



Research Paper

Assessing Green HRM Practices in Selected Companies of Chhattisgarh

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Abstract— In current set-up companies are aware about the rising significance of incorporation of Green hrm practices as it is affecting the sustainability of organisations in long run. The concept of Green HRM essentially deals with the use of HRM policies and practices to uphold the sustainable use of resources within business organizations and meanwhile promote the cause of environmental sustainability. The concept of green HRM focuses on the initiatives undertaken with the objective of protecting the environment and saving our mother earth from the natural and man- made disasters in future. The paper deals with the concepts of green HRM, its benefits and various green HR initiatives and practices which leads to green HRM at workplace. There are 23 public sector units in Chhattisgarh which has immense scope to adopt Green HRM practices. The paper deals with sustainable practices which can be adopted by the companies for lucrative business scope in coming era.

Keywords: Green HRM, Sustainability, Environmental Management

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I. INTRODUCTION

All knowledge managers today talk about Green practices, the simple reason of this is to attain sustainability. Sustainability is the demand as we are facing dangerous situation of depletion of all resources be it natural resources or human resources. In todays era if we assess the the harm done then we can very well assess that what will happen in future..The concept of Green signifies sustainability and protection of environment by being green. Green HRM is a concept in HR which originated in 1996 by Wehrmeyer (1996) who edited a book titled “greening people: human resources and environmental management” (as in Jackson, Renwick, Jabbour, & Muller-Camen, 2011). It is an emerging topic in the today’s era where we have huge scope to retrieve what are the advantages of Green hrm and how it can be implemented in companies. In Indian context very few companies are practicing it but if it is practiced extensively then companies will be profiting a lot and we can overcome the challenges of sustainability. Green HRM talks about consuming natural resources and raw materials not in excess but wisely. Researchers say that employees should be inspired, empowered, and environmentally aware of green in order to carry out green initiatives (Prasad, R. S.2013; Mathapati, 2013; Zoogah, 2010, Mandip, 2012).There is a growing need for the integration of environmental management into Human Resource Management (HRM) practices.This is called as Green HRM. Any organisation can be a facilitator to promote sustainability by practicing it in its policies. Green HRM concept can be applied from recruitment and selection to employee compensation. Green HRM includes two essential rudiments: environment-friendly HRM practices and conservation of knowledge capital (Jain, 2009). Green initiatives should be a part of corporate social responsibility. Employees at all levels need to be involved in green initiatives.

What is Green HRM can be explained very simply as minimizing the HR cost and increasing the output. Digitalization is one of the concept which can be integrated to establish Green HRM concept. Awareness towards environment sustainability and the social ell being of the employees is explained better by the concept of Green HRM. .If we understand the concept of GHRM we can very well say that it is responsible for creating a workforce which is green workforce and these employees understand the initiatives of of green practices and they promote it. If GHRM practices are adopted it would benefit the organization, the individuals, the society, natural environment and organisations too.

II. BACKGROUND OF THE STUDY

The paper has been written on the basis of the background to find out the Green HRM practices prevalent in public sector units of Chhattisgarh. Green HRM is an emerging concept and it has great impact on the sustainability of the organisations. How companies are doing it in Indian and Global context has been studied and a concept has been developed to find out its practices in the public sector units of Chhattisgarh. Green HRM practices has been implemented in the various areas of HR like recruitment, training and development, performance management, compensation and human relations.

Green Recruitment can be defined as a process of hiring individuals who are environment friendly. They have knowledge, skills, approaches and behaviour which matches with environmental management system. For example we can have green job analysis done for employees we can create green Job Descriptions where we can find out their knowledge towards making green environment in the companies. Generally in recruitment we ask the candidates related to their personal and professional knowledge but green recruitment can focus on environmental behaviour of the candidate. Recruiting candidates with green twist of mind makes it easy for firms to initiate professionals who are attentive with sustainable processes and are already well-known with basics like recycling, conservation, preservation and creating a more rational world. Grolleau et al. (2012) in their study on collision of environmental principles of a company on recruitment of an employee found that environmental obligation of the company adds to profile of a company. Further research should address questions related to the green employer's enthusiasm in achieving the environmental goals and how the potential job seekers perceive or rate them on the parameters of sustainability as claimed.

