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GREEN HRM INITIATIVE: A CASE STUDY OF SELECTED PUBLIC SECTOR ENTERPRISE OF BARODA

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ABSTRACT

Now a day, we can observe that the use of going green and protecting the environment is increasing day by day. The source of such initiatives, referred to as green management, is the green movement with its agenda of protection of environment and saving the planet earth from future man disasters. Green HR can play an important role by creating awareness among employees, train and develop them for protecting environment, waste management, manufacturing ecofriendly products etc. Which enhance the corporate image and brand. The paper largely focuses upon the various Green Human Resource concepts pursued by the organizations and HR initiatives for Green organizations.

KEYWORDS

green HR, importance, impact, initiatives by companies.

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1.0 INTRODUCTION

Human resource management is an approach to the management of people that is all employees, labors and top management employees. New era brings new challenges. Globalization and information technology gives pressure to managers in this era, to make much better and faster business decision by improving work, goods and services qualities as well as retaining efficient talented employees for the organization and side by side work for the community and atmosphere. As more percentage of atmospheres polluted by the wastage of the organization only organization make research on the environment for the reducing the pollution and make the green environment. The inventing new machines, modernization of existing or discovering new applicability of existing technology, the human resource management requires constant growth and development.

Green means the conservation of earth's natural resources as well as supporting the preservation of your personal resources for future generation of the world. Green leads to more environmental friendly and ecologically responsible decisions and lifestyles, which can help protect the environment and sustain its natural resources for current and future period.

TABLE 1

Energy side Green means	Depletion of our resources.
Environment point of view	Save more trees, water, forest, less pollution
Business point of view	Better products and services with low wastage, less use of natural resources

Continuous question for new has compelled the world as a whole to initiate a drive towards innovation. It has been substantiated from the past that 'innovation' is the main driver for companies to prosper, grow and sustain a high profitability (Drucker, 1988; Christensen, 1997; Thomke, 2001). Companies are required not only to consider the social but also focus on the environmental dimensions of the business activities to bring in sustainable value. Sustainability has become the current issue of the world. 'Doing well by doing good' as indicated by Ray et al. (2005), is all what companies worldwide are largely aiming at. Incorporating environment-based focus for sustainable growths, and providing support for environmental priorities, often do not succeed as 'environment' is mostly the secondary interest of the companies.

Companies have started to realise the business need for going green as a part of development. Lee, (2009) has defined 'green management' as the process whereby companies manage environment by developing environmental management strategies. There is a need for companies to strike a between the unavoidable industrial growth and the conservation of natural environment for enabling it for our future generation (Daily and Huang, 2001). The main of any managers is to use optimum resources so that they can reduce the operational cost. But the company is ignoring the green factor which increases the operational cost. So, now companies in India taking initiative and managing green environment by integrating people, process, technology, and organisation itself.

2.0 LITERATURE REVIEW

The concept of GHRM is of recent origin. Lee (2009) elaborated that the green management was initiated as a part of business strategy during 1990s yet, became widely popular in 2000s.

Literature surveys have highlighted the link of HR practices and organisational outcomes such as productivity, flexibility, and financial performance (e.g., Ichniowski et al., 1997; Mendelson and Pillai, 1999; Collins and Clark, 2003), yet Laursen and Foss (2003) have revealed that not much emphasis has been laid on relating these outcomes to innovation performance and environmental management initiatives (Renwick et al., 2008).

Organizations look at development of innovative tools and initiatives of environment management which will significantly impact sustainability of the firm and promote a competitive advantage (Hart 1997; Lin et al., 2001). Therefore to develop such a framework it becomes ideal to have effective human resource management practices including presentation of strict recruitment strategies (Grolleau et al., 2012), appraisal and reward systems which include environmental awareness and implementation in their evaluation process (Jabbar et al., 2012) and training and empowerment programs (Unnikrishnan and Hedge 2007) which will enable the development of new set of skills and competencies amongst the employees of "pro green" firms.

Effective human resource management practices including presentation of strict recruitment strategies (Grolleau et al., 2012), appraisal and reward systems which include environmental awareness and implementation in their evaluation process (Jabbar et al., 2012) and training and empowerment programs (Unnikrishnan

and Hedge 2007) which will enable the development of new set of skills and competencies amongst the employees of "pro green" firms. It is identified that the greater the strength of green human resource policies the greater is the intensity of adoption of environment management systems (EMS) and policies by the different companies (Bohdanowicz et al., 2011)

3.0 OBJECTIVES OF THE STUDY

1. To examine and check the initiatives taken by the HR.
2. Attempts to suggest some green initiatives for HR.
3. Provide with a basic understanding of green HRM.

