Research Paper HUMAN RESOURCE

Green Hrm-A Requirement For Sustainable Organization

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ABSTRACT

Green HRM is not just a management fad. Though the concept is in its nascent stage, organizations are realizing the importance of creating awareness regarding environment management through Green HR policies and practices for their long term sustainability. HRM plays the critical role in embedding sustainability strategy of the organization for creating the skills, motivation, values and trust to achieve a triple bottom line. Green HRM demands initiatives in various HR processes (from recruitment to exit) to promote the sustainable utilization of resources. This ensures building competitive advantage by reducing carbon footprints, preserving natural resources and exploring alternate resources by adopting a holistic and integrated view of people management.

KEYWORDS: Green HRM, sustainability, environment management, triple bottom line

INTRODUCTION

Organizations are nowadays realizing that, in addition to focusing on financial profits, they must consider all social and environmental impacts for their long term sustainability. Sustainability is "the ability to meet the needs of present without compromising the ability of future generations to meet their needs." Organizations need to understand their responsibility towards social and environmental risks and opportunities for all business decisions taken by them. This simultaneous approach of delivering positive results for 3P's- People, Planet and Profit- is referred to as "triple bottom line."

HRM plays the critical role in embedding sustainability strategy of the organization for creating the skills, motivation, values and trust to achieve a triple bottom line. It ensures long term health and sustainability of both the organization's internal and external stakeholders with policies that reflect equity, development and well- being; and supports environmentally friendly practices. Thus there is a growing need for the integration of environmental sustainability into human resource management (HRM) - Green HRM.

GREEN HRM

Green HRM refers to the use of HR initiatives for promoting sustainable practices. It involves understanding 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-pooling, job sharing, teleconferencing and virtual interviews, recycling, telecommuting, online-training, etc.

GREEN HR PROCESSES

This integration of HR and environmental management (EM) - Green HRM- demands initiatives in various HR processes (from recruitment to exit) to promote the sustainable utilization of resources. This helps the organization to have competitive advantage by enhancing corporate brand and image. The new millennial workforce is realizing the social and environmental consciousness by emphasizing employers to follow green values and practices in the organization. Various HR processes involved in Green HRM are:

1. RECRUITMENT

- Develop green employer image.
- Clearly outline the greening endeavors in organization's job description.
- Listing green criteria for job screening.
- Tailoring interview schedule with green goals of the organization.
- Considering resumes of 'Green-aware' candidates.
- Familiarization of green aspect in induction process.

2. TRAINING AND DEVELOPMENT

- Analysis of EM training needs.
- Green orientation programs to generate eco-values.
- Building 'green teams' to produce general awareness and specific training in EM.
- Opportunities to develop green personal skills.
- Job rotation to train future green managers.
- Develop resource data on aspects of safety, energy efficiency, waste management and recycling.

3. PERFORMANCE MANAGEMENT AND APPRAISAL

- Identifying green performance indicators for performance management system (PMS).
- Integrating green standards in performance appraisal system.
- Communicating roles, responsibilities and targets in achieving green-outcomes.
- Developing green information system and audits.
- Enabling management and employees to track their own carbon emissions through e-HR.
- Promoting suggestion schemes for innovative ideas.
- Penalties for non-compliance of standards and targets.

4. COMPENSATION (PAY AND BENEFITS)

- Linking pay to eco-performance.
- Offering benefit package for rewarding green initiatives of employees.
- Rewarding waste-reduction practices.
- Promoting recognition based rewards for sustainability competitions in green initiatives.
- Linking suggestion scheme to reward system.
- Use of green tax breaks.
- Rewarding managers for motivating green practices among employees.
- Reward packages for acquiring designated skills and competencies that provide knowledge of environmental legislation or chemistry to prevent serious accidents or illegal emissions occurring.

