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ROLE OF HR FOR SUSTAINABLE TOMORROW**ANJALI SHARMA****STUDENT****SYMBIOSIS INSTITUTE OF MANAGEMENT STUDIES****SYMBIOSIS INTERNATIONAL UNIVERSITY****PUNE****SWAGATIKA MOHARANA****STUDENT****SYMBIOSIS INSTITUTE OF MANAGEMENT STUDIES****SYMBIOSIS INTERNATIONAL UNIVERSITY****PUNE****DR. SURUCHI PANDEY****ASSOCIATE PROFESSOR****SYMBIOSIS INSTITUTE OF MANAGEMENT STUDIES****SYMBIOSIS INTERNATIONAL UNIVERSITY****PUNE****ABSTRACT**

Organizations today are performing functions extensively in order to deliver to their best. With more importance on the performance of a company comes greater responsibility in every sphere. Subsequently there comes a need for sustainability to be adopted by organizations. In fact, the advantages of sustainable business practices are being identified and realized by certain companies which could lead to long term benefits. All businesses are contributing towards a global economy through transforming from a conventional approach to a modern outlook by exploring the environmental and green aspect of business practices. If we look closely, both our personal and professional lifestyle is heavily impacting the environment. When HR intersects with sustainability, various measures are taken into consideration such as training and engagement, effective communication with the employees to form committees and groups on green planning. This is when the HR explains to the employees the goals and objectives for progress. Voluntary initiatives are also encouraged as a step towards sustainability. Moreover, the process of Talent acquisition is also monitored wherein the entire process of hiring is either electronic to save paper, or vice versa. The main belief followed here is to minimize the impact on nature using ecofriendly options.

KEYWORDS

sustainability, environment, green planning, ecofriendly.

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INTRODUCTION

HRM policies are being used to implement sustainability and Green practices in order to accelerate the social and economic sphere, while at the same time ensuring the creation of jobs and money circulation in the economy. There are certain HR initiatives that are termed as friendly, directed towards achieving cost cutting, better efficiency, retention and employee engagement. The aim is also, to an extent to reduce carbon footprint by adopting measures in day to day activities which might seem to be miniscule, but are major contributors in making a difference. It could either be sharing a car, teleconferencing, making working hours flexible, job sharing, Teleconferencing, telecommuting, and electronic filling. The HR develops and implements strategies, it also manages issues like employee wellness, safety and health. It all starts with briefing employees about encouraging to recycle, embracing less of environment damaging materials, and emphasizing on employment on a long term basis. There is a need for strong leadership in order to carry out a concrete process to achieve sustainable corporate goals. However, the concept of incorporating everything green into strategic practices is still not a comfortable practice amongst the practitioners belonging to the HR sphere. What is required is the collaborative efforts of the HR, Finance, IT and marketing department to discuss environmental concerns and come up with solutions. In fact, employees take pride in being associated with companies that take green and sustainable initiatives, so that th. Business, employee, society and the environment. Considering a city like Pune, which is home to a number of electronic, manufacturing, engineering and electrical industries. It has been observed that these industries have a high level of competence in terms of processes, design, and high productivity at low cost.

OBJECTIVES

1. To know the factors that impact the environment and its significant effect on the sustainability of the firm
2. Role of HR to drive sustainability.
3. Solutions and other measures to make sustainability plan function better

LITERATURE REVIEW OF THEORETICAL FRAMEWORK

There are ways by which the Business model gets affected by sustainability. There is a great deal of accountability on part of the stakeholders, be it businessman, owners, dealers, suppliers and customers etc. who have contributed towards the organization. There are ways by which organizations can get to realize the value of adopting sustainable practices. These ways are called routes which can be strategic, value based and defensive. Various tools of HRM are used in partnering, engaging and aligning. Ways of embedding sustainability with the help of HRM tools have also been mentioned. (SHRM, 2011). There is a codependent relationship amongst people in an organization, CSR activities and Corporate Sustainability, impact on the environment and profits. Also, there exists an HRM (Human resource management) Framework with includes perspectives that are psychological, sociological, strategic, and green. Factors like Diversity, Volunteer work, Flexibility, green employer branding, and long term goals are paid attention to. It also specifies the fact that how effectively are the sustainable HRM practices implemented by organizations or whether or not if implemented at all. (was highlighted in the xyz report by EY, 2013). The government of India has allotted a certain amount of money on the CSR initiatives adopted by the company that are directed at protection of the environment. Accordingly, the Ministry of Corporate affairs had

