind energy. The Suzlon One Earth Campus, the corporate headquarter of Suzlon at Hadapsar, Pune, India is the most energy efficient building built ever in India with insulated green roof, energy efficient – lighting system, construction time, renewable energy based hot water system, reduced landscape and building water requirement, recycle, reuse and recharge of water, waste management and waste water treatment, health and energy of occupants, carpooling, zero waste management, green education etc. are policies practiced by the companies.

3. ITC Limited: Ozone-treated elemental chlorine free” bleaching technology for the first time in India. An entire new range of top green products and solutions: the environmental friendly multi-purpose paper that is less polluting than its traditional counterpart.

4. HCL Technologies: “Go Green” a multi-layered corporate program running campaigns to initiate individual action towards environmental issues. It has designed and developed a comprehensive Green Edge sustainability framework that caters to the specific needs of manufacturing industries. They are active members of India Council for Sustainable Development

- First company in India to launch Antimony Beryllium Free laptop. The company extends its take-back service to customers for disposing off their equipment through HCL Green Bag Campaign, and recycling collected E-waste in an environment-friendly manner.

5. Tata Consultancy Services Spotted 11th under Newsweek’s annual rankings of the World’s Greenest Companies” with a Green Score of 80.4 globally They focus on improving the agricultural and community needs of the region, where its offices are located make it one of India’s most environmentally proactive companies. Its 16 facilities do composting, some have bio-digesters turning waste into kitchen fuel.

6. Oil & Natural Gas Company (ONGC): ONGC is all set to lead the list of top 10 green Indian companies with energy efficient, Green crematoriums that will soon replace the traditional wooden pyre across the country. Mokshada Green Cremation: An initiative that will save 60 to 70% of wood and fourth of the burning time per cremation.

7. Idea Cellular “Use Mobile, Save Paper” campaign, Green Pledge campaign at Indian cities where thousands came forward and pledged to save paper and trees Currently is working to set up bus shelters with potted plants and tendril climbers to convey the green message.

8. IndusInd Bank: The bank is running ATMs on solar power and has pioneered an eco-savvy change in the Indian banking sector. Has been awarded the NASSCOM IT User Award 2012 for “EnvironmentalSustainability” The bank is planning for more such initiatives in addressing the challenges of climate change.

9. Tamil Nadu Newsprint and Papers Limited Own power generating facility to make it 100% self-sufficient: installation of 61.18 MW Power Generating equipment (TG Sets) at the paper mill site. The surplus power generated is being exported to the State Grid. The innovative bio – methanation project: This project contributes to the sustainable

- Development in terms of generating in-house renewable energy and reducing green – house gases. Other initiatives: Eco – friendly technologies in process, its proactive role in reducing
- The use of fossil fuels, increasing the green cover, using energy efficient systems, recycling and reuse of solid and liquid wastes in the process

10. Tata Metallic’s Limited: Every day is Environment Day. According to the company’s policy, working on Saturdays at the corporate office is discouraged. Lights are also switched off during the day with the entire office depending on sunlight.

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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