4.0 RESEARCH METHODOLOGY OF THE STUDY

It is the way to systematically solve the research problem. The study is based on the secondary data with the help of different databases of the companies, websites and other available sources. The companies are Gujarat State Fertilizer Company, Gujarat Industries Power Ltd. and Indian Oil Corporation for the data.

5.0 MEANING OF GREEN

Green means environmental. "Green or Greening" has at least four meanings in the context of managing people at work/human resource management (HRM).

- a. **Preservation of the natural environment:** All the things in the world which are neither caused nor controlled by human beings and they include land, forests, plants, animals, and other natural resources are referred to as the natural environment. To keep it in its original form and protect it from harm, loss, or negative change.
- b. **Conservation of the natural environment** to be very careful in the way of using it in order, to use it at the minimum level so that future generations will be able to utilize it. Save water, energy and save earth is highly a responsibility of all the organization and management by preparing rules, systems, process etc for it.
- c. **Avoidance or minimization of environmental pollution:** To stop contaminating the water, air, atmosphere, etc. through poisonous substances and wastes. To guard against outcomes that will ultimately endanger the planet/earth where humans and non-humans are living.
- d. **Generation of gardens and looking like natural places:** To create more parks and places, which have plants, grass, trees to reduce the pollution and make atmosphere green.

Green HRM is referred to all the activities involved in development, implementation and ongoing maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees so as to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability.

6.0 DEFINITION OF GREEN HR

"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" (Marhatta & Adhikari, 2013, p. 2).

According to Dutta (2012) includes two major elements namely, environmental-friendly HR practices and the preservation of the knowledge capital.

7.0 WHY IS GREEN HRM IMPORTANT?

- ❖ To avoid or minimize global warming.
- ❖ To minimize natural disasters such as acid rains, red rains, tsunamis, flooding, hurricanes, droughts etc owing to informal, harmful and greedy usage of natural resources for production and consumption.
- ❖ To reduce health diseases owing to pollution.
- ❖ To avoid harms to animals and other natural creatures.
- ❖ To ensure appropriate balance of relationships among plants, animals, people, and their environment.
- ❖ To ensure survival of humans and business organizations for a prolonged period of time.

They primarily represent voluntary green actions that maintain and required by green human resource management. **Examples of such actions:**

- Use natural water rather than refrigerated water for drinking
- Use both sides of the paper when writing or printing or photocopying
- Come to work by walking or bus/train
- Use natural light when working (this will reduce electricity).
- Put plants in the working cubicles to absorb pollution.
- Work with a minimum number of bulbs, which are on.
- Reuse many items at the office such as jugs, cans, bottles, bags, etc. rather than throwing them away.
- Report to a relevant officer regarding damages, possible harms etc. to the environment whenever noticed.
- Switch off the air conditioners before the ending time of daily work.

The benefits that an organization can attain as a result of introducing GREEN HRM principles in system include:

- Improvement in retention rate of employee
- Enhance public image
- Attract better employees
- Improvement in productivity and sustainability
- Reduction in environmental impact of the company
- Increased competitiveness and overall performance

The **use of HRM policies** to promote the sustainable use of resources within business organizations and promotes the cause of environmental sustainability.

8.0 GREEN INITIATIVES OF HRM

Lado and Wilson (1994) defines HRM system as a set of distinct but interrelated activities, functions, and process that aims to attract, develop, and maintain a firm's human resource. Organizations generally organize HR practices into systems that are consistent with their culture and business strategy (Bosellie et al., 2001) A key role for HR environmental executives could be to guide line managers in terms of gaining full staff co-operation toward implementing environmental policies which means HR needs to nurture supporters and create networks of problem-solvers willing to act to change the current status quo (Sathyapriya, Kanimozhi, & Adhilakshmi, 2014, p. 32).

1. Green Initiatives taken by GSFC

GSFC ensures to leave a legacy of clean and green environment to the future population. Its objectives with practices of resources conservation and environment protection. Regular technological initiatives to improve and retain the purity of water, air and soil. GSFC clean development mechanism bear testimony to the drive to reduce greenhouse emissions.

- Concerted efforts towards achieving Zero pollution levels by investing substantial funds for preventing, minimizing, recycling/reusing of liquid effluents, gaseous emissions and hazardous solid wastes.

