

Green Human Resource Management & Sustainability: A Telescopic view of Service Industry in India

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Abstract: Environmental sustainability is a sort of momentous issue that it has already drawn attention of academicians and control disciples. As part of the environment, agencies should ensure environmental sustainability via its Human aid control (HRM) practices. Green human resource management is mandatory in this regard because it helps to combine the environmental control into HRM of a business enterprise to ensure environmental sustainability. This paper focuses at discussing the green HRM practices alongside its sustainable desires based on handy literature on inefficient HRM and environmental sustainability and additionally presenting a conceptual framework of the connection among them. The paper additionally explores the tasks and role of HR of ITC Hotels, TCS, Wipro, ONGC which are renowned companies in India and also major revenue generators of the service industry in India. The paper also observes the good practices of these selected organizations of the service industry and the impact of these good practices on the overall outcomes of the organizations as this helps the organizations to become more conscious of their business and corporate social responsibilities in a better way.

Keywords: Environmental management, Sustainability, Green HRM.

1. Introduction

Sustainability is described as the capability to meet the needs of the present generations without compromising the needs of the future generations to fulfill their needs & requirements. So, sustainable development is termed as a stability process among profit, planet and people. Inside the context of business, sustainability method a lingering decision through enterprise businesses to create new activity opportunities together with generating economic wealth into the near destiny (Deshwal, 2015). A sustainable organization is the one with economic, social, and environmental blessings and concerns for the internal and external environment. With the passage of time more companies are trying to incline closer to the environmental sustainability as natural resources are depleting every day. Scientists and environmentalists are relatively stressing on retaining ecological stability because the excess emission of carbons, worldwide warming and pollution will risk the existence of individual within the earth. Herbal calamities like earthquakes, frequent floods and vanishing of positive species and animals are the consequences of ecological imbalance. Going green in every element of life is now the need of time. Corporations have already commenced to understand the want for a green sense of obligation to shop the surroundings. So, the term inexperienced Human resource management (green HRM) is gaining recognition some of the commercial enterprise groups because the HR features becomes the motive force of environmental sustainability.

In step with Renwick et al., (2008), Green HRM is the combination of company environmental control into human aid control. It includes venture such HR activities with environment friendly and could similarly cause more effectiveness, price reduction and higher worker engagement and retention. A few inexperienced HR tasks like electronic submitting, car-sharing, job-sharing, teleconferencing and virtual interviews, recycling, tele-commuting, on line training, power efficient workplace space and so forth. Assist the enterprise to lessen carbon footprints (Mandip, 2012). Inexperienced HR also facilitates the corporation to lessen unnecessary wastage of papers and right utility of inexperienced human aid rules which include green planning, green recruiting & choosing, green employee control and green worker relations. It presents the shade of green in the place of job that is essential for the sustainable improvement.

Although 'Green HRM' is gaining popularity amongst managers, personnel, clients and other stakeholders, only a few research studies linked to the HRM procedure with the environmental sustainability. So, there may be a need of development to show the real life sustainable projects and the position of HR of the organization for preserving it. The study aims to implement a clear understanding of the green HRM practices and its effect on environmental sustainability alongside actual organisation examples.

1.1 Environmental Sustainability

Environmental sustainability is a responsive interplay with the environment so that it will conserve herbal resources through growing alternative resources of strength and lowering pollutants or any negative effect for the long term environmental first-rate. Nature has a tremendous rejuvenation ability to care for itself while it's miles left alone. however, when man or women take an entry and use herbal assets, things begin to trade. Human moves expend natural resources and growth pollutants which in flip creates ecological imbalances. Environmental sustainability is important for the sustainability of man or women. As a part and benefactor of the surroundings, agencies ought to be greater alert whilst the use of new technology to minimize environmental destruction and attempt to make merchandise that creates much less pollutants or damage to nature. (Liu, 2010; Ozen and Kusku, 2008). For

