

Human Resource Management for Sustainable Development w.r.t. Videocon

Dr. Garima Sachdeva

Associate Professor

Jagannath International Management School

Ms. Vrinda Rawal

University of Delhi

ABSTRACT

We are living in a dynamic world of eternally changing demands and interests of people. Achieving sustainable development, thus, becomes imperative as well as challenging. The issue of sustainability has been addressed by various business organizations in diverse ways. Striving towards three goals- environment protection, economic development and social well being – simultaneously, ensures sustainability in organizations. Human resources are responsible for achieving a profitable triple bottom line. A sustainable human resource management means revising the role of human resources and transforming the way HR performs its responsibilities. The paper focuses on the role of human resource management in achieving sustainable development. We examined the sustainability strategies undertaken by Videocon through specific HR related practices and actions like training and development, incorporating sustainability into the on boarding process for new employees, involvement in company's CSR, offering incentives and recognition for sustainability achievements, building an effective communication network with and within the employees. On questioning the employees, their wakefulness of and engagement in sustainable development of the company was analyzed. We confirmed the effectiveness of sustainability strategies of the company by acknowledging the relationship between human resource management and sustainable development. The paper also projects some strategies of sustainable development for the company by aligning them with the role of human resources.

Keywords: Sustainable Development, Human Resources, Human Resource Management, Sustainability Strategies, Triple Bottom Line.

INTRODUCTION

Sustainability means making future the cause of our present, that is, our actions today will shape our future. Therefore, we need to recognize the essentials of future generation as well as of present generation and move in coherence such that a balance is maintained in achieving both generations' needs.

The concept of development is incomplete without making room for sustainability in development. Sustainable development attempts to maintain a balance between development and the environment. It promotes inter-generational equity, i.e. the benefit from development ought to be equated with its impact on the environment for present and future generations. While development is important or in fact indispensable, the impact on the environment must be studied before undertaking such development.

The two strong principles of Sustainable Development are Precautionary Principle and Polluter Pays Principle. The Precautionary Principle says that any activity that could lead to threaten human health or the environment, with no scientifically established evidence of its impact requires preventive and mitigating measures. While the Polluter Pays Principle says that those who are responsible for producing pollution or damage to the natural environment, are required to bear the cost of improving or preventing the damage to the human health or the environment.

And therefore, sustainable development is not just the responsibility of environmental specialists, communication professionals or the government. It requires contributions from people across different fields and interests. Balancing social, economic and environmental factors together has become an alarming issue for the world and especially for the businesses. Although businesses work on the basic principle of preserving the capital base of the organization, they still rarely aims to protect the natural and human resources.

Sustainability means different things to different people, in essence, it is concerned with "meeting the needs of people today without compromising the ability of future generations to meet their own needs" (World Business Council for Sustainable Development, 2005). The concept of sustainable development is finding its way in business houses by recognizing the dependence of the business on natural and human resources. The economic activity must be undertaken in a way that it becomes environmentally and socially sustainable by facilitating growth rather than becoming a constraint.

For businesses, sustainable development means forming strategies and approaches to meet the present needs of the organization and its stakeholders while sustaining and protecting the natural and human resources for future needs. In order to increase the significance of the business in long run, the practices and processes of the business must embrace economic, social and environmental opportunities. Building a reputed image in marketplace and maintaining it are two different business goals, but they are required to be integrated from the view point of sustainable development.

India, an emerging economy facing enormous growth and societal challenges is planning for sustainable development significantly. One of the major goals is to combat climate change, which would entail climate action, industry innovation and

infrastructure, use of affordable and clean energy and building sustainable cities and communities. With cities generating two-thirds of the country's economic output, an increasing number of Indians are migrating from rural areas to seek employment in cities, relying on an efficient urban infrastructure. The rapid growth of cities causes a large number of challenges, including insufficient power supply, unreliable public transportation systems and limited access to adequate medical treatment.

Undeniably, sustainable development is the need of the hour. With the advent of energy efficient technology, combining economic development and environment sustainability is possible. The developers today must be conscious of the environment and adopt a green, pro- environment, scientific and energy efficient mind-set for each stage of a project. These measures may increase the over-all expenditure of the project, but in the longer run the benefits would surpass such costs. The Indian Government incentivises developers and promotes use of green and energy efficient measures and these incentives can be used by developers to off-set any additional green costs.

Human beings become human resources when their value is increased through investment in education and health. The formation of human resource capital can make significant contribution to sustainable development as human resources are central to economic development. Human resources drive the organization along the path of success and are well aware with the term sustainability. But the goal of sustainable development is often made limited to the corporate social responsibility that HR undertakes. The HR department is concerned with the recruitment and management function for an organization and it is essential that it incorporates sustainability programs in its activities and approaches. HR activities towards sustainability also have a positive effect on the employees' performance, attitudes and outlook towards the organization. Employees develop a sense of appreciation and respect for the organization and support the activities leading to sustainable development.

The researchers will study how human resource is an economic resource to sustainable development and ways of building and sustaining human resource capital.

OBJECTIVES

1. To understand the role of Human Resource Management in sustainable development.
2. To analyse the HR strategies adopted by the company for sustainable development.
3. To know the effectiveness of HR strategies on sustainable development of the company.

RESEARCH METHODOLOGY

The following research methodology has been adopted for the present research work.

Data Collection:

Both primary and secondary data have been collected for the research work. For collection of primary data the researchers have developed a self-structured questionnaire based on selected HR strategies and for secondary data all related

published materials are used for proper analysis, interpretation and generalization of findings of the present study.

Sampling Techniques

The respondents were selected by using Stratified Random Sampling method.

Sample Profile with Justification

The researches have taken 15% of total population of the corporate office of Videocon as the sample size.

