

GREEN HRM AND SUSTAINABILITY PRACTICES IN INDIAN COMPANIES

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Abstract

Green HRM has been the latest buzzword in organizations across the globe in recent times. With a lot of emphasis and focus of the top management on sustainability, green practices are being adopted and corporations today are developing human resource policies for promoting environment management initiatives. Earlier the success of a firm was strongly dependent on promotion of economic value. However today, organizations have to consider the reduction of ecological footprints and give importance to social and environmental factors along with economical and financial factors in order to enable the organization to be successful in the corporate world. The current research is an attempt to study some of the green practices followed by a few Indian companies. The paper also highlights the impact Green HRM has created and the advantage these companies have over their counterparts due to the practices they follow. The study comes at an opportune time as there is a great deal of increase in the level of environmental pollution and waste emerging from industries which has resulted in increase in implementation of policies by government and private sector with the aim of reducing the rapid destruction to the non-renewable resources and the ultimate negative impact it would have on society.

Keywords: Green HRM, environment, societal

INTRODUCTION

Green human resource management is associated with each of the practices and activities incorporated in creating, using and continuous protection of a framework whose final goal is to make the representatives of an association green. It is the part of human resource management that is related with changing the representatives into green workers with a purpose of achieving a set of company's environmental goals and finally to be responsible towards ecological sustainability. It alludes to the policies, procedures, frameworks, and approaches that make employees of the organisation green for the advantage of the individual worker, business, environment and society at large. The rationale of Green HRM is to improve, develop and keep on greening within every company's employee.

Going green is crucial for today's organizations and understanding that importance leads to the significance of Green human resource management. Greening is necessary in order to diminish climate change, to prevent natural disasters, to avoid unhealthiness and diseases because of contamination, to minimize animal harming, to encourage biodiversity and to strengthen the relation between the individual and the surroundings.

Green HRM refers to utilizing each worker to apply sustainable approaches and enhance the employees'

mindfulness and commitment on the issues of sustainability. The Green HRM process may be described as utilization of HRM activities to augment the sustainable employment of resources. The term Green human resource management is mostly related to the aligning of the employee management strategies and activities with a wider corporate environmental schedule.

Green human resource management is essential not only at the hierarchical level but also at the individual level. A worker has got a personal life other than her/his working life and in this way every individual is a worker in the work setting and a consumer at the personal life situation. Pro-environmental conduct in both quarters is to be encouraged. Greening is important for the worker to furnish an individual commitment to the company's management and to be counted as a decent resident with a noteworthy commitment to ecological maintainability. Going green has four major implications with respect to human resource management viz. taking care for the surroundings, protection of the natural environment, minimization of contamination and pollution, creating green fields and natural looking places

LITERATURE REVIEW

Wehrmeyer (1996) made an attempt to connect the two fields of environmental management and human resource management. The author demonstrated that there is lack of incorporation of environmental management and human resource management. This lack of integration is detrimental to the economic success of organizations, as it negates the opportunities that can be achieved from a more ethical and participative view to environmental and personnel management. "The most important advantages —namely, increased motivation of the workers, lower turnover, increased job satisfaction, more innovations and improved customer services—are due not to improved technology but people" (Wehrmeyer, 1996, p. 28)

Milliman and Clair (1996) were among the first to present an overview of the role of Human Resource Management in environmental management. The researchers proposed a model of environmental human resource management practices incorporating four crucial steps. At first, a company needs to establish an environmental vision as a guide for designing its strategy. Second, representatives must be prepared to incorporate the company's understanding of ecological vision in its objectives and procedures. Third, employee's green performance should be evaluated utilizing a proper evaluation framework depending on these objectives. Four, reward system should be established, relating to the environmental activities achieved in the work environment.

OBJECTIVES

1. To develop conceptual clarity on employing Green Human Resource Management practices.
2. To understand the prevailing Green HRM practices followed by various companies in India.

INTEGRATION OF GREEN ELEMENT INTO HUMAN RESOURCE MANAGEMENT ROLES

1. Recruitment and Selection

The recruitment process should indicate the corporate environmental culture of the company. In this regards, Wehrmeyer (1996) suggests that the ecological part, health and safety occupations and other roles related with the environment are recommended to be specified in the job descriptions; the interview process should be customized to determine whether the individual is well matched with the organization's environmental objectives and the program for induction should be established to give new employees information about the organization's green objectives. The number of organizations that use the green recruitment method is steadily increasing.

2. Training and Development

The training and development courses established for representatives at all positions across the company ought to include ecological and environmental perspectives. The introductory process for new employees should incorporate green presentations which will inspire the workers to acknowledge the green strategies and activities of the organization and furthermore to adjust to the green objectives of the organization like reducing the greenhouse gas emission, waste reduction and energy conservation. Moreover, in order for the managers to

encourage awareness about the environment, "green managers" can be developed in every division. The education and training should be focused to make the employees feel included (Jabbour & Santos, 2008). Training also should incorporate all workers and managers in the association (Banerjee, 1998). The reason for the training is to persuade and incorporate ecological activities in the culture of the association (Stoughton & Ludema, 2012). Workers as well as the managers need updates routinely and they need to be reminded of the significance of ecological targets all together for the procedure to be feasible.

3. Compensation and Rewards

Compensation programs can be utilized to motivate the workers to change their conduct towards green performance. A reward incentive and various pay components can be included to the remuneration framework for compensating workers who depict green and pro- environmental conduct connected to their work execution. Disincentives that dishearten unwanted behavior may likewise be used, like suspensions or warnings.