released a set of guidelines that were to be used by all kinds of businesses. The conduct should be done with transparency, accountability and ethics. The goods and services provided by the business should be safe and not threatening the environment. It should promote equitable development, human rights, wellbeing of employees. The key rationales to be followed are responsibility towards law, dignity to all, quality improvement and environment protection. Sustainability also helps businesses benefit in many ways, be it through brand a reputation, better financial performance, better management between stakeholder relationships and wider enhancement to attract and retain employees. (Savaneviciene, 2014). It was observed that in the IT sector, sometimes maintaining something called as green work life balance gets difficult because Information technology is all about using technology that in some way has consequences that affects the environment. In all, employees must be encouraged to work towards building a positive work environment, and ensuring an attractive, clean and bright work place. Emphasis should be laid on the usage of laptops and tablets since they are less energy consuming when compared to a desktop computer. In order to save cost, transportation pooling to be introduced so that pollution gets reduced to a considerable extent. (Haridas P.K., 2014). In his paper he had introduced three arguments, which states the contradicting organizational behaviour. First, there is prevalent job dissatisfaction and disengagement which have negative repercussions on employers as well as employees. Second, consequences of management of people on human resources and organizational performance. Third is the failure of organizations to take necessary actions in order to build successful business.(Pfeffer, 2007). In their research they provide two important lines of reasoning to support the relevance of a sustainability aspect on HRM. The first aspect refers to the relationship between the organization and its socio-economic environments, HRM cannot abandon the societal discussion on sustainability and corporate sustainability, since it is practiced widely and could also impart to corporate sustainable development. The second aspect directs the inner sections and correlations of an HRM system. The important idea here is that cultivating the sustainability of the HRM system in long term leads to 'survival strategy' for organizations.(Ehnert and Harry, 2012). The popular definition of sustainability is to make sure that the business is continuous and "future proofing" of organizations. There is a sense of ascertainment that sustainability aggravates the emphasis on economic, environmental and social performance. This notion or idea can be related to "Triple bottom line accounting. (Colbert and Kurucz 2007). By mentioning "long-term business prospects", in business sustainability, they have alluded to the theory of "shared value", which is explained as policies as well as practices which improve the competencies of an organisation, whereas concurrently enhancing the socio-economic requirements in the sections in which it governs. Shared value creation concentrates on distinguishing and proliferating the correlations between social and economic advancement.(Porter and Kramer, 2011). In his research he ascertained that "The most influential business case for selecting an accountable and sustainable undertaking to business seem to be the arrival of globalization, that has greatly altered the roles and relationships of business, governments and other key stakeholders". Now organizations which do not function universally, counting public sector organizations, have connections with organizations or suppliers who are operating globally. (Kielstra, 2008). The consolidation of environmental purpose and policies with the tactical progressive objectives of an organization leads to an constructive environment management system.(Hayden, Oyler and Humphrey, 2012).It was ascertained that the increase in the importance of green human resource policies will also lead to increase in the inculcation of environment management systems by various organizations.(Bohdanowicz, Zeintara, and Novotna, 2012). It was stated that integration of environmental goals and purposes into the overall strategic developmental objectives of an organization enables in achieving a successful EMS.(Hadenetal, 2012). (Renwick, 2011) differentiated policies in the areas of recruitment, performance and appraisal management, training and development, personnel relations, and compensation systems are consolidated important tools for integrating employees and organization's environmental goals. Boselie, Paauwe, & Jansen (2011) had stated that focussing on the HRM practices could enable the development of human capital and consequentially contributing organizational performance as well as competitive benefitLin, Jones, & Hsieh in 2010 ascertained that organizations concentrates development of innovative methods and programs of environment management (EM) that will effectively develop sustainability of the organization and in turn develop a competitive benefit. It was stated to extend a framework which enables the organization to adopt distinguished human resource management policies including effective recruitment framework. (Grolleau, Mzoughi, & Pekovic, 2009). It was explained Green human resources by integrating every employee touch point/interface to develop sustainable practices and promote employee awareness and focus on the areas of sustainability. (Mandip, 2008). In the