Sample profile of the study

S.NO.	CATEGORY	VIDEOCON CORPRATE OFFICE	
		POPULATION	SAMPLE SIZE
1.	Top Level Management	30	4
2.	Middle Level Management	150	23
3.	Floor Level Management	220	33
	TOTAL	400	60

Hypotheses

H₀ - Training plays a significant role in sustainable development.

H₁ - Training does not play a significant role in sustainable development.

Statistical Tools

To test the given hypotheses and survey findings scientifically, the researchers are keen to analyse data by using appropriate statistical tools like Weighted Average and Chi-square.

LIMITATIONS OF THE STUDY:

As one knows, limitations are found everywhere in every walk of life. All accomplishments in life, big or small take place with some hurdles or obstacles. Considering this universal thought, the researchers, despite putting the best effort could not escape from certain limitations, which can be summarized as follows:

- ✓ The study is confined to only one corporate house.
- ✓ The administration of the questionnaire was limited to 60 respondents, only due to the paucity of resources at the disposal of the researchers and the size of the corporate office of the company.

- ✓ While collecting secondary data, it was difficult for the researchers to obtain information due to some confidential or unknown reasons.
- ✓ The sample was drawn from the corporate office, assuming that the rest of the company follows the same trend.
- ✓ Though the researchers have incorporated a significant number of parameters of Human Resource Strategies, yet there can be many parameters, which could be accommodated in successive studies.
- ✓ In order to have degree of precision in data analysis up to manageable level, some numeric approximation had to be made.

LITERATURE REVIEW

Considerable literatures are available on the study of sustainable development and human resources. A review of the available literature is conducted to identify the development made in the field. It is assumed that in the practice human resources are consumed and exploited rather than developed and reproduced (Thom & Zaugg, 2004). Striving to overcome the new challenges for HRM and to reduce the negative impact of HRM on employees, such as high level of stress or work-related illness (Marriappanadar, 2012a, 2012b), the search for the new way of managing people has recently become increasingly significant. Sustainability on the corporate level can be explained as meeting the needs of organization's direct and indirect stakeholders without compromising its ability to meet the needs of future stakeholders as well (Dyllick & Hockerts, 2002). The relevance of sustainability as a concept for HRM can be supported by two kinds of arguments (Ehnert & Harry, 2012): first, organizations operates in economic and social environments and HRM can no longer neglect the societal discussion on sustainability, moreover needs to make an input to sustainable development; second, due to the scare human resources, aging population and increasing work-related health problems sustainability of HRM itself becomes essential for surviving of organizations.

Significant step forward applying sustainability as a concept for HRM was made by Ehnert (2006, 2009a) presenting sustainable HRM model that addresses a general notion of sustainability, emphasizes the desired effects of HRM on three levels (individual, organizational and social) and the need to balance the duality of efficiency and sustainability over a long-lasting time. According to Ehnert (2006), "Sustainable HRM is the pattern of planned or emerging human resource deployments and activities intended to enable a balance of organizational goal achievement and reproduction of the human resource base over a long-lasting calendar time and to control for negative impact on the human resource base."

Elkington (1997) translated the societal concept of sustainability to the corporate business level underlying that for the long-term success financial, ecological and social "bottom lines" have to be equally considered. All three dimensions of the "triple-bottom-line" are interrelated, the implication is that environmental integrity, economic prosperity and social equity are necessary conditions for corporate sustainable development (Bansal, 2005) and due to that business needs to manage not only economic but also natural and social capitals (Dyllick & Hockerts, 2002).

According to Boudreau and Ramstad (2005), the traditional business paradigm strives to achieve financial returns and HRM responds with strategic logic showing the contribution of human resources also defined in financial terms. Following that logic, the successful organization is that one which enhances financial outcomes. However, the notion of sustainability replaces the understanding of the success: Schuler and Jackson (2005) identify that “success requires meeting the present demands of multiple stakeholders while also anticipating their future needs”; Boudreau (2003) sustainability treats as “an alternative definition of organizational success”; the same view share Boudreau and Ramstad (2005) arguing that sustainability is “achieving success today without compromising the needs of the future”.

The incorporation of environmental objectives and strategies into the overall strategic development goals of a company helps in arriving at an effective environment management system (Haden et al., 2009). Fayyazia et al. (2015) said that there is a requirement for the amalgamation of environmental management in Human Resource Management (HRM) because it is essentially or very important rather than just desirable.

Lamm *et al.* (2013) suggested that employees who hold positive attitudes (e.g. organizational commitment) towards their organizations would have stronger initiatives to direct their behaviours towards activities that are in line with the goals and values of the organizations. Levels of commitments towards organizations can be enhanced by educating employees on issues related to business or environmental ethics; the better the training is, the stronger the relationship between environmental commitments and performance on sustainability (Liu *et al.*, 2014). Therefore, trust in and satisfactions with the organization are prominent factors in determining organizational performance. Establishment of training regarding environmental issues also leads to a range of benefits, such as facilitating corporate social responsibility, building up positive public images, complying with regulatory requirements, encouraging employees to take part in proactive environmental management, promoting job satisfaction among employees (Cook and Seith, 1992) and, ultimately, improving a firm's value through employees' motivation (Edmans, 2012).

Following the attitude that HRM is the both – a means and the end realizing organizational strategic objectives (Huselid, Becker & Beatty, 2005), Taylor, Osland and Egri (2012) present two kinds of arguments why sustainability is important for HRM. First, HRM help direct employees mindset and actions toward achieving sustainability goals (HRM is treated as means). Second, sustainability principles can be embodied in HRM systems and that cause the long-term physical, social and economic well-being of employees (HRM is treated as an end).