ensuring environmental sustainability, a business enterprise desires no longer most effective technical and clinical elements however additionally human element. Human assets play the key position inside the achievement or failure of an enterprise's efforts towards environmental sustainability. Groups' basic functioning requires each day use of a variety of paper, plastic, envelope and ink toner and so forth. it's miles very tough for an organization to reduce using these consumables as they're a part of basic operation regardless of how eco-friendly it's miles. however, for making sure environmental sustainability it could take a few environment pleasant measures like minimal use of paper and published materials, e-recruiting, reduced carbon footprints, elevated recycling, use of tele and video conferencing, cleanliness and waste control, green task schedule and inexperienced praise to employees (Prasad, 2013). inexperienced commuting conduct, green whistle-blowing, green goals and green behavior signs are also important to preserve environmental sustainability (Mandip, 2012). consequently, surroundings friendly HR procedures can make certain better performance, limit expenses and inspire personnel' participation to assist the corporation run in a surroundings friendly and sustainable way.

2. Rationale of the Study

Environmental sustainability troubles have turn out to be an indispensable part of a corporation as enterprise entities are also a part of our society. So, HR practitioners and academicians are constantly seeking to reap sustainability through implementing green HR practices. This will help the HR experts via providing a clean idea of inexperienced HR practices. It will also provide a yardstick to the employers and HR managers concerning the use of green HR practices for ensuring environmental sustainability along with the wellbeing of its personnel. Subsequently, this will help the researchers with the aid of revealing additional records concerning the sustainable initiatives and function of HR of a business enterprise for keeping environmental sustainability.

3. Literature Review

Green HRM refers to all those activities that make sure sustainability through extended employee awareness and commitment. Green HRM tries to transform personnel into green employees to obtain long term environmental purpose together with more contribution to the environment. It includes all surroundings- pleasant HR projects that result in increased performance and worker engagement, retention, reducing charges, maintaining electricity and decreasing carbon emissions to the environment. For this, each and every HR feature is needed to be green and integrated with the general agency intention for ensuring environmental sustainability.

3.1 Green Job Design and Analysis

In recent times environmental management problem has come to be so significant that many companies are creating environment friendly jobs to ensure environmental sustainability (Arulrajah et al., 2015). Environmental, social, personal, and technical necessities of the businesses can be protected within the activity descriptions and process specs. as an example, environmental reporting roles, fitness and protection tasks and environmental protection responsibilities may be blanketed inside the activity descriptions (Wehrmeyer, 1996; North, 1997; Revill, 2000). Many businesses use teamwork and move- practical groups as job design strategies to efficiently control the environmental problems (can also and Flannery, 1995; Florida, 1996; Clement, 1997; Beard and Rees, 2000). once more, inexperienced competency may be a unique factor of process description (Opatha, 2013).

3.2 Green Human Resource Planning

On the way to introduce environmental issues in the corporate subculture, particular set of abilities and expertness are needed (Arulrajah et al., 2015). green human useful resource making plans is required on this regard. New environment friendly strategies also can be taken to satisfy the forecasted demand with the aid of a corporation. as an instance: ISO 14001, purifier production, responsible care, environmental audits and so forth. are a number of the coolest practices which might be already being adopted by using some main corporations to satisfy their environmental desires.

3.3 Green Selection & Recruitment

Incompetent HRM can be ensured through integrating the recruitment policy and company environmental coverage of the company. A survey by using the British Carbon trust ensured that more than 75% personnel burdened on implementing a lively environmental coverage to reduce carbon emissions (Clarke, 2006). companies are looking to appeal to new skills through gaining a popularity of being an inexperienced employer (Phillips, 2007; Stringer, 2009). Now-a-days, many organizations are including environmental standards and expressing their choice to recruit environment conscious personnel of their recruitment messages (Opatha, 2013). excessive achieving ability employees additionally take the environmental sports and popularity of the employer into attention even as taking decisions concerning making use of for job vacancies (Wehrmeyer, 1996; Oates, 1996).

And also for keeping environmental sustainability, 'environmental situation and interest' may be one of the selection criteria whilst taking choice decision for vacant posts. surroundings related questions can be asked inside the interview board at the same time as interviewing applicants (Crosbieand Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000). a few groups are trying to pick out candidates who're sufficiently aware of the time period 'inexperienced HRM' and who're involved in greening as clients of their non-public lives (Opatha, 2013).