- Green Performance Management Green T & D activities make employees sensitive to various aspects and values of environmental management. This helps you to use different storage methods within your organization, including waste management. It also enhances employees' ability to respond to various environmental problems. Environmental education and training are paramount to achieving environmental goals while establishing a positive environmental culture for employees to feel involved in environmental outcomes, according to a survey of managers on best management practices. It turned out to be a good HRM process. To study the role of HR in achieving a sustainability culture, HR provides leadership development workshops and managers develop "front-line" software, social, or behavioral skills in teamwork, diversity, and management. Suggests that it may help develop change and collaboration. Future research will help enable green training on the one hand and help organizations develop environmentally friendly managers who will not hesitate to indulge themselves and promote sustainability throughout the process. The Green Compensation Employee Compensation program can be modified to provide rewards based in part on the assessment of employee behavior and professional skills. In addition, employees were able to win awards for their outstanding achievements in special projects. Green rewards include taking advantage of workplace and lifestyle benefits, from carbon credits to free bikes, to allow people to participate in the Green Agenda while acknowledging their contributions. Paperless offices Most of the work in the office is done on paper, but the introduction of IT has reduced paper consumption. Today, e-business and learning have changed the way offices work, turning them into paperless offices. A paperless office is a workplace where the use of paper is restricted or eliminated by transforming important government documents and other paper into automated workflows. This method significantly reduces the cost of paper-related actions such as paper consumption, copying, printing, and saving, and also saves time when searching for paper documents. In 2008, Jamie Garratt founded Idea Rebel, a digital agency based in To understand the concept of Green HR practices in the public sector.

- To know the green recruitment and green training strategy adopted in the public sector
- To study the green performance appraisal adopted by companies

III. LITERATURE REVIEW

Green HRM combines environment-friendly HR initiatives and practices for sustainable use of resources that resulting in more efficiency, reduced amount of wastage, improved job attitude (Margaretha and Saragih, 2013). Marhatta and Adhikari (2013) and Zoogah (2011) has defined green HRM as the application of HRM policies and practices for sustainable consumption of resources within business organisations and usually promotes the cause of environmentalism. In the words of Opatha and Arulrajah (2014), green HRM is defined as the process of making the employee acquainted with the use of green human resource policy and practices, and this is for the benefit of individual, society, community, and for the whole planet. The HRM function acts as driver of sustainability by implementing its green HRM policies and practices with the objective of EPF (Cherian and Jacob, 2012; Mandip, 2012). Nowadays the concept of green HRM is promoting greater concern among corporate, private sector/public sector, which attempt to lighten role of green HRM activities in reinforcing and possibly lashing EPF. Such a green practices dedication will help to reduce the environmental degradation activities and procure the environment for our present and future generation (Jackson et al., 2011). In order to encourage the valuable green HRM in an organisation, green training and development (GTD), energy proficient

workspace (EEW) and rewards and acknowledgment are considered to be the most important factors (Govindarajulu and Daily, 2004).

