



## Green Human Resource Management Concept In Indian Industries – Present Scenario

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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performance of the firm was expected to guarantee corporate success by companies and its shareholders, but now it is no longer valid; economic and financial outcomes need to be accompanied by minimization of ecological footprints and increased attention to social and environmental aspects.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.

**Key Words:** *Green HR, CSR, SHRM, GHRM.*

### 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.

There are two ways in which the workers can participate: a suggestion program and problem solving circles wherein the specialist staffs is more involved in project initiation while line level workers are more likely to participate in project implementation. Other ways in which employees can be encouraged are to pursue green commuting habits like allowing flexible work weeks, establishing a car-pool program, offering free or discounted free transportation passes, adding car sharing as a employee benefit and setting up transportation savings account.

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.

A variable pay element can be added to the compensation system by linking the pay to eco-performance. Work organizations can benefit from **rewarding waste reduction practices** that teams develop. For example, when implementing a green suggestion a portion of the savings that accrued from its results can be returned back to the team or the employee who suggested the idea. Reward packages are related to acquiring designated skills and competencies (and not just for performance), as they are seen to be important factors in performance over the long-term. Disincentives include negative reinforcements like suspensions, criticisms and warnings and may be needed to get employees to make environmental improvements, e.g. if employees engage in lapses in the handling of hazardous waste. Organizations may wish to engage in giving employees positive rewards in terms of verbal feedback from supervisors, as such informal verbal and written feedback which might help motivate employees towards environmental improvements.

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.

A number of small steps, some of which don't cost money to implement, can vary significantly change how business is conducted. Here are some actions companies can take to go green:

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



- ❖ Reduce business travel - Teleconference instead of travelling
- ❖ Save water - Monitor sinks and toilets for leaks that waste water
- ❖ Explore opportunities for implementing alternative energy sources

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.

### Impact of Green HRM

- Gaining perception, reputation and good will.
- Economically useful, hence direct impact on profit and enhances the return on investments.
- Better Power Utility
- Better Utilization of Resources
- Cost Effective
- Smarter Performance translated into Cheaper Products.

### Objectives of the Study:

The main purpose of this study is to:

- Provide with a basic understanding of green HRM to the readers,
- Highlight different significant works on green HRM by other workers, and
- Elaborate on various green practices that can be incorporated for building a Green workplace.
- Attempts to suggest some green initiatives for HR.



### **Literature review:**

The extant literature in the HR field on the topic of sustainability suggests that more and more HR executives are keen to modulate their corporation as such to become exclusive environmental champions. A great extent of empirical research highlights the impact of environment management practices on performance of the organization using different parameters (Iraldo, Testa, & Frey, 2009; Yang, Lin, Chan, & Sheu, 2010).

Literature has given importance to adoption of environmental practices as a key objective of organizational functioning making it important to identify with the support of human resource management practices. (Cherian & Jacob, 2012, p. 25). Haden, Oyler, and Humphrey (2009) comprehend that the integration of environmental objectives and strategies along with the strategic development goals of a company results in an effective environment management system. Daily and Huang (2001) proposed that organizations essentially need to balance the industrial growth as well as preservation of the environment because it has been confirmed that by endorsing green practices, the companies may profit more than before (Murari & Bhandari, 2011). The Human Resource Department of an organization plays a significant role in the creation of their company's sustainability culture (Harmon, Fairfield, & Wirtenberg, 2010). It is identified that the greater the strength of green human resource policies, the greater is the intensity of adoption of environment management systems (EMS) and policies by the different companies (Bohdanowicz, Zientara, & Novotna, 2011).

### **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



### Why GREEN HR for Staffing Requirement:

- Company can find a large group of candidates meeting their requirement
- Regular status reporting
- Candidate quality and skill check before interview
- 24x7 support team

### Green Selection:

Is the integration of **Environmental Management** with **recruitment & selection**, where HRM policies are used to promote environmental sustainability and the wise and judicious use (conservation) of resources within business organizations? Green recruiting is a system where the focus is given on importance of the environment and making it a major element within the organization. It 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.

### GREEN RECRUITMENT & 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 an 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 11<sup>th</sup> 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 a 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 tendrils 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 “Environmental Sustainability”
- 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 Metaliks 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.

**FINDINGS – OPPORTUNITIES IN INDIA**

- **Conducting “energy audit”**
  - Auditing the energy efficiency and energy conservation activities and initiatives in the organization on a regular basis. This will create a mandate sense of energy conservation within the organization helping in molding green employees.
- **Green purchases**
  - Buying raw materials that has undergone recycling, or purchases to be made from green companies
- **Computerized Human Resource Information System (HRIS)**: the use of computer software to manage data about movement of human resources in an organization
- E – signatures and biometrics for documents
- Maximum use of LED technology
- **GREEN SIGMA**: From the concept of **lean six sigma**, it’s time to move to **green sigma** now.



- **Six – sigma** is a data driven approach and methodology to eliminate defects.
- Lean six sigma is a managerial approach that combines six sigma methods & tools and the lean manufacturing to eliminate waste of physical resources, time, effort and talent while not compromising on quality in production and organizational process.
- **Green sigma** is the adaption of Lean Six Sigma to environmental and climate protection.
- The principle of Green Sigma: **1. combination of methods** (outcomes and results are stronger when a combination of methods is applied rather than specific methods), **2. Continual improvement**, **3. Fact based decision making** (concentrate on the vital few things), **4. Accountability and responsibility**, **5. Everybody can contribute**.

IBM's Green Sigma solution, which applies Lean Six Sigma principles and practices to energy, water, waste and greenhouse gas emissions throughout a company's operations. The solution combines real-time metering and monitoring with advanced analytics and dashboards that allow clients to make better decisions about energy and water usage, waste and greenhouse gas emissions to improve efficiency, lower costs and reduce environmental impact.

- Under the Prime Minister Narendra Modi's leadership, the state of Gujarat had brilliant idea to cover its canals with solar panels.
- The Andhra Pradesh state Cabinet has now gone paperless. It has conducted a meeting of what is being called "eCabinet", a first-of-its-kind initiative in the country. This is expected to become a permanent feature of the Cabinet meetings.

## 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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