3.4 Green Induction & Orientation

Induction system is used by the businesses to make sure the nicely expertise and conformity of new employees inside the new corporate tradition (Wehrmeyer, 1996). inexperienced induction can be finished in ways: general green induction and task precise inexperienced induction. In trendy inexperienced induction method, the companies provide essential fundamental records approximately the corporate environmental control policy, device and practices to the chosen applicants (Renwick et al, 2013). some groups decide upon process specific green induction in which new personnel are supplied with surroundings orientation packages particular to their jobs (North, 1997). both procedures are very vital for making new personnel recognize their environmental obligations, fitness and safety preparations, the corporate environmental culture and the employer's environmental coverage and practices (Crosbie and Knight, 1995).

3.5 Green performance evaluation

Green performance assessment may be very essential for ensuring practical environmental overall performance in the long run. It is able to be carried out one by one or can be aligned with the prevailing overall performance assessment system of the employer. Many agencies have already established Environmental management information systems (EMIS) and environmental audits of their organizations for making sure inexperienced HRM practices. for example: Tata group of corporations have set up organization-wide environmental performance requirements masking on-web page use, waste management, environmental audits & the discount of waste to measure environmental overall performance requirements and to broaden inexperienced statistics structures. It additionally plays environmental audits with the intention to gain useful records on managerial environmental overall performance (Mandip, 2012)

3.6 Green Training and Development

Appropriate environmental education is necessary to develop required competencies and expertise of employees for the right functioning of corporate environmental management packages of the enterprise (cook and Seith, 1992). Environmental education, seminars and workshops are very helpful for increasing consciousness among the personnel to achieve environmental desires (North, 1997). a few desirable green training and development practices are: schooling group of workers to provide inexperienced evaluation of workspace, process rotation to teach destiny inexperienced managers, specific schooling on environmental management elements of protection, power performance, waste management and recycling, development of inexperienced private abilities, and re-schooling of staffs dropping jobs in relevant polluter industries (Renwick et al. 2008 and 2013).

3.7 Green Reward Management

Green reward control extensively will increase the extent of motivation of managerial and non-managerial personnel. Green rewards can be each economic and non-monetary. Financial rewards are: incentives, bonuses, cash and many more whereas Non- financial rewards are awards, special recognitions, honors, prizes and many others and both of the rewards are given for the good environmental performance of personnel. Some organizations have already delivered environmental standards into income evaluations and efficiently rewarded exquisite environmental performance (Crosbie and Knight, 1995). A few other enterprise precise green praise practices are: pollution prevention can pay (3M), waste reduction always can pay (Dow), precedence one (Monsanto) and store cash and decrease toxics (Chevron) (Berry and Randinelli, 1998).

3.8 Green Health and Safety Management

Green health and protection control is crucial for an organization that now-a- days many companies are growing a brand new put up named 'health, safety and surroundings supervisor'. The principle purpose of green health and protection management is to offer an environment conscious, resource efficient and socially responsible administrative center for all workers. organizations can create inexperienced factor or inexperienced quarter to make certain fitness and protection of personnel. corporations that followed proactive stance (3M, DuPont, Allied, sign, Amoco, and Monsanto) in environmental management have determined that management of environment is important for improving the fitness of employees and nearby communities which in flip enhances the image of the organization as a suited corporation and corporate citizen (Ditz et al., 1995)

3.9 Green Employee Relations

Whilst working towards incompetent HRM, worker relations and union strain may also face up to the implementation of environmental management activities. Encouraging worker involvement and participation in green schemes, trouble fixing, producing and keeping thoughts inexperienced and maintenance can dispose of the trouble of resistance (Renwick et al., 2008 & 2013). Employee participation is also visible as a sturdy device to hinder pollutants from the workplace (Phillips, 2007). once more, increasing supervisory guide, union-control negotiation, schooling of union representatives, introducing inexperienced whistle-blowing and help-traces may be helpful for maintaining desirable dating with the personnel' union. A few corporations are seeking to build inexperienced conduct like bendy paintings weeks, car pool-software, lose or discounted transportation passes and automobile sharing inside their employees (Mandip, 2012).