- Implementation of zero process effluent discharge system for Phosphoric group of plants.
- Installation of sophisticated air pollution devices like ESP, De-Nox unit, ECS, scrubbers and filters for abatement and recovery of gaseous pollutants.
- Adoption of new Technologies and up gradation in the existing process plants for energy and resource conservation and reduction of pollution potential.
- Reuse of treated sewage for gardening and tree plantation purpose and recycling/reuse of process water within the plant to the extent possible, thereby conserving natural resource 'Water' to large extent.
- Continual Implementation of schemes for improved effluent treatment and disposal.
- Supporting Vadodara Enviro Channel Ltd (VECL) for promotion of 56 km long common effluent channel for discharge of effluents into the sea and ensuring cleaner environment in the region.
- Online round the clock monitoring of ambient air through four online Ambient Air Monitoring stations installed at the periphery of GSFC for efficient and better controls.
- Installation of SO2 and Ammonia gas detectors in various process plants for monitoring of gaseous emissions at source and subsequently better control and implementation of proactive corrections.
- For avoiding probability of leakages due to old age of lines, GSFC has rerouted and replaced the treated effluent disposal lines of about 7 km length from GSFC premise to Koyali outfall at the cost of @Rs. 15.5 crores.
- Environment training and awareness to employees and surrounding villages for joining hands in the noble cause of environment protection.
- GSFC has always remained in forefront to make the company green & clean by Landscaping, development of large & beautiful gardens within the complex & in colony and massive Green belt in 105 Ha area (33% of the total land area).
- Preserving a natural habitat for the national bird - Peacocks (can be seen roaming in the premises as well as in the colonies) speaking volumes about GSFC's concern for the environment.
- Development of many rain water harvesting systems like ponds, recharge wells, etc.
- Practicing QEHS policy to ensure safe working environment for the employees & affiliated people.
- GSFC has carried out assessment of Biodiversity in and around the premises through M/s. Gujarat Ecology Society (GES), Vadodara in the year 2011, which shows positive changes with respect to biodiversity.

2. Gujarat Ind Power Ltd.

Lighting up the dreams of a nation to enhance energy efficiency:

Let's all work together and contribute for the national mission of "energy conservation"

Credentials

- PIONEER among Thermal Power Plants in acquiring ISO – 50001; Energy Management System (EnMS) Certification in India.
- INNOVATIVE APPROACH for conservation of energy & sale of power at AFFORDABLE cost to stake holders in competitive era.
- RENEWABLE (CLEAN) ENERGY application in Utilities to replace FOSSIL FUEL ENERGY is prioritized approach.
- ENERGY SUSTAINABILITY is responsibility & commitment.
- SHARING OF IDEAS & EXPERIENCE among peer energy intensive sectors to replicate proven solutions for comprehensive benefit of energy conservation is key success factor.

About Company

- Generating Electrical Power.
- Incorporated on 1st June, 1985 under the patronage of Government of Gujarat.
- Jointly promoted by leading State PSU like Gujarat Alkalies & Chemicals Ltd., (GACL), Gujarat State Fertilizer Co. Ltd. (GSFC), Gujarat Urja Vikas Nigam Limited (GUVNL) (former GEB) & Petrofils. M/s.GAIL (India) Limited; LPG Waghodia Plant.
- Mining of Lignite / Lime Stone from Open Cast Captive Mines at Surat Lignite Power Plant in Dist. Surat.
- Renewable based Energy Generation mainly Solar and Wind in the State of Gujarat.
- Total present installed capacity 871 MW
- Ambitious to associate & deliver expert services in the area of Energy Management and Energy Auditing.

INSTALLED CAPACITY

TABLE 2

Power Station	Baroda Stn-I	Baroda Stn-II	Surat Lignite Power Plant Phase-I	Surat Lignite Power Plant Phase-II	Solar	Wind
Capacity	145 MW	165 MW	250 MW	250 MW	7 MW (Total)	112.4 MW (Till 31/03/2017)
Date of Commissioning	06.02.1992	18.11.1997	15.02.2000	19.04.2010	Phased manner	Phased Manner
Fuel	Gas	Gas	Lignite	Lignite	-	-
Off-Take	MOU	PPA	PPA	PPA	PPA	PPA

PICTURE 1 & 2



- a. Capacity: 4 X 125 MW, CFBC Boiler, Lignite Base Pit Head Station
- b. Sophisticated 310 MW Gas Based Power Plant Control Room

3. Indian Oil for Environment

Today, Gujarat Refinery is the Mother Industry of Vadodara and is catering to the increasing energy demand due to the fast-paced development and economic prosperity of the vibrant state of Gujarat. One of the most complex refineries in India, Gujarat Refinery has about 40 operating units. Over the course of five decades, the Refinery has kept up with the latest technological advancements and boasts of every modern unit and technology that is available in the Indian Oil & Gas industry today.

PICTURE 3



Gujarat Refinery is also privileged with the distinction of setting up the country’s first Fluidized Catalytic Cracking Unit (FCCU) in 1982 and the first Hydrocracker plant in 1993. The country’s first Diesel Hydro Desulphurization Unit (DHDS) to reduce sulphur content was set up in 1999 to meet BS-II quality of HSD. MS Quality Improvement Project comprising of Continuous Catalytic Reforming Unit (CCRU) and revamp of DHDS were carried out in the years 2006 and 2007 respectively to meet BS-III MS and HSD quality respectively. Further, the Residue Up gradation Project (RUP) and MS/HSD quality improvement project were commissioned in 2010-11. Gujarat Refinery is now gearing up for 100% supply of BS-IV fuels and capacity expansion in 18 MMT per year. In 2004, the world’s largest single train Linear Alkyl Benzene (LAB) Plant was set up in the refinery marking Indian Oil’s big-ticket entry into the Petrochemicals fields.

