STUDY OF GREEN HRM AND SUSTAINABILITY WITH REFERENCE TO MANUFACTURING INDUSTRY.

INTRODUCTION

Overview

Green HRM is the emerging topic in current scenario. Research is done on this topic but researchers argue that employees should be inspired, empowered, and environmentally aware of greening in order to carry out green initiatives. There is a growing need for strategic Green HRM – the integration of environmental management into HRM. An organizations Human Resource function can be influential in facilitating a comprehensive approach for creating a culture of sustainability. The strategy involves implementing changes to the different functions of HR like recruitment, induction, training and development, conducting performance appraisal, and also determining employee compensation. Green initiatives within HR form a wider form of corporate social responsibility. Green HR involves two essential elements environment friendly HR practices and preservation of Knowledge capital.

The objective of this paper is to focus on the Green initiatives conducted by different Manufacturing industries with special reference towards Pimpri-Chinchwad and Chakan MIDC area.

The present scenario of organizational working and its impact on the environment has carry-forwarded the go green concept form just individual to organizations. More organizations are operating in more environment friendly way. An organization’s Human resource department can be involved in facilitating an inclusive approach for creating a culture of sustainability.

Green HRM and Sustainability are two different things which now a days are linked with each other, this paper deals with the meaning of Green HRM ,Sustainability and their link and importance in today’s scenario. Organizations are progressively more concerned with sustainability and Green HRM. The HR function is distinctively positioned to assist both developing and implementing Green strategies.
Green HRM:

Human resource department of a company is said to have a capability to play a significant role in the creation of their company’s sustainability culture. Many researchers, especially in the area of HRM, argued that the effectiveness and successful in any management innovation and strategic tools are depending on the quality and ability of their human resources. Green HRM refers to using every employee to endorse sustainable practices and increase employee awareness and commitments on the issues of sustainability. Green HRM has got different meaning for different people. Ashok Ramachandran, Director HR Vodafone Essar Ltd defines green HR as using every employee touch point to espouse sustainable practices and raise employee level of awareness, Anjana Nath Regional Head HR, Fortis healthcare ltd defines Green HR as environment-friendly HR initiatives leading to better efficiencies, lesser cost and heightened employee engagement levels. It involves undertaking environment friendly initiatives resulting in greater efficiency, lower costs, and better employee engagement and retention which in turn help organization to reduce carbon footprints by the means of

- Electronic filling
- Car sharing
- Job sharing
- Teleconferencing
- Online training
- Flexible working hours
- Tele-commuting

Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment sustainability. This paper focuses on role that HR processes play in translating green policy into practice. This paper also examines the nature and extent of green HR initiatives undertaken by different manufacturing companies across Pune region.

Sustainability

Sustainability is defined as opportunity for businesses to provide long lasting solutions that will help enhance the socio-economic landscape while continuing to create jobs and economic wealth well into the future. Green business practices were defined as those that addressed environmental stewardship and social responsibility. The term Sustainability, Sustainability development, corporate sustainability and Corporate social Responsibility are frequently interchangeable. The
term Sustainability can be defined “as the development that meets the present without compromising the ability of future generations to meet their own needs”. Definition given by WCED p.g no 49. It defined three components for sustainability development being environmental protection, economic growth and social equity. Sustainable development is indeed mostly identified by referring to this creation of a balance between Profit, Planet and People. A Sustainable organization can be defined as an enterprise that simultaneously contributes economic, social, and environmental benefits- known as the “Triple bottom line”. Sustainability is seen by many as increasingly essential to creating shareholder value, as investors and employees look to organizations to be good corporate citizens.