Organizations undertake several practices and initiatives to engage employees towards environment sustainability. However, how effectively have these practices been implemented and how have these practices been integrated with the HR departments to achieve overall environmental sustainability is a question for research.

ABOUT VIDEOCON

Videocon Industries (VIDEOCON), the 2.5 billion USD flagship company of the Videocon Group, is a diversified company. It was incorporated on 1979 and is spread

across many different sectors and businesses including Videocon Liberty, Consumer Electronics & Home Appliances, Mobile Handsets, Mobile Services, DTH Services, Oil and Gas, Real Estate, Ecommerce, International Business units and Investor Relations. The multi brand company houses some of the major brands in the country including Kenstar, Kelvinator, Sansui, Videocon, Planet M, Digi world and Next.

The company's consumer electronics products include plasma TV; LCD TV; conventional TV; DVD; and multimedia speakers. The company's home appliances products include frost free refrigerators; direct cool refrigerators; side by side refrigerators; fully automatic washing machines; semi automatic washing machines; microwave ovens; window AC; split AC; cassette AC; and tower AC. The company has also ventured into the mobile and tablet segment.

By focusing on the right means, Videocon has been successful in building a robust and dependable Value Chain. The vision of the company focuses on building an Ingenious Strategy, Intrepid Entrepreneurship, Improved Technology, Innovative Products, Insightful Marketing and Inspired Thinking.

Videocon Industries reported a standalone net profit of Rs 10.46 crore for the quarter ended March 31, 2016. The company's net sales during the quarter under review increased marginally to Rs 3,079.27 crore as against Rs 3,073.47 crore in the same quarter last year.

The number of employees in corporate office New Delhi is 400. Further it is bifurcated in 3 levels of management i.e. top level management (30), middle level management (150) and lower level management (220)

ANALYSIS AND INTERPRETATION

In order to analyse data comprehensively, the researchers prepared a self-structured questionnaire. The questionnaire includes close ended questions. The researchers further executed the questionnaire to the various employee categories of Videocon i.e. top level management, middle level management and lower level management. The total number of respondents was 60.

The respondents' profile was categorized on the basis of designation, age, years of service and salary.

TABLE 1 Designation of the respondents

S. NO.	DESIGNATION	RESPONSES
1	Top Level Management	4 (7)
2	Middle Level Management	23 (38)
3	Lower Level Management	33 (55)
	TOTAL	60 (100)

1. Figures in bracket denote percentage (rounded off) of total respondents.
2. Source: Primary Survey

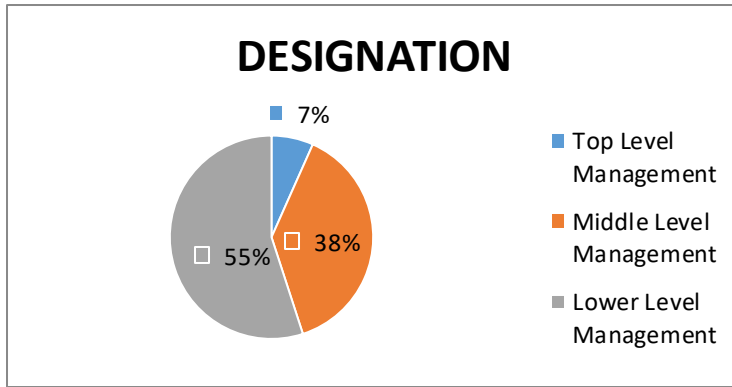


EXHIBIT 1 *Designation of the respondents*

The researchers have also observed that almost 55% of employees working in the corporate office are at lower level of management and 38% of them are from middle level of management, while only 7% are from top level management.

TABLE 2 *Age of respondents working in the company*

S. NO.	AGE	RESPONSES
1	20-30 Years	23 (38)
2	30-40 Years	28 (47)
3	40-50 Years	9 (15)
4	Above 50 Years	0 (0)
	TOTAL	60 (100)

1. Figures in bracket denote percentage (rounded off) of total respondents.
2. Source: Primary Survey

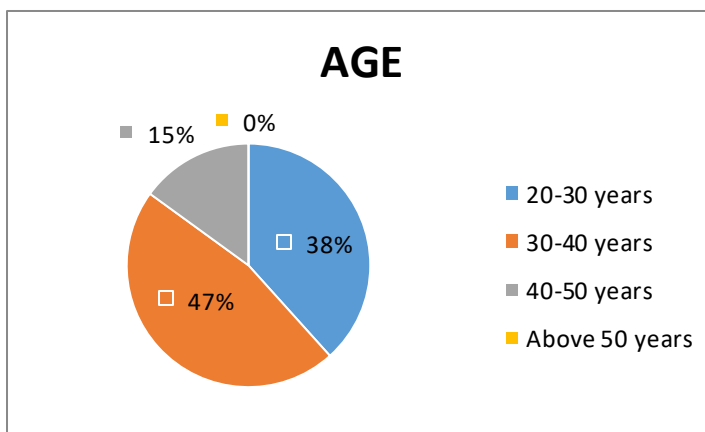


EXHIBIT 2 *Age of respondents working in the company*

It was revealed by the responses that almost 47% employees of Videocon are of 30 to 40 years of age and 38% are less than 30 years of age. Hence, almost all the employees are young and only 15% are between 40 to 50 years of age

TABLE 3 *Tenure of respondents in the company*

S. NO.	TENURE	RESPONSES
1	0-5 Years	41 (68)
2	5-10 Years	15 (25)
3	10-15 Years	4 (7)
4	Above 15 Years	0 (0)
	TOTAL	60 (100)