research by Muster & Schrader, 2007, it was stated that Green HRM concentrates on employee's environmental behaviour in the organization, as a result, employees can adopt those practices in their daily life as well. There is a much needed requirement of acknowledging the integration of sustainability, environment, and HR management. These are evolving fields in Human Resources Management that requires attention in order to achieve overall development of an organization. (Jackson, 2001). It is a much talked about fact that green recruitment is about gaining a reputation to attract talent, moreover just to be called as the green recruiter is itself a heavy weight. Getting the environmental status and green image is all that m. Some companies are making it a criteria to judge the candidate by looking at his or her resume. Some form of green activities or environmental responsibilities or qualifications must be mentioned in the resume. Green recruitment can be defined as the skills, knowledge, approach and behavior possessed by an employee that is environment conscious. (Wehrmeyer, 1996). Green Performance management ensures that the evaluation of every employee is done one at a time, on an individual basis. The evaluation must be aligned in accordance with the environmental performance. There must be Environmental Management Information Systems and environmental audits in order to monitor and control the large output of pollution, usage of resources and wastage done by the employees. The environmental objectives are aligned with the performance evaluation system of the organization. There should be separate green targets set and a different column for greening the performance feedback form. The green training and development process should conducts seminars, workshops and lectures on green awareness. (Arulraja, Opatha and Nawaratne, 2015). The objective of the analysis is to evaluate the influence of environmental effectiveness on HR collaboration in decision making process. It has been examined that vital states are becoming the norm as unpredictable environments reduce the likelihood of long term sustainable competitive advantage (Jiao et al., 2013). Economic volatility creates challenges, but also opportunities for HR managers and employers wishing to differentiate themselves as an "employer of choice" by investing in human resource management (HRM) strategies such as extensive training and development, or employee incentive and bonus schemes (Zatzick and Iverson, 2006). There is evidence that in crisis situations, the HR function has assumed an important role in decisions related to the strategic challenges that face MNEs to reduce costs and enhance productivity (Gunnigle et al., 2013).However, HR can significantly be instrumental in driving sustainability. (Hardy, 1996; Sheehan et al., 2014). Envisaging the correlation among corporate sustainability and financial productivity has been the centre of interest of numerous studies since 1970s (Orlitsky, Schmidt, & Rynes,2003). Under this vast subject, various researchers had concentrated finding if there a significant increase in financial production with the development of sustainable practices. There has been an on-going debate that organisations do not benefit from contributing to sustainability, whereas various researchers claim that such contributions can create scope for revenue generation (Orsato, 2006). Researchers have conducted studies on these contradicting theories and results propose a favourable association among sustainability and productivity(Margolis & Walsh, 2003; Orlitsky et al., 2003). Sustainability focuses to enhance environmental performance as well as organisation's association with both market and non-market anchors (Delmas & Montiel, 2008). They necessitate embracing corporate policies, that are not legally compulsory, also which may develop firm's contribution towards sustainable development (Darnall, Henriques, & Sadorsky, 2010; Delmas, 2002). The policies will involve adoption of sustainable practices (Henriques & Sadorsky, 1996) in various HR functions such recruitment, training and development (Nash & Ehrenfeld, 1997); employee engagement (Hart, 2005); as well as compensation and payroll management, in alignment with organisation's goals and objectives (Welford, 1998). Various studies have ascertained numerous means which establish a connection between sustainability and organisation's productivity. These involve cost effective measures, enhanced internal effectiveness, improved corporate reputation (Delmas & Montiel, 2009; Porter & Van Der Linde, 1995). EMS ISO 14001 necessitate adoption of environment friendly policies which corroborate effective identification and reduction of risks and liabilities (Darnall et al., 2000). These policies will ensure minimising the risks involved in environmental agreement (Delmas, 2001; Grolleau, Mzoughi, & Thomas, 2007) and reduce various costs (Barla, 2007). Sustainability can ensure revamping the production processes (Christmann, 2000), induce innovation, and enhance technologically that will ensure increase in organisation's effectiveness (Shrivastava, 1995).Moreover, sustainability drive will be helpful in improving stature of the organisation in corporate scenario (Konar & Cohen, 2001) and impart admission to sustainably driven customers (Anton, Deltas, & Khanna, 2004; Delmas & Montiel, 2009; Khanna & Damon, 1999; Nakamura et al., 2001).Various studies that were conducted found out that collaboration of employees in embracing and applying EMS ISO 14001 will provide competitive edge (Delmas, 2001).