**HR and Sustainability**

Organizations are increasingly concerned with sustainability and corporate social responsibility. The HR function is uniquely positioned to assist in both developing and implementing sustainability strategy. The HR function can serve as a partner in determining what is needed or what is possible in formulating corporate values and sustainability strategy. The Human resource department of a company has the capability to play a significant role in the creation of their company’s sustainability culture (Harmon, Fairfield and Wirtenberg 2010). The role of HR in creating sustainable business is two-pronged. As a part of business strategy, HR will have to embrace a more sustainable approach to managing its people. HR will have to learn to manage the whole gamut of issues ranging from employee wellness, healthy, and safety workplace diversity. The HR staff is likely to be the only department that is resourcefully trained to change the attitudes and behaviours of the executives, managers, and employees by modifying their many Human Resource systems. In many organizations the HR department is the “Custodian of the culture”. Configuring HR Practices to the principles of sustainability need not necessarily mean changing the HR function. It means that HR People will have view all HR decisions through the prism of shareholders viewpoint.

Examples of Sustainable HRM practices include:

1) Assisting employees in identifying ways to recycle products that can be used for further reuse
2) Encouraging employees, through training and compensation to find ways to reduce the use of environmental damaging materials.

3) Emphasizing long term employment security to avoid disruption for employees.

There are few steps for creating the Sustainable HR practices in the organizations the steps are shown in the diagram as below:

1) Evaluate- It is important to evaluate

- Whether the company’s corporate culture, strategic intent and underlying values support the sustainability goals. The culture and underlying values will have to support each other in order to create a Green HRM function.
- Is the firm involved in any community services to balance the lack of sustainability in products or services.
- Do the job description and the corporate website of the company support the green agenda.

2) Eliminate-

- HR has to support green movement by cutting cost which will help in eliminating the waste.
- HR will have to introduce the concept of using the recycled paper, back to back printing, promote online recruitment.

3) Illuminate-

- HR will have to develop a consistent and authentic employment brand that will go a long way in helping the company find, retain and repel talents.
- HR will have to boost the employees to use eco-friendly products so that the brand is established.
4) Implement-

- HR will have to implement the sustainable strategies by painting every phase of the employee life cycle with green, starting from recruitment to compensation.
- HR of the organizations will have to roll out live virtual interview or video conferencing for recruitment which reduces the travel cost as well use of paper.
- HR can buy the PCR paper which is made of post consumer recycled stuff which is high in quality.
- HR can implement the strategy of rewarding the employees for using the eco-friendly initiatives within the organization.

MANUFACTURING INDUSTRIES IN AND AROUND PUNE

Pune is one of the premier industrial centres of Maharashtra. It is home to one of the world's three largest two-wheeler manufacturers, Bajaj Auto. Other global automobile names like Telco, Mercedes Benz and Bajaj Tempo also have huge manufacturing facilities here. Apart from the auto giants, a large number of engineering, electronic and electrical industries have set up base in the large, medium and small scale sectors. The industrial township of Pimpri Chinchwad, adjacent to the main city, is dotted with over 4,000 manufacturing units. This vast and well established industrial base has imbibed the city with a 'professional' ethos and work culture

Pimpri-Chinchwad and surrounding area is a major industrial hub and hosts one of the biggest industrial zones not only in India but in the entire Asia. The city is a home to the Indian operations of major automobile companies and several other industries. There are thousands of engineering units of various sizes including those of the major auto manufacturers, and as such, this area is often referred to as the ‘Detroit of East’.

According to the recent Survey done by IBEF (2009), it was found that there is high level of competence in design and processes, high productivity and low cost are the forte of Indian auto-makers. All large global players are present in India. The Indian auto industry has the potential to emerge as one of the largest in the world. Presently India is:
• The largest two wheeler manufacturer in the world.
• The largest three wheeler market in the world.
• The second largest two-wheeler market in the world.
• The fourth largest commercial vehicle market in the world.
• All large global players are present in India:

Pimpri-Chinchwad and Chakan MIDC area is among the fast developing industrial belt in Maharashtra, with most of the automobile companies across the whole area.

Major automotive players present in Pimpri-Chinchwad area and Chakan are:

• General motors
• Volkswagen
• Skoda
• Toyata
• Tata Motors
• Force Motors
• Mahindra & Mahindra
• Bajaj Auto
• Ashok Leyland
• Mercedes Benz
• Skoda
• Swaraj Mazda
• Eicher