

A STUDY ON THE GREEN CULTURE IN OIL AND NATURAL GAS CORPORATION LIMITED (ONGC) AND ITS AWARENESS LEVEL AMONG THE EMPLOYEES OF SIVSAGAR AND NAZIRA UNITS, ASSAM ASSETS.

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ABSTRACT

As the corporate world is going global, the business is experiencing a need of shifting from a conventional financial structure to a modern capacity based economy, which is ready to explore green economic facts of business. While engaging in the profit maximization strategies organizations forgot to build up the green aspect. Whereas the responsibility from the business corporations, to move its wings towards a green world is expected in order to establish the desired balance between human and nature. Therefore, the corporate world is under pressure to fold up its objective with the protection of the environment. Moreover, the realization for the need of environment friendly world on part of the organization can be associated with changing the employee's attitudes and behaviours towards it. The paper thereby emphasizes its ground on different green initiatives implemented in Oil and Natural Gas Corporation Limited, with special reference to Sivsagar and Nazira units, Assam. The paper also tries to focus on the involvement of manpower in bringing out the right strategic approach towards preservation of nature.

KEY WORDS: *Green Initiatives, Corporate Culture, Green Culture.*

INTRODUCTION

Last two decades of this century have witnessed a unanimous consensus for the need of a realistic environmental drive all over the world. Recently, there has been observed an increasing awareness within business communities on the significance of going green and adopting various environmental management techniques. Hence, organizations must understand, inspire and empower the intellect capital to practice green management initiatives at work place. The "Go Green" approach is taking a step ahead for the integration of environmental issues in management (Goswami & Ranjan, 2015). The "Green" terminology was coined as an environmental protection measure with the implication of Green movement. In the corporate world the term "Green" connotes itself in relation to three grounds- a) preservation of natural resources, b)

conservation of natural resources and c) avoidance or minimization of environmental pollution. Installation of green culture and green values in the corporate world can lead to environment friendly practices and preservation of knowledge capital. Organizations are gradually trying to bridge out the gap between being knowledgeable to being concern towards a green culture and thereby organizations are implementing lot of environmental measures. But somehow there is a slackness lack in proper implementation of these initiatives. The reflection of the green mind set of each and every employee is possible with the proper implication of green activities by the management. There should be a separate Green Management Department who will look after these activities. In the green world of corporate sector, people management function has become a growing necessity to align its objective with environmental protection. Each and every employee should realize the need of the nature and engage themselves in green sense of responsibility. Engagement of employees and thereby as a society helps to share their values and services in bringing out a green culture. It is also important that the green performance should not limited to the work life of employees but also the implication of green activities should also be seen in the private life of employees to have a desired green result. The inclination towards green work is possible if benefits of being green business can be realized in the short as well as in the long term by the organizations. Thereby, Green Management should always be associated in bringing out the total transformation of the whole organization's perspective towards the green movement. Moreover, management should take up the green activities at a strategic level in organizations and policies and programmes should be implemented aiming more towards changing attitudes and behaviors which will result in an environmental friendly organization.

REVIEW OF LITERATURE

Corinna Dogland Drik Holtbrugge (2014), "Corporate Environmental Responsibility, Employer reputation and employee commitment: An empirical study in developed and emerging economics" discusses the corporate environmental responsibility activities and its influences on the company's environmental reputation. The paper also emphasizes on the relationship between CER activities, environmental reputation and employee commitment and its differences in developed and emerging countries.

Lara Zimbarras (2014), "HRM practices used to promote pro environmental behavior: A UK survey" examines the role of HRM factors, such as management support, training reward systems in encouraging employees to become more pro environmental which may ultimately support successful EMS implementation. The paper has discussed the basic concepts of EMS and the HR factors that influence employee environmental behavior and EMS implementation.

Sadia Cheema, Ahmed Tisman Pasha, Farheen Javed (2015), "Green Human Resource Practices: Implementation and hurdles of SMES in Pakistan," throws light on the importance of Green Human Resource perspective for small and medium sized enterprises. The paper explores the different aspects of Green Human resources management and analyses the barriers occur during the implementation of Green Human Resource Management practices.

Opatha, Aruhajah (2014), “Green HRM: Simplified general reflections” the paper tries to provide a simplified general reflection in Green HRM to serve the individuals; society and business. Therefore it put its focus on several aspects like meaning of green; reasons for greening; meaning of Green HRM; GHR requirements and Greening of HR functions.

Sushma Rani and Dr. K. Mishra (2014), “Green HRM: Practices and strategic implementation in the organizations” in his topic focuses to promote the importance of Green HR as Environmental Friendly HR practices, the papers has included the practices of using every employee’s interference and maintain sustainable business practices as well as creating awareness, which in turn, helps organization to operate in an environmentally sustainable fashion.

Sail Seth, signifies the essence of Green Human Resource Management in reinforcing the concept of Corporate Environmental Citizenship and subsequently highlights its benefits. The study put forward the relationship between Green Human Resource Management and Corporate Environmental Citizenship by highlighting the benefits associated with the adoption of Green Human Resource Management in direction of Corporate Environmental Citizenship.

Suhaimi Sudin (2011), “Strategic Green HRM: A proposed model that supports corporate environmental citizenship” the topic emphasizes the development of a new model of strategic Green Human Resource Management like Environment based on HR interventions, Environment Management Systems (EMS), Green Intellectual Capital, Corporate Environmental Citizenship (CEC).

Literatures are available on the implementation of policies and practices on the protection of Environment in the form of Corporate Social Responsibility, but very few studies are concerned on building up the responsibility on each and every association of the organization be the employees, employer, stakeholder, consumer and organization as a whole. Moreover, very few research studies have been carried out on Green practices in context to Assam.