RESEARCH METHODOLOGY

SELECTION OF TOPIC

The sole objective of choosing this topic as our research is to gain an insight on the opportunity for HR to play a major role with respect to helping organizations change the way they operate so that sustainable performance is what they are about and to understand the development of key

SAMPLING METHOD AND SIZE OF SAMPLE

The sample size for the pilot study is 100 and data has been collected from the managers, executives, associates, representatives and coordinators in the Human Resources department from online platform.

DATA ANALYSIS AND FINDINGS

Factor Analysis has been applied to find out the relation between variables.

TABLE 1: KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.918
Bartlett's Test of Sphericity	Approx. Chi-Square	1004.319	
	df	45	
	Sig.	.000	

H₀: There exists no interrelationship between the variables

H₁: There exists a relationship between two variables, at least

The KMO test value of 0.918 is more than a minimum value of 0.5 and hence shows that the sampling is adequate. Bartlett's Test of Sphericity is shows a significance value less than 0.05 allowing us to reject the null hypothesis and accept the alternate hypothesis which says that there may exist a correlation between the variables.

TABLE 2: COMMUNALITIES

	Initial	Extraction
should_adopt_duplexprinting	1.000	.736
should_adopt_greenplan_transport	1.000	.651
helpfulness_webbased_learning	1.000	.648
need_sustainabledev_policy	1.000	.791
responsibility_HR_sustprog	1.000	.825
employees_familiaritywith_sustainabilityterms	1.000	.873
lackoftechsupport_hindersustainability	1.000	.908
Lack of interest amongst the employees hinders sustainability practices. On a scale of 1 to 4 (1 being strongly disagree and 4 being strongly agree) *	1.000	.876
Greenjobs_shouldbe_offered	1.000	.867
increased_retention_impacts_sustainability	1.000	.895

Extraction Method: Principal Component Analysis.

This table shows the proportion of each variable's variance that can be explained by the factors. The values in the extraction column indicate the proportion of each variable's variance that can be explained by the retained factors. Variables with high values are well represented in the factor space, whereas, variables with low extraction values are not well represented. In the factor space. Although in this table the values are generally high.

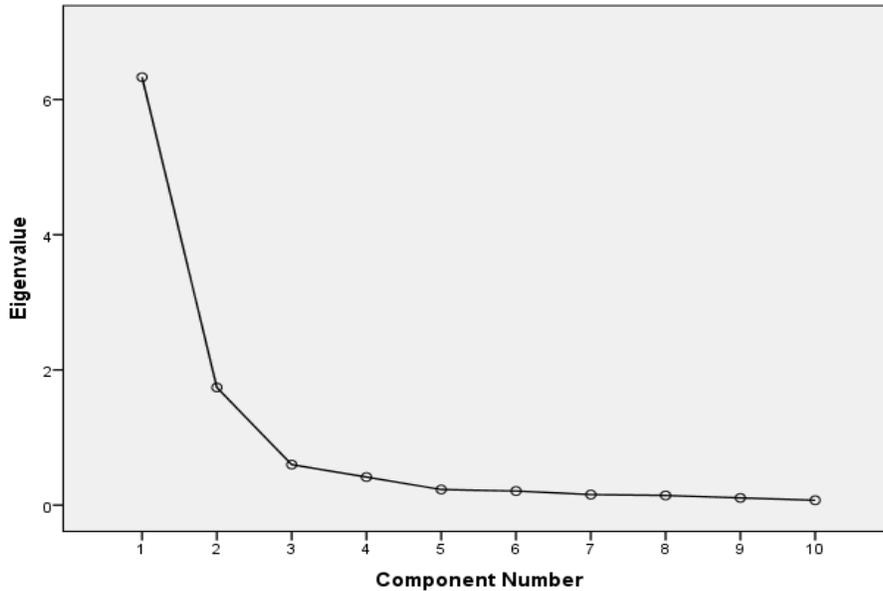
TABLE 3: TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.330	63.302	63.302	6.330	63.302	63.302	6.047	60.466	60.466
2	1.740	17.399	80.701	1.740	17.399	80.701	2.024	20.235	80.701
3	.599	5.993	86.694						
4	.415	4.148	90.842						
5	.230	2.303	93.145						
6	.208	2.081	95.226						
7	.156	1.556	96.781						
8	.143	1.427	98.208						
9	.107	1.072	99.280						
10	.072	.720	100.000						

Extraction Method: Principal Component Analysis.

In the above table, 10 are retained. First factor shows the maximum percentage of variance explained and so on. The extraction sums of squared loadings show only two rows. Each row representing one retained factor. The values in this panel of the table represent the distribution of the variance after the varimax rotation. The column of Rotated Sum of Square Loadings. The varimax rotation used, tries to maximize the variance of each of the factors, so the total amount of variance that is distributed over the two extracted factors.