1. Figures in bracket denote percentage (rounded off) of total respondents.
2. Source: Primary Survey

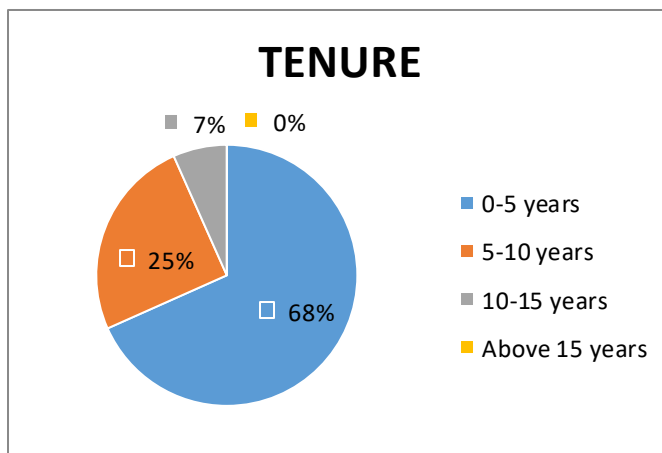


EXHIBIT 3 *Tenure of respondents in the company*

When respondents were asked about their tenure of service it was observed by their responses that majority of them i.e. 68% have not even completed 5 years in the organization and only 25% employees are working from 5 to 10 years.

TABLE 4 *Salary structures of the respondents*

S. NO.	SALARY (per month)	RESPONSES
1	15000-1Lakh	27 (45)
2	1 Lakh-5 Lakhs	17 (29)
3	5 Lakhs-10 Lakhs	8 (13)
4	Above 10 Lakhs	8 (13)
	TOTAL	60 (100)

1. Figures in bracket denote percentage (rounded off) of total respondents.
2. Source: Primary Survey

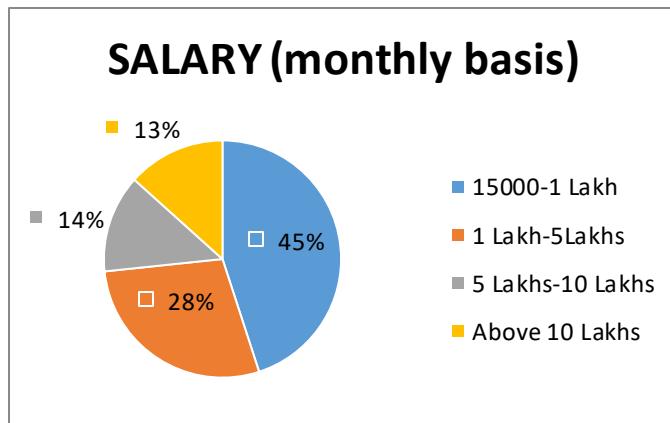


EXHIBIT 4 *Salary structure of the respondents*

The researchers also found that 45% of employees are getting salary between 15,000 and 1 Lakh and 29% employees are getting salary between 1 Lakh and 5 Lakhs, while only 13% employees are getting salary between 5 Lakhs and 10 Lakhs, and above 10 Lakhs is the remaining.

TABLE 5 *Role of Human Resource strategies in Sustainable Development*

S. NO.	VITAL ROLE OF HR STRATEGIES IN SD	RESPONSES
1	Yes	56 (93)
2	No	0 (0)
3	May Be	4 (7)
	TOTAL	60 (100)

1. Figures in bracket denote percentage (rounded off) of total respondents.
2. Source: Primary Survey

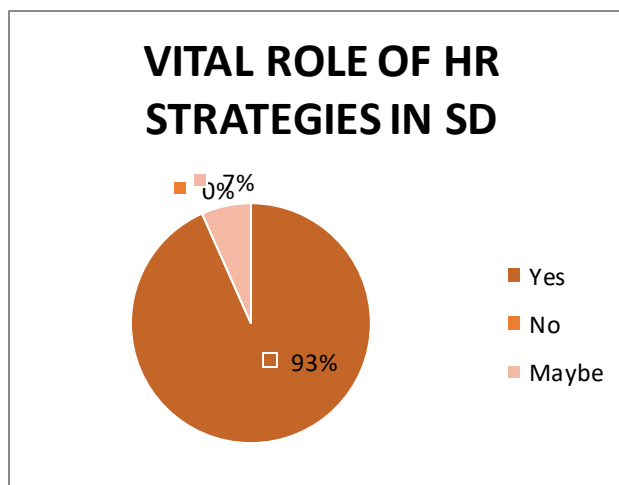


EXHIBIT 5 *Vitality of Human Resource strategies in Sustainable development*

Out of the total respondents, 93% answered positively about the vitality of HR strategies in sustainable development and 7% of the respondents were ambiguous.

TABLE 6 *Human Resource strategies prevailing for Sustainable Development*

S. NO.	HRM STRATEGIES FOR SD	RESPONSES
1	Training	55
2	Green HR Practices	16
3	No Recruitment Waste	16
4	Green Orientation Program	12
5	Partnership with Stakeholders	10
6	Environment Sustainability Team	11
7	Rewards and Incentives	34
8	Employee Participation	29
9	Waste Management	04
10	Charity Programs and Green Projects	21
11	Any Other	0