A reward framework can inspire workers to increase their performance in ecological activities and build their dedication and obligation (Epstein & Buhovac, 2010). Although it is generally perceived that monetary benefits are the single largest motivator, different researches have demonstrated that other rewards, like additional days off, a good parking spot, recognitions and gift certificates could be more powerful in urging employees to act in more ecological ways.

4. Performance Management

Quantifying the pro- environmental performance at an individual level in an organization is tough. A performance monitoring framework to enhance the green human resource activities are hence, needed to create ecological execution models and criteria. The performance management framework can be established by connecting performance management to green objectives and undertakings depending on the work related duties. Companies have addressed these issues by introducing all-inclusive principles and standards of environmental execution to quantify and evaluate environmental performance principles and creating green frameworks, reviews and commissions.

5. Employee Relations

The contribution of representatives in the process of planning the ecological strategies would prepare them to produce green results. Employee relations add to improve the processes by improving the coordination. It additionally deals with the wellbeing and health issues of workers. As Phillips (2007) states that involvement of the employees in the environmental management has been shown to enhance the prevention of pollution from the work environment. To include workers in the decision process along with informing them about the pre requisites and accomplishments will motivate them to act in an ecological way (Perron et al., 2006). This implies that in regards to ecological concerns, supervisors need to ensure greater autonomy for their workers and empower them to be innovative and think of answers for problems.

The empowerment of the representatives is crucial if an association wants to accomplish their environmental objectives and it is a smart thought to divide the obligation to groups of representatives (Atkinson, 2010). A continual feedback where outcomes are envisioned will motivate both sides to proceed with the developments and the changes and in addition will guarantee that employees are constantly informed on their significance for the organizational changes and on the viability of their contribution.

GREEN HRM AND SUSTAINABILITY PRACTICES IN INDIAN COMPANIES

1. Wipro Technologies

The company's Eco Eye Program had numerous goals to trim down the firms carbon footprint, control its energy and water proficiently, build up new benchmarks in recycling of waste, decrease the use of hazardous materials, grow to be ecologically sustainable, and encourage all employees to pursue green practices, both in their professional as well as personal lives. The green mission was extended to physical infrastructure by substituting

CRT monitors with LCD monitors. The company started a green testing laboratory to initiate the observation of a Carbon Disclosure Scheme for internal carbon footprint reporting and documentation by reducing employee travel etc. Wipro was the foremost Indian IT company to commence promotion of eco-friendly tabletop and notebook computers that were in adherence to the Restriction of Hazardous Substances (RoHS) regulations stipulated by the European Union. Wipro was the first company to launch environment friendly computer shelters.

(Source: Author's Compilation from Sustainability Reports)

2. Suzlon Energy

Through the Suzlon One Earth Campus, the Suzlon corporate headquarters at Hadapsar, Pune, is singly the most energy efficient structure ever built in India. It has an energy efficient lighting system, insulated green roof, renewable energy supported hot water arrangement, waste water treatment and waste management, carpooling facility, a green education program among others. Keeping its commitment to protecting the environment, the Suzlon factory in Pondicherry is entirely run on wind power. State Bank of India has also tied up with Suzlon to become the foremost Indian bank to take up harnessing of wind energy under its Green Banking initiative.

(Source: Author's Compilation from Sustainability Reports)

3. Tata Consultancy Services

Appearing eleventh on Newsweek's Annual Rankings of the "World's Greenest Companies" with a Green Score of 80.4 globally, the company focuses on enhancing the community and agricultural needs of the area, where its offices are situated. This makes it one of the country's most environmentally proactive entities. The sixteen premises from where Tata Consultancy Services operates within the country promote in-house composting and some of those have bio-digesters that turn waste into kitchen usable fuel.

(Source: Author's Compilation from Sustainability Reports)

4. Oil & Natural Gas Company

ONGC is primed to lead the listing of top 10 most Green Indian companies with energy-efficient technology for green crematoriums that are all set to replace the customary wooden pyres all across the country. Mokshada Green Cremation is an initiative that will lead to a saving of 60 to 70 percent on wood and 25 percent on the burning time of each cremation. Through its Landscaping Project, ONGC has begun designing the garden at Dehradun Airport and greening of the area around it. Another such initiative of ONGC is the Vadodara Movement in association with Indian Express.

(Source: Author's Compilation from Sustainability Reports)

5. IndusInd Bank

The bank is running many solar powered ATMs and has initiated an eco-savvy transformation in the Indian banking industry. The bank has been awarded the 'NASSCOM IT User Award 2012' for Environmental Sustainability. The bank is planning to develop additional initiatives for addressing the challenges thrown up by climate change.

(Source: Author's Compilation from Sustainability Reports)

6. Tata Metaliks Limited

Everyday is treated as Environment Day at Tata Metaliks Limited. As per the company policy, working at the corporate office on Saturdays is strictly discouraged. The entire office is designed to depend on sunlight for meeting its lighting needs during the daytime.

(Source: Author's Compilation from Sustainability Reports)

CONCLUSION

Green HRM is an offshoot of the green movement, linked to environment protection with an aim to save the planet from potential disasters. The six companies taken for this study are leaders in their respective areas of operations and they strive towards green business management practices. In fact, not only in these corporations, but

increasingly in other companies as well, Green HRM is all set to play an important role to promote the environment connected issues by adopting them in management values, HR policies and practices and in training inhabitants in the implementation of Environment Protection Laws. Green HRM has the potential of creating a tremendous impact on the multiple stakeholders involved – it will help the employers in their image enhancement activities and brand building by stringently implementing the environmental audit and ISO 14000 standards. This will lead to changes in the organizational culture, thoughts about waste management and facilitating the society and people who are getting adversely affected by environmental hazards. It will also make the employees and society alert to the utilization of available natural resources more carefully and promote eco-friendly produce. Green HRM is the buzzword for the times to come.

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