4. Objectives of the Study

This paper has two objectives:

- To conclude the sustainable initiatives and the role of HR in Service Industry in India.
- To examine the concept of Green HRM in more extensive manner.
- To study the advantages of ratifying the Green HRM in the organizations.
- To identify the challenges of Green HRM.

4.1 Research Methodology

This is basically a qualitative study that uses secondary data. Secondary data have been collected from comprehensive literature and other published materials, i.e. books, journals, research papers, websites and newspaper articles (internet based) to develop a solid theoretical foundation based on empirical evidence.

5. Green HRM for Environmental Sustainability

Green HRM is the set of activities (HR planning, recruitment, training and development, performance appraisal, employee relations, pay and reward etc.) that direct an organization's human resources toward achieving organizational goals through environmental sustainability. The role of HR in maintaining environmental sustainability is two- folded: management of employees for achieving corporate goals and ensuring sustainability through all their activities. On the basis of our discussion we can propose a conceptual framework of green HRM for environmental sustainability.

5.1 Advantages of Green HRM for an Organization

- It will increase employee morale.
- It enables in employee retention and decreases labour turnover.
- It enables to create an efficient talented human resource.
- It facilitates in constructing organization vision to draw right human resource.
- It could additionally be used as an advertising method.
- It improves relationship of the business enterprise with its stakeholders- customers, suppliers, providers, shareholders, government groups, personnel and the media.
- Improvement in quality and enhancement of methods and strategies.
- Green HRM helps in saving money of the organization as expenses are reduced.
- It facilitates a competitive benefit to the organizations in the market.
- It can be portrayed as a marketing strategy.
- It nurtures the overall requirements of an organization outside as well as within an organisation.
- It helps to promote the organization's mission & vision with transparency.

5.2 Green HRM Challenges

- Employees are with different demographics & mind sets so they so hindrance in accepting & in promotion of Green HRM practices of the organization.
- Creating an environment for Green HRM in an organization is a very difficult and rigorous process.
- Organisation hesitates as it requires huge investments in the nascent stage and it has very low rate of ROI slowly & steadily it paces.
- Selection and recruitment of employees under green HRM Policies and identifying quality talents is a challenging task.
- Employees' behavior is the main aspect where the Green HRM Practices are showcased and it cannot be measured so it is difficult task.
- It is challenging to change the outlook of employees in a short duration of time.

6. Green Initiatives in India

To explain & interpret the concept of green human resource management, the initiatives & practices of some famous companies of the service industry – ITC Hotels, TCS, Wipro, ONGC has been considered

6.1 Sustainable Initiatives and the Role of HR of Wipro

Wipro is a global leader in providing information technology, Consulting & business process services. Wipro was founded by Mr. Azim Premji in the year 29th December 1945 Wipro has continually sought to set itself apart from the milieu, by re-emphasizing its position as an innovation leader. In accordance with this vision, Wipro strives to integrate business sustainability, and has undertaken numerous initiatives towards this end.

Earthian Initiative

- This initiative is started to address sustainability issue with schools & colleges wherein the team will partner with different institutes to run long-term engagement program which aim towards embedding sustainability in the young minds.

Eco Eye Project

- Wipro's social and community initiatives are focused on responsible and deep engagement with all stakeholders. Eco Eye represents the way we see ourselves and our engagement with stakeholders-on the journey to more sustainable business practices. The ecological dimensions of our operations are focused on energy efficiency, water efficiency, waste/pollution management and biodiversity. We have set stretch targets for each of these areas. Moving beyond mere compliance with laws and regulations, we engage with our employees, focusing on topics such as 'Sustainability Awareness', 'Health and Safety', 'People Development' and 'Diversity and Inclusivity at the Workplace'.