1. Source: Primary Survey

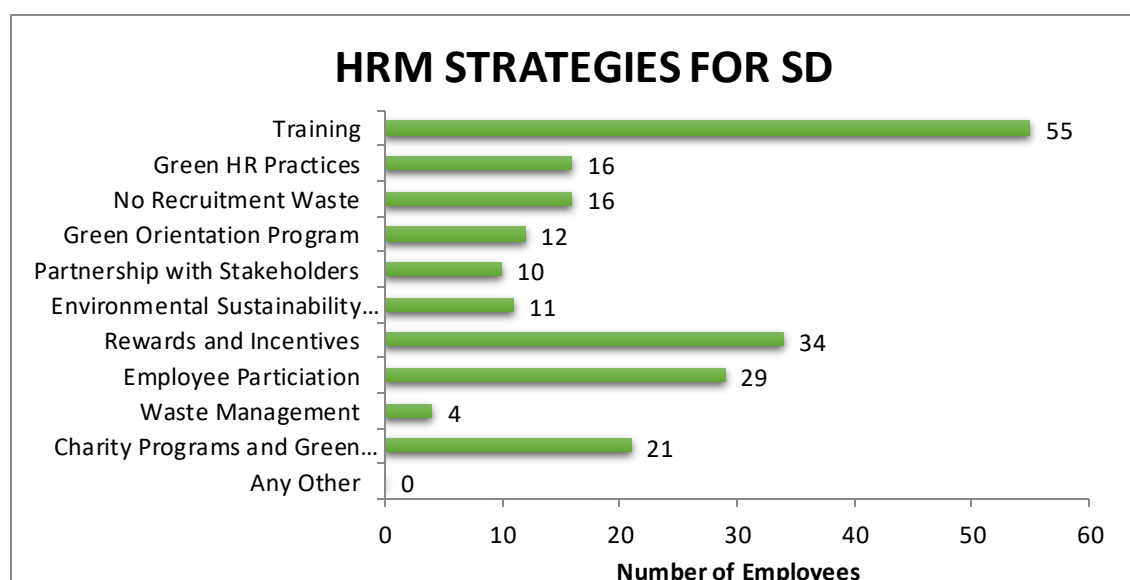


EXHIBIT 6 *Prevailing Human Resource strategies for Sustainable Development*

When the respondents were further asked to identify some HRM strategies for sustainable development, the responses were clearly indicating that maximum number of respondents feel that training, rewards and incentives and employee participation respectively play significant vital role in sustainable development.

TABLE 7 *Participation of employees in Human Resource strategies for Sustainable Development*

S. NO.	PARTICIPATION OF EMPLOEES IN HR STRATEGIES FOR SD	RESPONSES
1	Yes	25 (42)

2	No	35 (58)
	TOTAL	60 (100)

1. Figures in bracket denote percentage (rounded off) of total respondents.
2. Source: Primary Survey

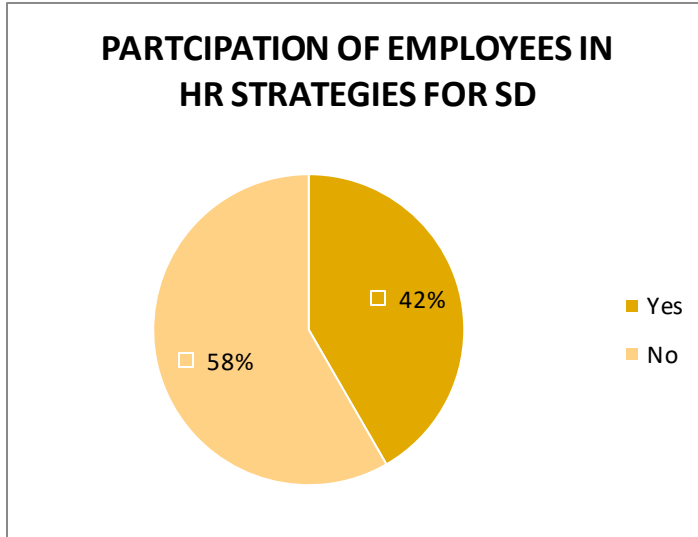


EXHIBIT 7 Participation of employees in Human Resource strategies for Sustainable Development

Out of the total respondents, only 42% answered positively about their engagement in HR strategies for sustainable development and 58% of the respondents were not engaged.

TABLE 8 Engagement of employees in Human Resource strategies for Sustainable development

S. NO.	ENGAGEMENT IN HR STRATEGIES FOR SD	RESPONSES
1	Training	33
2	Green HR Practices	15
3	No Recruitment Waste	18
4	Green Orientation Program	16
5	Partnership with Stakeholders	10
6	Environment Sustainability Team	10
7	Rewards and Incentives	25
8	Employee Participation	29
9	Waste Management	03
10	Charity Programs and Green Projects	21
11	Any Other	00

1. Figures in bracket denote percentage (rounded off) of total respondents.
2. Source: Primary Survey

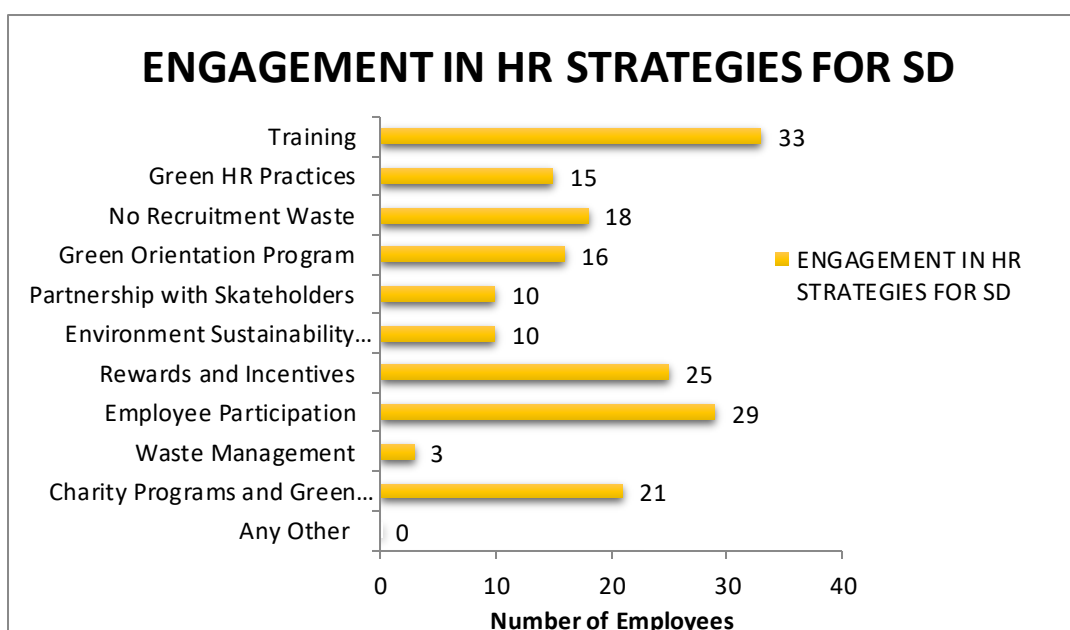


EXHIBIT 8 Engagement of employees in Human Resource strategies for Sustainable development

