



STRATEGIC INITIATIVES TOWARDS GREEN HRM:A HUGE CONCERN, CHALLENGE & PERSPECTIVES TO TALENT MANAGEMENT

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ABSTRACT

H*R Manager is the associate of the organization to make sure that he must be competent & talented to attract and retain talent, widen potential and increase performance in support of organizational goals but not at the cost of the environment. He must put efforts to deal, manage & control with human resources to this crucial agenda. HR is not only accountable for Green but he is also responsible to take views & opinions of employees to formulate & implement strategies towards Green HRM.*

KEYWORDS: Green HRM, CSR, Sustainable Development, Talent Management

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INTRODUCTION

"How can we be so arrogant? The planet is, was, and always will be stronger than us. We can't destroy it; if we overstep the mark, the planet will simply erase us from its surface and carry on existing. Why don't they start talking about not letting the planet destroy us?"

Paulo Coelho, *The Winner Stands Alone*

The concept of green management for sustainable development has various definitions; all of which generally, seek to explain the need for balance between industrial growth for wealth creation and safeguarding the natural environment so that the future generations may thrive, Daily and Huang, (2001)¹. Lado and Wilson (1994)² defined the HRM system as "a set of distinct but interrelated activities, functions, and process that are directed at attracting, developing, and maintaining (or disposing of) a firm's human resources."

Bagnoli and Watts (2003)³, if the market for "brown" (less environmentally friendly) products is highly competitive, then its prices will be low, and fewer consumers will wish to buy "green" products. However, if the brown market exhibits market power, then prices will be high and consumers will switch to the green goods.

STRATEGIES FOR GREEN HR

Green HR seems to be successful for employee as well as employer. Growing fear on the subject of environment also triggers HR to be also eco-focussed.

- ◆ Corporate policies should hold environment friendly policies.
- ◆ The corporate policy should be in conformance with the Ministry of Environment and Forests guidelines. In addition, Company has specific Green HR policies like Corporate Sustainability Policy, Climate Change Mitigation Policy and Green Procurement Policy which mention Company's approach on Sustainable Development, Climate Change Mitigation and Greening of Supply Chain. Ambuja Cement accomplishes Green Procurement Policy and commitment to select equipment which is environment friendly as far as possible, utilization of reusable & recyclable materials wherever possible & promotion of environmental awareness amongst suppliers/contractors.
- ◆ Top management must be committed & must support HR team to implement Green policies.

- ◆ There must be sub department of HR to look after Green HR & take Green reporting from employees & departments.
- ◆ For instance: The vision of Jaypee Cement is to continue to be an environmentally responsible organization making continuous improvements in the management of the environment. The Group adopts an Integrated Environment Management approach, which focuses on People, Technology and Facilities, supported by Management Review Group (MRG) as the prime driver of the Environment Management Policy Initiative.
- ◆ Audit team should also take Green Audit i.e. the impact of organization & its employees on environment. Beechinor (2007)⁴, HR systems such as e-HR are seen to be able to help management and employees track their own carbon emissions.

GREEN HR WITH TALENT MANAGEMENT

The whole process of talent management i.e. Talent acquisition, Talent development, Talent retention, & talent transitioning should be based on Green HR.

1.Talent Acquisition:-

- Video conferencing & interviews
- Job portals

2.Talent Developing & training:-

- Minus printing of paper is the prime gift that industry can build to embark upon the ecological confronted in front of the globe.
- Enlightening employees & their family members & also to general public about prime concerns on climatic change & other environmental issues & also on the importance of energy saving at home & at organization. Infosys won a leading Green energy award in 2014, received the Gold Award for sustainable buildings at the 2014 International Ashden Awards, which celebrate pioneering businesses and organizations that are helping tackle climate change and transforming people's lives. Initiatives related to Green HR by Shree Cement are conducting workshops, and distribution of booklets emphasizing on environment protection.
- Eliminating the utilization of plastic at workplace in order to inculcate the habit of it.
- Web based or online training
- Waste management

- Creating wakefulness for safeguarding & conservation of natural resources. ACC's brand, 'Concrete+' utilize fly ash (a hazardous industrial waste) to help out preserve natural resources.
- Pollution Control
- HR managers should train the trainers to teach environmental ethics