5. EMPLOYEE RELATIONS

- Promoting 'eco-intrapreneurs' to add value to organization's products and/or services with efficient utilization of existing financial, human and natural resources.
- Encourage employee involvement and participation for social and ecological initiatives.
- Green suggestion schemes and problem shooting circles through employee involvement and participation.
- Employee help-line for guidance in green matters
- Developing green workplace which is environmentally sen-

sitive, resource efficient and socially responsible.
- Green commuting habits like flexi-hours, car-pooling, free or discounted transportation passes, etc.
- Arrangement of telecommuting or e-work to reduce travel and emission.
- Promoting green printing by reducing paper and toner usage.
- Adopting '3R' approach of 'Reduce-Recycle-Reuse' resources.
- Establishing focus groups as Low carbon-chiefs (including CEO and Board) for green initiatives.
- Provide 'green whistleblower' help-lines
- Implementing employee wellness programs.

6. EXIT
- Environmentally unfriendly behavior may constitute breach of contract and possible ground for dismissal.
- Exit interviews to gauge employee's perceptions on organizations green practices.
- Legal protection for green whistle-blowers.

GREEN HRM IN INDIA- ITC AND ONGC INITIATIVES

To elucidate the concept of Green HRM, the initiatives taken by one of the largest private and public sector companies- ITC and ONGC respectively- has been considered.

GREEN INITIATIVES BY ITC
- Only company to be carbon, water and solid waste recycling positive in the world
- More than 40% of the energy consumption is from renewable sources.
- ITC Hotels- Greenest luxury hotel chain in the world.
- Creating over 5 million sustainable livelihoods.
- An exemplar in Triple Bottom Line.
- Watershed Development initiative brings precious water to more than 116,000 hectares of moisture stressed areas.
- Social and Farm forestry initiative has greened over 142,000 hectares.
- Ethos of ITC Gardenia-'Forward to Green, Back to Nature'.
- 'WOW'- Wealth Out of Waste- encourages recycling in schools, offices and homes.
- ITC PSPD (Paperboards and Speciality Papers Division) inaugurates a new 60,000 sq./ft. QSC (Quick Service Centre) in Talegon which reduces lead time of 2-3 days with additional turnover, thereby doubling the capacity to supply.
- Launched "Paperkraft Premium Business Paper," a multipurpose green paper which is created with the "Ozone Treated Elemental Chlorine Free Technology" for the first time in India. This has helped to drastically reduce the volume and toxicity of effluent discharged, as well reduce the consumption of certain chemicals in the process.
- First mill to adopt ECF (Elemental Chlorine Free) technology for the bleaching process, ahead of legislation.
- The use of Super batch digesters has helped to reduce specific power consumption from 35kWh/BD MT to 25kWh/BD MT, while reducing MP steam consumed from 1480 kg/BD MT of pulp to less than half of this.

GREEN INITIATIVES BY ONGC
- Receives 'Greenies Eco Award' for green initiatives and practicing best policies for environment protection amongst PSUs.
- A comprehensive GHG accounting exercise to assess overall carbon footprint of the organization and help identify mitigation opportunities.
- National Gas STAR Program to promote development, implementation and reporting of profitable, voluntary methane emission mitigation activities.
- Sustainable water management strategy aiming at reduction in specific fresh water consumption and reporting on water footprint based on internationally recognized standards and practices.
- Global Reporting Initiatives (GRI-G3) to assure sustainability reports to improve overall engagement with stakeholders, be accountable for triple bottom line performance and help improve the same.
- ONGC Energy Centre (OEC) conducts research on marketable solutions in renewable and alternate energy sources beyond hydrocarbons.
- Development of Green Building with due compliance with GRIHA compliance which ensures to save 50-60% energy and 30% water; harvest 100% rainwater and discharge zero sewage.
- Developed Safety Management system based on OHSAS 18001 to identify all hazards and associated risks with emergency preparedness campaign like 'HUMSAFE'.

CONCLUSION

The study concludes that the social and environmental consciousness emphasized by the organizations and the new millennial workforce have promoted initiatives in various HR processes (from recruitment to exit) to achieve sustainability. These environment-friendly HR initiatives result in greater efficiencies, lower costs and better employee engagement and retention which in turn helps to build competitive advantage by reducing carbon footprints, preserving natural resources and exploring alternate resources. These Green HRM initiatives have become a pre-requisite for the organization's long term sustainability.

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