The study conducted by Daily et al. (2008) examined that to manage the efficient EPF, it is vital to promote green training in an organisation, as training is to educate and increase awareness among the employees about various issues related to the environment and develops new skill to meet such issues. It is clearly acknowledged that effective green training mediates the effective EPF (Sarkis et al., 2010). Jabbour et al. (2010) studied the role of HRM in promoting the green practices in an organisation. They recognized the important human dimensions such as training and employee motivation, which play a fundamental role in the functioning of green practices by the employee. Fernandez et al. (2003) acknowledged that effective green practices execution requires environmental awareness and knowledge of process among the individual employee and this will be done by combining green practices with training and development. Around the globe public and private organisations seeks green initiatives to lessen the causes of environmental dilapidation and to improve the EPF (Wang and Mao, 2013; Choi et al., 2013, Zou et al., 2015). So facing the challenge for a firm's survival, success and corporate status, active green programme is needed in the primary stage (Melo and Garrido-Morgado, 2012; Qi et al., 2013; Cormier and Magnan, 2013). Various organisations are providing pay and rewards to their employees to improve the EPF. Very few studies are undertaken to know the benefits of a green workplace to individual EPF, individual health and satisfaction (Rashid and Zimring, 2008; Kamaruzzaman et al., 2011; Zhang and Altan, 2011 and Rashid et al., 2012; Elsarrag et al., 2016). In other significant study, it is pragmatic how occupiers, whether it is management or employees, identify and appraise the function of green workplace environments, and subsequently evaluate the effectiveness of a green place of work environment (Gou et al., 2013; Hui et al., 2015). Green and sustainable workplace provides better psychological profit, better health and better job satisfaction (Kato et al., 2009; Kuziemko, 2015; Forsythe and Wilkinson, 2015; Gou, 2016). Such initiatives might involve emergence of new power resources to fulfil the need of society, developing new innovative ideas and strategies that will help in EPF. Other researchers such as Green Building Council Australia (GBCA) (2013), Gou et al. (2013) and Newsham et al. (2013) concluded that the employee was more satisfied with workplace design (Byrd and Rasheed, 2016). The green workplace plan creates a high level of satisfaction and contentment, positive approach and longing in the occupants towards the environment (Monfared and Sharples, 2011; Deuble and John, 2012; Daniel et al., 2014; Wu, 2015). Green workplace may be the most evident and positive attribute of an organisation, green workplace may also drive a message of brand superiority, strength, authority, energy and pleasure to all including employees. A number of studies show that employees gave better results, outcomes and productivity who are satisfied with their workplace (Leather et al., 2003; Lee and Brand, 2005; Frontczak et al., 2012; Kim and de Dear, 2013; Schiavon and Altomonte, 2014; Byrd and Rasheed, 2016; Gou, 2016). Carlopio (1996) identified that employee workplace satisfaction is positively related to the employee job satisfaction and indirectly related to organisation EPF. Therefore, we consider green workplace as an important factor of green HRM, and there is a requirement to recognise the connection between the energy efficient workplace and EPF. Research in Green HRM. Jackson et al., (2011) present a literature review of studies linking specific HRM functions to the environment. Recruitment practices help effectively manage the environment by ensuring that new employees understand the organization's environmental culture and that share environmental value. Stringer (2009) Recruitment Graduates 4,444 and 4,444 Other 4,444 Positions 4,444 Applicants 4,444 4,444 Corporate 4,444 4,444 Environment 4,444 Focus on management practices and performance and use this information to determine where to apply. Management of Philips (2007). Wehrmeyer (1996) A survey linking specific HRM features and environmental management companies are from to recognizes that has gained a reputation as. Ramus (2002) Environment Training and Culture 444 Employee Feeling They Responsibility 444 Environment Result Strongest HRM Practice Achievement of Environmental Goals. Milliman & Clair (1996) Incentive Management Incentive Payment to 444 Reaching Environmental Goal helps get the attention of managers and encourage efforts to achieve them. Ramus (2002) Incentive Management Awareness and Finance Incentive may be effective 44 Employees motivate to generate eco-initiatives. Latest Research on Green HRM Author HRM Function Sarkaris et al., (2010) Training and Development Impact of Stakeholder Pressure on Environmental Management Principles Primary Survey Approach Better educated employees have a better awareness of environmental management systems. Jabbar et al., (2010) Training, Recruitment, Compensation Impact of HRM on Environmental Management Systems Main Case Studies Human aspects influence the implementation of green management principles. Teixeira et al., (2012) Impact of training and development of green HRM practices on teamwork and organizational culture Primary Case Study Employees with better training promote good environmental management systems in any organization and build an effective corporate culture. Is essential to do. Grolleau et al., (2012) The effect of adopting environmental principles on recruitment Primary Survey experts investigated the attitudes of companies toward the environment. Jabbar et al., (2012) Employee empowerment, compensation, awareness and feedback Impact of HRM and environmental management on corporate performance Primary Survey Human aspects influence corporate performance and mediate the implementation of environmental management systems. Daily et al.,

(2012) Education and Training Impact of Environmental Management Education and Training on Employee Performance Primary Survey All other aspects of human resource management related to the implementation of Green Management Principles are directly linked to good education. It is related. Ji et al. , (2011) Employee Training Impact of Employee Training on Corporate Performance in Sustainable Development Primary Survey Approach (Empirical Study) This study has a direct and moderate impact of employee training on corporate performance

IV. DISCUSSION AND FINDING

CASE STUDY OF BHILAI STEEL PLANT

Bhilai Steel Plant is one of the major steel producing companies located in Chhattisgarh. It is among the promising unit of SAIL . BSP is a pioneer in setting up high HR standards in the firm. If we discuss the HRD initiatives of the company it has a huge HRD department which exclusively looks after the HR issues of the firm. Company has a separate unit of CSR which exclusively involves its employees under its banner of CSR activities. Green HRM practices has been introduced in the company through various initiatives like the company has come up with online advertisement which is known as E-procurement where applicant can apply directly with their user ID and password. This initiative has reduced the chain in recruitment and selection and through their website portal sharing of information is easy and authentic. BSP is one of the company in Chhattisgarh which has setup a triple bottom-line commitment by adopting eco -friendly initiatives. The company has set up ERPEP Software which is a portal to login. Bhraman activity is a tour system introduced by the company. For Ex employees Agraj Samvad Portal is there where the information related to profile, payment, Mediclaim, medical contact database is maintained. BSP is working on the principle of paperless office and all its HR activities are mostly through online.

NATIONAL MINERAL DEVELOPMENT CORPORATION

Since commencement NMDC has been in the front position in encouraging and implementing best sustainable mining practices and adopting scientific mining, mineral conservation and beneficiation techniques. This recognition will help NMDC to reach greater heights of excellence in mining and keep up the spirit of being the Nations' true eco-friendly miner. The vision of NMDC is to emerge as a global environment friendly mining organization and also as a quality steel producer with a positive thrust on social development. The same is reinforced in the Mission statement and the Objectives of NMDC that their sustainability strategy focuses on the areas that represent key challenges and opportunities, i.e., Community Development, Employee Welfare, Scientific Mining, Employee Safety, Biodiversity Conservation, Energy Efficiency, and Land Reclamation. The company has consciously aimed at exceeding legal compliance requirements and ensured that the policies and procedures related to ethical business practices are implemented. NMDC places great value on the health and safety of our workforce and a comprehensive safety management system has been deployed to ensure a safe workplace for every employee. The tools in the management systems include policy, procedure, objectives & goals, KPIs, risk identification and review mechanism. With a view to give a more structured organizational response to the requirements of Sustainable Development, a team of Sustainability Champions are in place. With the Board Sub-committee on CSR and Sustainability in place the leadership requirements for Sustainable Development are met by this Committee.