The researchers wanted the respondents to recognise the HR strategies in which they were engaged in, for sustainable development. Out of the total responses, there were only three strategies i.e. training, employee participation and rewards and incentives which got the maximum engagement by the respondents.

TABLE 9 Time engagement in the strategies they are involved in for sustainable development

S. No.	EMPLOYEE ENGAGEMENT IN HR STRATEGIES FOR SD	5	4	3	2	1	TOTAL	WA	RANK
1	Training	16 (27)	4 (7)	8 (13)	5 (8)	27 (45)	60 (100)	2.62	I
2	Green HR Practices	10 (17)	0 (0)	1 (2)	4 (6)	45 (75)	60 (100)	1.77	V
3	No Recruitment Waste	6 (10)	1 (2)	5 (8)	6 (10)	42 (70)	60 (100)	1.72	VI
4	Green Orientation Program	4 (7)	2 (3)	2 (3)	8 (14)	44 (73)	60 (100)	1.57	VII

5	Partnership with Stakeholders	3 (5)	2 (3)	1 (2)	4 (7)	50 (83)	60 (100)	1.40	VIII
6	Environment Sustainability Team	3 (5)	1 (2)	2 (3)	4 (7)	50 (83)	60 (100)	1.38	IX
7	Rewards and Incentives	13 (22)	5 (9)	3 (5)	5 (8)	35 (58)	60 (100)	2.32	III
8	Employee Participation	17 (29)	5 (8)	2 (3)	5 (8)	31 (52)	60 (100)	2.53	II
9	Waste Management	2 (3)	0 (0)	0 (0)	1 (2)	57 (95)	60 (100)	1.15	X
10	Charity Programs and Green Projects	13 (22)	1 (2)	3 (5)	4 (6)	39 (65)	60 (100)	2.08	IV

1. Figures in bracket denote percentage (rounded off) of total respondents.
2. Scale: 5=**Always**, 4=**very Often**, 3=**sometimes**, 2=**Rarely**, 1=**Never**. **WA**=Weighted Average Score, **TOTAL**=Total no. of respondents
3. Source: Primary Survey

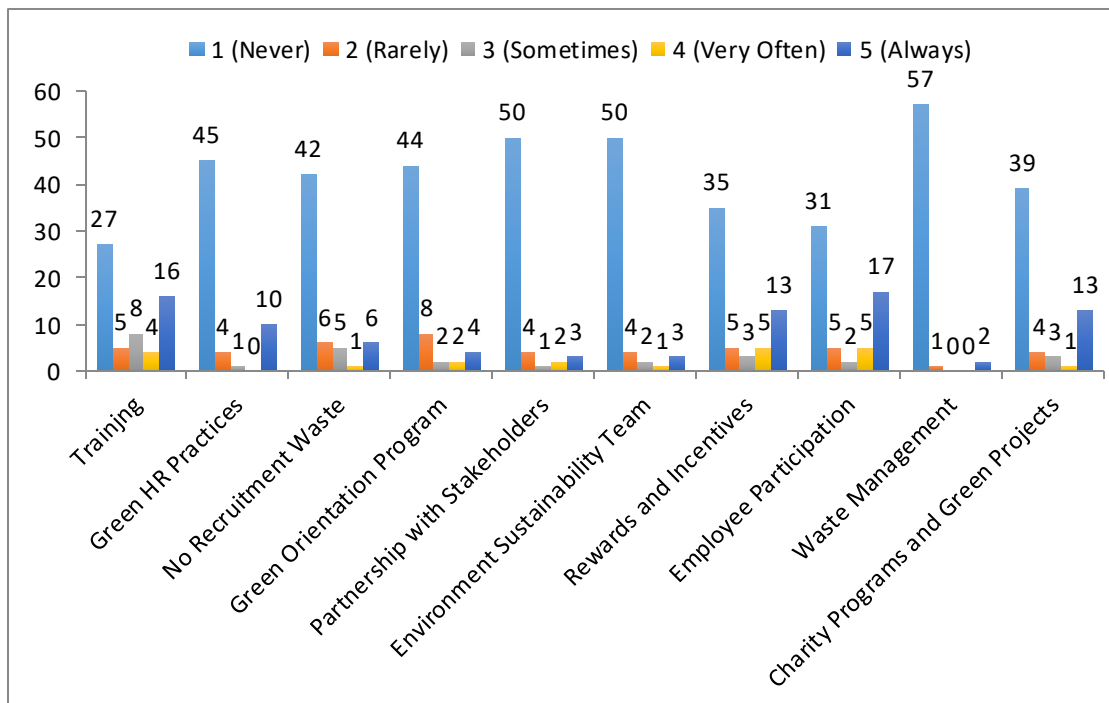


EXHIBIT 9 Time engagement in the strategies they are involved in for sustainable development

The respondents were asked to rate their time engagement in HR strategies held in the organization for sustainable development. The responses revealed that only 27% of the respondents were always engaged in Training, 29% were always engaged in Employee Participation and only 22% were always engaged in Rewards and Incentives. All the three strategies are ranked in descending order of their weighted average.