The green belts, spread across an area of 139 acres in and around the refinery speak volumes about its commitment towards environment. With more than two lakh strong tree population Gujarat Refinery’s three green belts act as lungs for the refinery. A beautiful Eco Park has been developed inside the green belt area surrounded by the pond which is a haven for various bird species.

Gujarat Refinery has full-fledged Effluent Treatment Plants consisting of physical, chemical, biological & tertiary treatment facilities. Various measures have been adopted for control of gaseous emissions. Water conservation is another important area being vigorously taken up in refineries through its quality control, re-use of treated water and maximum use of cooling system. It has strong safety management system and infrastructure with strong use of behavior safety.

Refineries continuously strive to:

- Minimize adverse environmental impact from refinery activities, products and services by using processes, practices, materials that avoid, reduce or control pollution;
- Conserve scarce natural resources their consumption is continually optimized

WASTE WATER MANAGEMENT

Use of water and quality of effluent discharged are carefully monitored. Our refineries are equipped with a network of underground sewers for segregated collection of various wastewater streams, which are subjected to precise treatment in well-designed effluent treatment (ETP) facilities involving physical, chemical and biological processes.

PICTURE 4 TO 7



WATER CONSERVATION

- Treated effluent streams are reused / recycled for various purposes in refineries like make-up for fire water, cooling tower, coke cutting in Delayed Cokers, etc.
- Sour water generated in various units is stripped of contaminants such as ammonia and H₂S and recycled in de-salters besides using it for process flushing requirements.
- Advanced treatment systems like Ultra Filtration, Reverse Osmosis etc. are used to convert treated effluent to de-mineralized water or for use in cooling towers as make-up water.
- Rainwater harvesting structures have been put up in all refinery townships, Marketing and Pipeline installations and R & D center for harvesting ground water. All these steps have led to 80-95% wastewater being reused in our refineries, which has resulted in substantial reduction in fresh water consumption.

PREVENTION OF AIR POLLUTION

Utmost attention is given to control / reduce emissions in refineries. Major sources of air emissions are flue gases from boilers and heaters, FCC regenerators and Sulphur Recovery Units. Hydrocarbon leaks and evaporation during storage, handling and transportation of petroleum products and crude oil are sources of fugitive emissions. Indian Oil has adopted the following measures to control emissions & effectively disperse pollution from flue gases.

- Tall stacks for effective dispersion of pollutants.

- Use of low sulphur fuel oil/ sweet natural gas/ desulphurised refinery gas in boilers and heaters to minimize SO₂ emission.
- Use of low NO_x burners.
- Hydrogen Sulphide generated during desulphurisation of refinery gas is converted to elemental sulphur in Sulphur Recovery Units.
- Sulphur dioxide emissions from Catalytic Crackers are controlled by effective feed sulphur management.
- Carbon monoxide from FCCU regenerator is incinerated in CO Boilers and the resultant energy is utilized for steam generation.
- Use of floating roof tanks for crude and other light product services & Mechanical seals in pumps for minimizing fugitive emission of hydrocarbons.
- Use of closed blow down vessels & safety release to flare system for arresting any emission of hydrocarbons during all situations, normal, abnormal as well as emergencies.
- Continuous reduction in fuel consumption by ENCON measures, heat integration and increased use of hot feed in downstream processing units.
- Flare gas recovery systems.
- Mobile vans and fixed monitoring stations equipped with sophisticated instruments for monitoring ambient air quality have also been provided in our refineries. In marketing installations, all vehicles under contract are required to have Pollution under Control certificates that are checked routinely.

9.0 SUGGESTIONS

As global warming is increasing day by day we the people and all industries which give us products and services have to work on green environment. As companies have to work on it, the role of HR department comes say, by recruiting and training the employees for go green, reduces paper work, wastages, less pollution, renewable resources, digitalization. So, the environment can be protecting and we can make healthy atmosphere for future generation.

10.0 CONCLUSION

In today's globalization world, where all changes come rapidly which directly affect the organization and its management. So, the organization and management have to follow it and work on it without damaging the environment. The responsibility of the present HR managers is to create awareness among the youngsters and among the people working for the organization about the Green HRM, Green movement, utilization of natural resources and helping the corporate to maintain proper environment and retain the natural resources for our future generation i.e. sustainable development (Mathapati, 2013, p. 2).

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