V. MAJOR INITIATIVE TOWARDS SUSTAINABLE DEVELOPMENT

- Exploration activities are carried out systematically within lease area in a gridded pattern to help define the ore body boundary and then conceptual pit limits are so designed to avoid re-handling or relocating of dumps/infrastructures.
- Mine Planning:
 1. Designing of roads and ramps within active mines to keep the lead distance for Ore to CP and Waste to Dump as minimum as possible.
 2. Pit designing to balance between total up-hauling and down hauling of loaded dumpers.
 3. Systematic production planning to minimize degradation of Forest area within lease.
- Blending of low grade ore with high grade ore for producing saleable product at mine level to reduce rejects quantity and to improve life of mine.

BSP AND NMDC ALIGNMENT TO SDG GOALS

- Elaborate healthcare facilities i.e. regular check-up and treatment facilities for the workforce.
- CSR initiative “Niramaya – Towards Healthy Life” for preventive and curative community healthcare.
- Measures to conserve water i.e. Water Audit, physical monitoring of ground water quality & levels, check dams, Sewage Treatment Plants, improving the efficiency of motors / pumps etc.
- Water Audit carried out at all projects of NMDC and recommendations are under implementation by projects to conserve water.

- Through the flagship CSR scheme “ Payjal” , NMDC has undertaken measures to provide clean drinking water to the communities around its Projects.
- Energy audits are conducted which helps to identify and prioritize energy efficient technological measures and savings opportunities.
- Solar Power projects at its Office premises and units which include a 30 KW rooftop solar power generation at Head Office, 1 MW rooftop solar power generation at production units of NMDC under implementation.
- 10.5MW Wind Project registered with the United Nations Framework Convention for Climate Change(UNFCCC).
- NMDC and BSP are committed to minimizing inputs of water, energy, land, chemicals and other materials, as well as outputs of waste, effluent and emissions. BSP is committed towards sustainable development reducing wastage and pollution.
- NMDC and BSP are progressively integrating environmental and social requirements into procurement processes with adoption of Systems i.e. ISO 14001 and SA-8000 Standard. NMDC and BSP are continuously working towards green practices and making its contribution towards sustainability.

VI. RECOMMENDATIONS

These are the following recommendations for the companies :-

- Green HRM practices should be adopted extensively by the companies which should increase the return on investment. This means the expenditure spend on unnecessary training programmes should be reduced. HRP system to be properly implemented so that HR recruitment cost can be reduced.
- Digitization concept should be implemented extensively so that everything becomes easy and paperless.
- Artificial Intelligence should be adopted as it supports the better functioning of the organisation.
- Paperless Work should be encouraged so that there is less wastage.
- Data maintenance and retrieval should be done so as to get everything in one database.
- Green Sigma Practices should be implemented.
- Green Printing should be taken up by the organisation.
- Green Manufacturing and Disposal of Staff ID card can be taken up.
- Job sharing (sharing a full-time job between two employees) helps in flexi work.
- Teleconferencing and virtual interviews should be encouraged more.
- Recycling should be done to make reuse of the things.
- Online Training should be taken up so as to reduce paperwork.
- Reduce employee carbon footprints by the use of electronic filling. Green HR involves reducing carbon footprint via less printing of paper, video conferencing and interviews etc.
- Energy efficient office spaces should be made i.e. having a green building.
- Green Payroll techniques should be adopted.
- Car Pooling be taken up to reduce pollution.
- Public Transport be taken up more.

VII. CONCLUSION

While green HRM provides positive results, future studies need to provide empirical evidence. Human resources play a very important role in managing employees from joining the company to leaving the company. As the company is now focused on making its business more environmentally friendly, the HR department has an additional responsibility to be environmentally friendly along with its HR policy. Green People Management helps organizations address the causes of environmental degradation through green movements, green programs, and practices to reduce resources, creating green awareness among new talents working in the organization and existing employees. It is your responsibility to encourage employees to help. Next generation. Green HRM can foster employee motivation, inspiration and commitment to provide efforts and ideas for greening an organization. Green HR initiatives include increased efficiency, more sustainable use of resources, reduced waste, improved work-related attitudes, improved work / personal life, reduced costs, and improved employee performance and retention. Leads to reducing green

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