TABLE 10 *Strategies practiced are effective for sustainable development*

S. NO.	EFFECTIVENESS OF SD STRATEGIES ON SUSTAINABILITY OF ORGANIZATION	RESPONSES
1	Yes	47 (78)
2	No	0 (0)
3	May Be	13 (22)
	TOTAL	60 (100)

1. Figures in bracket denote percentage (rounded off) of total respondents.
2. Source: Primary Survey

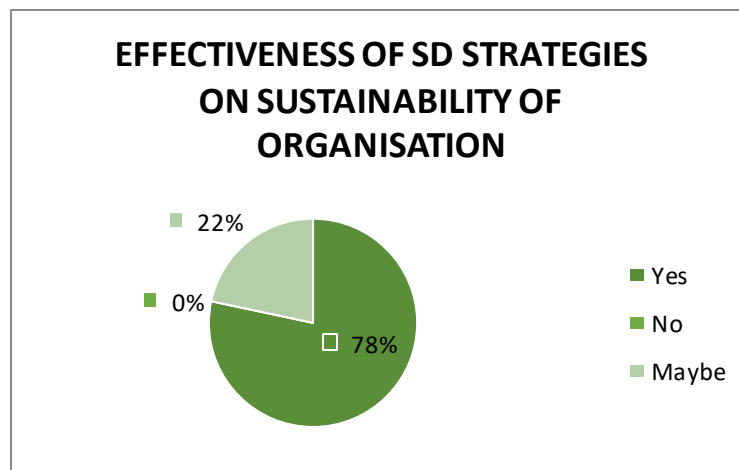


EXHIBIT 10 *Strategies practiced are effective for sustainable development*

Out of the total responses, 78% of respondents strongly feel that HR strategies positively affect the sustainable development of the organization whereas only 22% of the respondents feel the other way..

TABLE 11 *Ranking of effectiveness of Human Resource Strategies on Sustainable Development.*

1. Figures in bracket denote percentage (rounded off) of total respondents.
2. Scale: 5=Very Effective, 4=Capable & Effective, 3=Neutral, 2=Somewhat Effective, 1=Needs Development. WA=Weighted Average Score, TOTAL=Totalno. of respondents
3. Source: Primary Survey

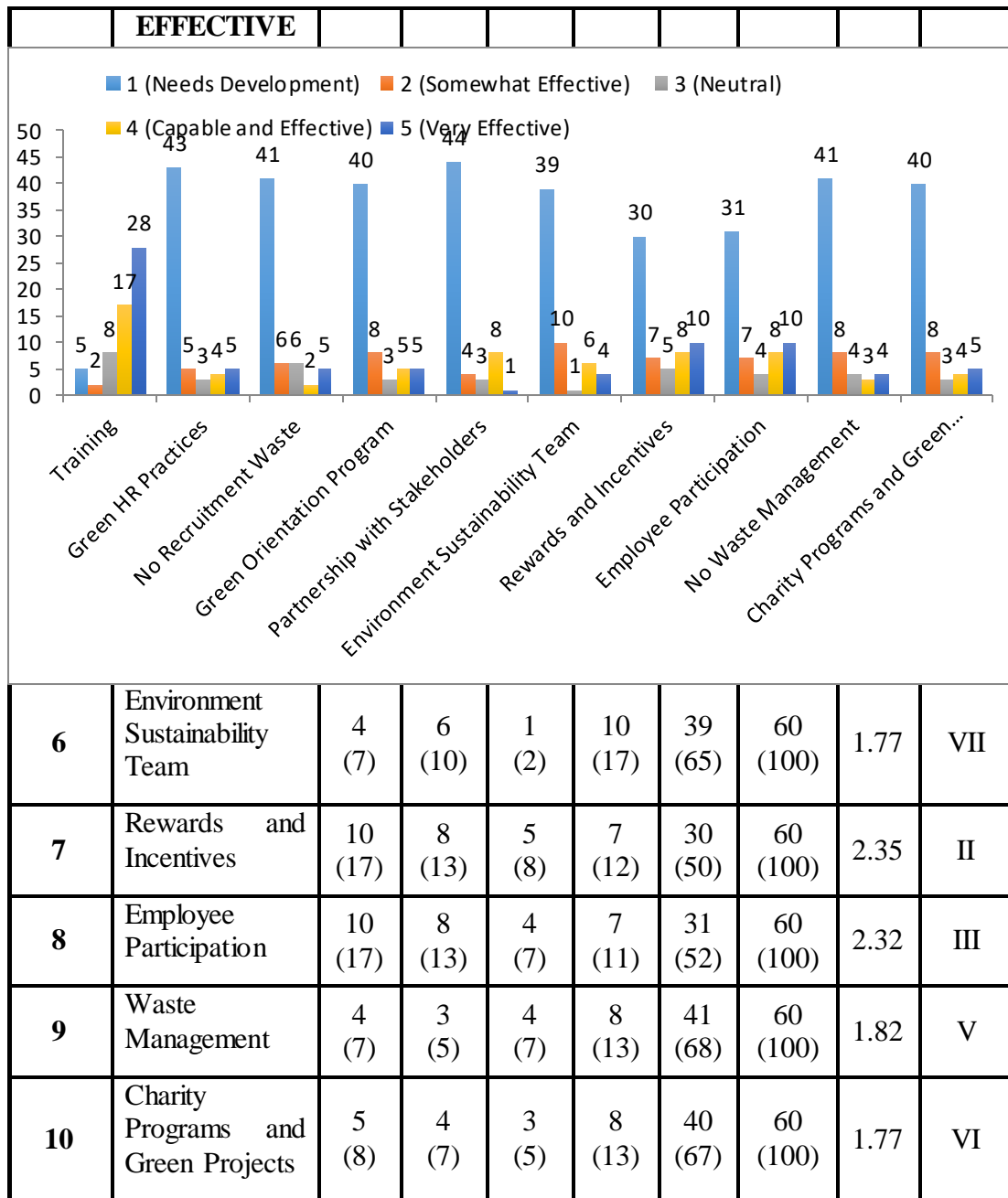


EXHIBIT 11 Ranking of effectiveness of Human Resource Strategies on Sustainable Development