PS Narayan - Vice President, Ecoeye, Social & Community Initiatives

Sustainability at work place

- Diversity at work place
- Empowerment & engagement program
- Building careers & capability

6.2 Sustainable Initiatives and the Role of HR of ITC Hotels

ITC Limited is an Indian Multinational Conglomerated company. Established in 1910 as the Imperial Tobacco Company of India Limited, later the company was renamed as the India Tobacco Company Limited in 1970 and then to I.T.C.

- ❖ To contribute to sustainable development through the establishment and implementation of environment, health and safety standards that meet the requirement of relevant laws, regulations and codes of practice;
- ❖ To ensure adoption of resource efficient and cleaner production methods;
- ❖ To continue to increase the contribution from renewable energy sources towards meeting overall energy demand.
- ❖ ITC believes that diversity at the workplace creates an environment conducive to engagement, alignment, innovation and high performance. This is achieved by a policy that ensures diversity and non-discrimination across the Company.
- ❖ To work with supply chain members that comply with applicable laws and regulations related to labour practices, human rights, bribery & corruption, occupational health, safety and environment;
- ❖ To encourage resource-efficiency in the supply chain;
- ❖ To guide supply chain members towards becoming more sustainable.

6.3 Sustainable Initiatives and the Role of HR of TCS

Tata Consultancy Services Limited is an Indian global leader in information technology services and consulting company. TCS is the second largest Indian company by market capitalization. TCS was founded by JRD Tata & Faquir chand kohli in 1968.

- Tata Consultancy Services (TCS) follows the Tata Group philosophy of building sustainable businesses that are rooted in the community and demonstrate care for the environment. We follow a 'basket weave' methodology, as part of which social, economic, and environmental issues are addressed both inside TCS as well as outside.
- Our company believes that corporate sustainability extends to the triple bottom line of people, planet, and profit. We have increased the radius of business responsibility beyond immediate benefit to long-term good, while ensuring the sustainability of the organization. TCS enables an environment of greater consciousness through a process of collaboration with employees, suppliers, customers, and the community at large.
- "TCS is already extensively engaged with clients across the region in sustainability:
- From monitoring the entire supply chain of shrimp cultivation in India to closer to home in ASEAN, TCS is working on a unique renewable energy"

Source: Girish Ramachandran, President, TCS Asia Pacific

6.4 Sustainable Initiatives and the Role of HR of ONGC

Oil and Natural Gas Corporation is an Indian public sector multinational crude oil and gas company. It is owned by the Government of India, under the administrative control of the Ministry of Petroleum and Natural Gas. It was founded on 14th August 1956.

- ONGC works on towards sustainability and is committed to enhance the triple bottom line Benchmark i.e. economic, environmental and social performance.
- ONGC focuses on carbon management, sustainable use of resources like energy, water etc.
- Also doing various programs like sewage treatment & Seawater desalination to fulfil the organizational corporate sustainability.
- ONGC is continuously working towards reducing carbon footprints by reducing energy consumption. Initiatives like mission carbon neutral & natural star program has been launched towards sustainability.

7. Conclusion and Recommendations

It is not a hidden fact that every human being on earth is trying to retain the environment against global warming which has become a major challenge for every country. With the help of Green HRM the initiative is to maintain working environment of employee in to green environment which will full fill the purpose of maintaining green sustainable environment. There is a set of activities involved in Green HRM which starts from HR recruitment planning till employee growth and development in an organisation where HR is equally responsible for maintaining the environmental sustainability. Organizations like– ITC Hotels, TCS, Wipro, ONGC has set the bench mark for other organizations by contributing towards sustainable development with their initiatives for health and safety standards, by solving sustainability issue in school & colleges. The application of Green HRM helps to establish and boost the environment which gives the organisation an edge to their competitors.

To build a strong sustainable program for green environment it is very important to understand the importance of it so that each and every organisation come up with innovative ideas to save environment like few organizations has already been discussed in this research. It is a responsibility of individual for contributing towards green environment at work place as well. There should be more program to be launched for controlling hazards effecting environment which will result in a structured move towards framing strong system to safeguard environment.

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