3.Performance Management:-

- Boundary on release, waste, noise, wellbeing & safety hazards from production processes
- Employment at your residence practices
- ERP (Enterprise Resource planning) reduces manual & paper work.
- Performing HR Analytical Tools which helps to reduce Carbon footprint.
- Built-up of eco friendly products UltraTech Cement Limited is a part of Aditya Birla Group. The Green HRM focuses in the trusteeship concept. The company makes efforts to assume an eco friendly approach across all areas of its business operations. This entails transcending business interests and grappling with the "quality of life" challenges that underserved communities face, and working towards making a meaningful difference to them. UltraTech Cement uses agricultural, industrial and municipal solid waste as alternate fuels for its production processes, thereby striking a fine balance between its business development goals and its commitment towards the environment.
- Promoting sustainable development i.e. consuming the resources in such a manner that our future generation will not suffer because of us. Shree Cement believes that the company's success is not separated from the safeguarding of our planet and the wellbeing of the people that live in it. The green HRM activities are such that the thoughts, planning and implementation contains at its core, environmental improvement and people betterment to ensure a sustainable growth. Some of the initiatives like setting up of Green Power Plants, manufacturing of synthetic gypsum and use of Air Cooled Condensers (ACCs) corroborate commitment towards the drive for sustainability. To achieve corporate sustainability concept, ACC Cement proactively committed to:
 - Invest in research and development of environmentally sustainable products which have a low ecological footprint.

- Being a Strong value driven, people oriented organization by maintaining good working conditions that provide fair and equal employment opportunity for all employees to maximize their career growth with enhanced skills and to create a favourable environment to work as an effective team. Monitor and report the performance of all sustainability indicators to all stakeholders.
- Ensure no harm anywhere to any one in our entire operations as part of our commitment towards health and safety of all people involved by providing proper working conditions, equipment, information and training.
- Eco efficiency For instance: Committed to successful in enterprise with nature, JK Cement has a stringent eco friendly in place. Besides regular updating technology for emission reduction, effluent management & energy efficiency, the company also undertakes afforestation & plantation drives around its plants.
- HR Manager should create Job Description & Job Specification in the aspect of Green HR related to job.
- Employees should be made understood the impact of green on their profession & vice versa.
- Review of water consumption especially in the production process because it is wisely said that "A drop of water is value more than a sack of gold to a thirsty man." So, it is imperative to conserve water to conserve life on earth. Prism Cement has a well established framework of internal controls in all areas of its operations, including suitable monitoring procedures and competent and qualified personnel. The Company has a well established framework of internal controls in all areas of its operations, including suitable monitoring procedures and competent and qualified personnel. Green HR activities include:
 - Planting trees in and around various plant locations across the country towards proving a clean and green environment
 - Providing free water tanker service to nearby villagers and drinking water facilities at public places specially during the summer season
 - Water sprinkling done on village roads and water harvesting activities carried out to increase ground water level in near-by areas.

4. Talent Retention:-

- Motivation to employees for power saving initiatives & other ecological ethics. For instance: As a responsible social entity, Indian Cement has implemented many projects & adopted technologies to reduce power consumption & promote use of non-polluting energy resources such as wind, natural gas & alternate fuels. Other initiatives include use of alternate fuels such as tyre chips & biomass, waste material like the bagasse in the sugar plant, reduction of power consumption by implementing unique waste heat recovery systems & adoption of zero- pollution technologies across manufacturing units.
- Recognition to employees who adopt Green HR & retaining them.

5. Compensation & Rewards:-

- Endorsing appropriate means of travel to job (eg. car sharing, public transport, cycling) & cleanliness driving & giving incentives to those employees who adopt such practices
- Supporting green rewards like free bicycle

6. Talent Review:-

- Recycling of products

RATIONALE OF COMPANIES ARE CONCERNED TOWARDS GREEN HRM

- ☆ Product differentiation
- ☆ Value and goodwill enhancement
- ☆ Optimum utilization of resources
- ☆ Cost effective
- ☆ Constructive knock on corporate profits and environment
- ☆ Force from different stakeholders like Government, customers, political parties, NGOs etc.
- ☆ Green HR encourage caring attitude to save the earth as well as the health of the employees.
- ☆ Well aware "green" clients & customers are keen to purchase for hygienic and green environment friendly products.
- ☆ Political pressure also affects companies' towards green products & practices.

CONCLUSION

High quality Corporate Governance is about flourish & growth but how is it possible to grows & succeed without taking consideration & care about environment.

Green HR refers to sustainability works united with environment.

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