The respondents were now asked to rate the effectiveness of the HR strategies they were engaged in, for sustainable development. Considering the weighted average, training stands on the first rank (i.e. 4.01), followed by rewards and incentives (i.e. 3.35) and employee participation (i.e. 3.32). Other strategies such as waste management, green orientation programs are also helpful for effective sustainable development of the organization if conducted in a appropriate manner. Therefore, the researchers can interpret that training as an HR strategy plays a remarkable role in effective sustainable development of the organisation.

HYPOTHESES TESTING

H₀- Training plays a significant role in sustainable development.

H₁- Training does not play a significant role in sustainable development.

To test this hypothesis, the researchers have applied chi-square test. As far as effectiveness of training is concerned it has been calculated on the basis of responses given in table 11 of the questionnaire. In this question the respondents were expected to rate various HR strategies on a five point scale in the organization. The top most parameter among the chosen strategies is training. The researchers have further taken expected frequencies for proper testing of chi-square.

COMPUTATION OF CHI-SQUARE

S. NO.	EFFECTIVENESS OF TRAINING ON SUSTAINABLE DEVELOPMENT	5	4	3	2	1	TOTAL
1	Observed Frequency	28	17	8	2	5	60
2	Observed Percentage (%)	47	29	13	3	8	100
3	Expected Frequency	30	15	6	3	6	60
4	Expected Percentage (%)	50	25	10	5	10	100

FORMULA OF CHI-SQUARE

$$\chi^2 = \Sigma (fo1 - fe1)^2/E1 + (fo2 - fe2)^2/E2 + (fo3 - fe3)^2/E3 + (fo4 - fe4)^2/E4 + (fo5 - fe5)^2/E5$$

$$\chi^2 = \Sigma 0.13 + 0.27 + 0.67 + 0.33 + 0.17$$

$$\chi^2 = 1.57$$

At 5% significance level with four (4) degrees of freedom, the table value or the critical value of chi-square is **9.49**. The computed value of chi-square is **1.57**, which is far less than the table value, hence, falls in the region of acceptance. Thus, the researchers does not rejects the null hypothesis and conclude that training plays a very significant role in sustainable development of the organization.

RECOMMENDATIONS AND CONCLUSION

The researchers after analysing the various HR strategies on the basis of primary and secondary data can easily conclude that top leading strategy of the company is training followed by rewards and incentives and employee participation. The researchers at the internal stage of the study had chosen the most important parameter of HR strategies. Besides, the respondents too have identified additional ones which have already been discussed previously.

The employees of the organisation are well aware of the training strategies prevailing in their organisation for sustainable development and their engagement in the same. Due to their maximum engagement in training strategies (i.e. 55%), having highest

effectiveness on sustainable development, it is strongly recommended to adopt more of such training strategies thereby increasing the employee engagement to an even higher percent. The organisation can do so by increasing the number of training sessions and making it mandatory for employees to attend 80% of the training sessions. Incorporating sustainability education drives in training programs can prove to be an effective way as many employees are unaware of the concept of sustainability and its implications.

The employees have also indicated a high engagement in employee participation and rewards and incentives strategies. Considering their positive effect on sustainable development, researchers recommend the organisation to explore more ways of indulging employees in sustainable development practices via these strategies. For this organisation can encourage the employees at all levels of management to come up with new ways of achieving sustainability by rewarding those employees who suggest feasible and effective strategies. Employee participation can also be increased by awarding the best employee award on the basis of employees' contribution in sustainable development strategies.

It can be found that green orientation programs are effective (Table 11: Rank IV) but the employee engagement in such programs is relatively low. The organisation can therefore involve employees in green orientation programs with the help of training strategies.

The HR department of the organisation can also engage employees in initiatives like tree planting, recycling the company waste, deploying particular number of hours for community service, this will not only contribute towards environment sustainability but also help to create a positive work environment which will eventually lead to healthy and motivated employees.

In order for organizations to really benefit from integrating sustainability into their HR strategies, it is recommended that they incorporate it into all of the processes that HR controls. This does not mean that that all HR actions should only be paperless to avoid a negative environmental impact, or that all processes should be solely focused on sustainability. It simply means that organizations should inculcate sustainability practices and procedures into its major HR policies and strategies.

Sustainable development is virtuous business in itself. It creates opportunities for suppliers of 'green consumers', developers of environmentally safer materials and processes, firms that invest in eco-efficiency and those that absorb themselves in social well-being. The enterprises will generally have a competitive advantage. They will earn their local community's goodwill and see their efforts reflected in the bottom line.

In nutshell, it is acknowledged that there is an interrelationship between HR practices and sustainable development. Despite of its emergent recognition it is still a new idea for many corporate houses. If sustainable development is to achieve its potential, it must be integrated into the planning and measurement systems of business enterprises. And for that to happen, the HR practices must cohere with sustainability. For the business enterprise, sustainable development means espousing business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining and enhancing the human and natural resources that will be required in the future. Businesses and societies can find approaches that will move towards all three goals - environmental protection, social wellbeing and economic development - at the same time.

The road to instigating a sustainable development philosophy will be different and knotty, but with ingenuity, perseverance and cooperation, the desired result can be achieved.

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