

# Chapter 7

## Green HRM for Sustainable Business: Insights From ITC and ONGC Initiatives in India

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### ABSTRACT

*Green human resources is a concept centered on promoting sustainable employee behaviours, involving every employee in raising awareness about sustainability issues. It encompasses HR activities that are eco-friendly and advocates for the sustainable utilization of resources within organizations. The present study focuses on elaborating on the concept of GHRM in a more comprehensive manner and the various challenges faced by organizations in implementing environmental measures in their general HR processes. Moreover, this chapter will also introduce and discuss the ESG frameworks adopted by the companies. Furthermore, the author will try to present the various green practices adopted by Indian private sector company ITC and state-owned undertaking ONGC. In conclusion, the research underscores that GHRM comprises two fundamental components: environmentally friendly HR practices and the preservation of knowledge capital. This dual approach empowers industry professionals to enhance their awareness of green business and corporate social responsibilities.*

### 1. INTRODUCTION

Increasing global temperature, depletion of natural resources and rising concern of international organizations have increased the importance of sustainability.

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Increasing power consumption, water usage, and continuously increasing human needs compelled policymakers, academicians, and researchers to think for future generations. Businesses are closely connected to environmental pollution as they are not only contributors to its creation but also have a crucial role in addressing it. Industrial and commercial operations, often motivated by profit and expansion, release pollutants into the air, water, and soil during their production, process, and waste management activities. This environmental impact necessitates a shift towards eco-friendly practices, such as Green Human Resource Management (GHRM), to address Green concerns effectively. Companies are aiming to establish a favourable green image by adopting effective environmental strategies and practices, as expected (Mousa and Othman 2020; Ng et al. 2019). Through this image, organizations receive recognition from those whose expectations are fulfilled, enhance both individual and organizational performance by positively shaping employees' views and attitudes, and also attain a competitive edge (Dumont et al. 2017; Kim and Kim 2020). Recognizing the link between environmental sustainability and business growth, there is a growing global movement towards environmentally responsible practices, with an increasing number of companies adopting green technologies, green supply chains, and corporate social responsibility initiatives to reduce their carbon footprint, enhance their brand image, and meet the growing demand for eco-friendly products and services.

Businesses that focus on sustainable and environmentally responsible practices not only benefit from positive public perception but also create a more attractive workplace for employees. Employees today are increasingly environmentally conscious and prefer to work for organizations that align with their values. HRM plays a pivotal role in fostering this alignment by recruiting, retaining, and developing a workforce that values sustainability. Moreover, HR departments are tasked with ensuring compliance with environmental regulations and promoting workplace health and safety, which includes addressing potential hazards related to pollution. Effective HR practices can enhance employee well-being and engagement, as well as promote corporate sustainability goals, making HRM a vital component in addressing the environmental challenges posed by business activities.

## **2. WHAT IS GHRM?**

GHRM has become a buzzword nowadays and gaining popularity all over the world. Many research studies in existing literature have explored the factors that precede GHRM and its subsequent effects (e.g., Dumont et al. 2017; Jabbour 2013; Paille et al. 2012; Ren et al. 2018; Renwick et al. 2013; Shafaei et al. 2020; Wang and Bansal 2012). However, there is no concise definition of GHRM, different researcher has

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