FIG. 1
Scree Plot



The scree plot graphs the eigenvalue against the factor number. From the fourth factor on the line starts getting flatter and every factor post the fifth factor shows lower variances explained.

TABLE 4: COMPONENT MATRIX^a

	Component	
	1	2
should_adopt_duplexprinting	.342	.787
should_adopt_greenplan_transport	.500	.633
helpfulness_webbased_learning	.137	.793
need_sustainabledev_policy	.880	-.125
responsibility_HR_sustprog	.900	-.120
employees_familiaritywith_sustainabilityterms	.934	-.024
lackoftechsupport_hindersustainability	.945	-.122
Lack of interest amongst the employees hinders sustainability practices. On a scale of 1 to 4 (1 being strongly disagree and 4 being strongly agree) *	.927	-.134
Greenjobs_shouldbe_offered	.923	-.122
increased_retention_impacts_sustainability	.940	-.108
Extraction Method: Principal Component Analysis.		
a. 2 components extracted.		

TABLE 5: ROTATED COMPONENT MATRIX^a

	Component	
	1	2
should_adopt_duplexprinting	.136	.847
should_adopt_greenplan_transport	.327	.738
helpfulness_webbased_learning	-.064	.802
need_sustainabledev_policy	.884	.098
responsibility_HR_sustprog	.902	.107
employees_familiaritywith_sustainabilityterms	.911	.209
lackoftechsupport_hindersustainability	.946	.117
Lack of interest amongst the employees hinders sustainability practices. On a scale of 1 to 4 (1 being strongly disagree and 4 being strongly agree) *	.931	.101
Greenjobs_shouldbe_offered	.924	.111
increased_retention_impacts_sustainability	.937	.128
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization. ^a		
a. Rotation converged in 3 iterations.		

The above table gives the correlation of the variables with each of the extracted factors. To identify the variables, which are included in each factor, the variable with the value maximum in each row is selected to be part of the respective factor. The values have been highlighted in bold in each of the rows to group the ten variables into four core factors.

Factor 1 has six variables

Factor 2 has three variables

It can be concluded that HR does have role to play in maintaining sustainability standards. This paper highlights the fact that the sustainability practices adopted can be strategic, value based and defensive. The law and governance should be given importance along with quality improvement and environment protection. Enhanced financial performance and smoother performance between stakeholder relationships is also a criteria. (Savaneviciene, 2014) have discussed the theory of sharing of values, which are basically policies and practices to enhance the competencies of an organization through socio-economic development (Porter and Kramer, 2011). Sustainability focuses to enhance environmental performance. The main aim is to strike balance between communities, companies and individuals

(Darnall, Henriques, & Sadowsky, 2010; Delmas, 2002). Policies of sustainability development enhance recruitment, training and development, engagement of employees as well as compensation and managing payroll, in accordance with organizational objectives (Welford, 1998). By reducing risks and liabilities through environmental friendly practices (Darnall et al., 2000) can ensure minimising the risks and costs involved (Barla, 2007).

CONCLUSION AND LIMITATIONS

In the primary research, it can be concluded that organizations make use of green plans for transport and keep small plantations in the workplace. They either reduce the use of papers in the office by making use of duplex printing or follow a protocol of functioning without papers. Also, there are web-seminars conducted to educate the employees and staff about green practices. This highlights the impact that the companies have on the environment is positive.

As appropriate measures and solutions, most companies follow a structured sustainable developmental policy that is monitored, believe in having adequate support of technology and expertise. Companies have a person in charge of providing green jobs. The employees take interest by doing something different, apart from work and work towards a better environment. Thus, it has mostly resulted in increased retention.

The HR department is pivotal in devising strategy for sustainability development, as they are the ones to formulate the procedures of the requirement of an employee for a green job.

Most of the companies have employees who have limited understanding and sustainability across various levels. Adequate leadership support is required in companies to give the employees appropriate education regarding. Most of the challenges to sustainability development approaches include change in climate, excess consumption of energy, waste generation, improper management of natural resources, loss of biodiversity, and use of land

RECOMMENDATIONS

1. HR can create, enhance and evolve by assisting top management to strengthen the "Institution" for sustainable business approach which will enable the association of all the stakeholders for achieving current as well as future business goals
2. HR can contribute the most critical aspect of implementing the values, practices and policies in the culture of the organisation in order to foster a climate of sustainable development. This can be done by proactively integrating all the stakeholders of the organisation.
3. Strategic positioning of HR is very crucial in order to execute sustainability formulation, which requires leadership support as well as encouragement in an organisation.

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