STATEMENT OF PROBLEM

With the excessive consumption of natural resources by the industries, the ecological imbalance has reached to an alarming stage. Therefore, environmental issues have become a great concern to the whole world (Jabbor & Abid, 2014). The environment has been widely damaged due to industrialization (Goosen, 2012). Therefore, Corporations are expected to emphasize on environmental issues as a routine activity. It has been seen that corporations are dealing with environmental affairs form the CSR (Corporate Social Responsibility) aspect of the organization. But very few concerns have been witnessed on changing organization’s attitude and behavior towards this global aspect. Human Resource Manager being the active practitioner of managing the members of the organization needs to articulate the green culture among each and every employee of the organization. Hence, employees should have the proper understanding of Green practices, which is generally seen lacking off. Therefore, by forming the right green attitude among its employees, organizations can approach towards this global concern.

OBJECTIVE:

The objectives of the study are:

1. To focus on the different Green practices adopted by Oil and Natural Gas Corporation Limited (ONGC).
2. To study the level of awareness of Green practices among the employees of the organization of Sivasagar and Nazira units, Assam.

RESEARCH QUESTION:

The Research Question of the study:

1. What are the different Green practices adopted by ONGC, Nazira and Sivasagar units, Assam?
2. What is the level of awareness among the employees of ONGC Nazira and Sivasagar units, Assam regarding the concept of Green practices?

RESEARCH METHODOLOGY:

The paper is descriptive and analytical in nature. The study is based on both primary and secondary data. The primary data is collected through questionnaires distributed to the executive and non executive employees of the organization. The secondary data is collected through different articles, magazines, brochures, reports, newspapers, websites, ONGC portals and publications. The sampling technique adopted for the study is Stratified Random Sampling. The employees of all the departments of ONGC Nazira and Sivasagar units, Assam Asset is taken as population. The sampling size of the study is collected from both Executive and Non executive employees of ONGC, Nazira and Sivasagar units, Assam Asset with the help of Required Sample size Table (Source: The Research Advisors, 2006). The sample size (n) was determined using the Slovin's formula assumes a degree of variability (proportion) of 0.05 and confidence level of 95%. and thus the sample size of the employees are 390 (Executives are taken as 200 no. and Non Executive employees as 190 no.) of ONGC, Nazira and Sivasagar units, Assam Asset. The selection of sample is made randomly from both executives and non-executive level of employees.

SOME OF THE INITIATIVES OF ONGC TOWARDS GREEN CULTURE:

Companies like Infosys, ITC, Coca Cola and ONGC has been undergoing through different green initiatives in their organizations. In this regard, Oil and Natural Gas Corporation Limited can be considered as one of the pioneers of CSR practices even when there are no constructions of CSR laws. Hence, ONGC has formulated many green policies to protect the environment and nature from several years which has been discussed below:

❖ HSE AND CORPORATE ENVIRONMENT POLICY:

ONGC being an Exploration and Petroleum industry need to undergo the Health, Safety and Environment (HSE) policies to have better attendance in Environmental Management System. Therefore, ONGC has implemented some of the HSE practices through the formation of ONGC HSE policy.

1. To comply with all applicable legislations, codes, standards and requirements to promote occupational health, safety and environmental protection for sustainable development.

2. To take all actions necessary to protect equipment and the integrity of the system to avoid accidental release of hazardous substances for minimizing environmental pollution.
3. To enhance awareness and involvement of all the stake holders in promotion of occupational health, safety and environment protection.

Moreover, ONGC also made an attempt on environmental protection policies known as “Corporate Environment Policy”.

The major concerns of the policy of the corporate sector (ONGC) are the following:

1. Achieve Environmental leadership in all its business activities.
2. Abide by all applicable legislative and other requirements associated with Environment Protection and Ecological Preservation.
3. Ensure conservation of Natural resources.
4. Strive for Environment protection and maintain ecological balance in and around its operational areas for sustainable development.
5. Enhance community awareness towards Environmental Risk associated with Exploration and Production activities and preparedness to tackle emergencies, to minimize its impact on Environment.
6. Minimize waste generation through Reduction at source, Recycling and Reuse.
7. Meet provisions of Climate change Treaty in line with intended Nationally Determined Contribution targets of Government of India including other applicable International Treaties.
8. Achieve excellence in Knowledge Management and Skill development for Environmental protection.

❖ ENVIRONMENTAL MANAGEMENT PLAN (EMP):

EMP is constructed as project specific action to alleviate the impacts couples with the production and development of oil and gas program. Thus, some of the environmental measures that have been undertaken by ONGC during oil well construction mentioned below:

1. To avoid negative impacts, the well site are located based on the following consideration:
 - a) Locate at least 300-500 m away from the nearest village habitat/sensitive receptors,
 - b) Locate at least 300-500 m away from existing water bodies.
 - c) Ensure natural drainage channels are avoided or drainage channels rerouted to ensure unhindered flow of rain/flood water. Where necessary adequate erosion control measure are provided.
2. Construction activities are coordinated in consultation with land owners and local authorities to reduce interference with agricultural activities.
3. The well sites are provided with sufficient and suitable sanitary facilities and these are connected to well designed and maintained septic tanks.
4. There is plantation of at least 60 numbers of samplings around the well site during well activities so that after completion of the well the site, remain green rather than barren land.

❖ DISHA

To transfer from a paper based processes to paperless process ONGC has undertaken the project DISHA-Digitization, Integration, Standardization by Harnessing Automation in June 2015. ONGC has also initiated awareness and refresher training programs periodically on need basis at the work centers.

The objectives of DISHA can be summarized as follows:

1. DISHA is aimed at inculcating paperless working within organization.
2. It is targeted to enable faster decision making through fingertip access to knowledge bank of information.
3. It is targeted to be environment friendly by saving on paper & ink and thereby trees and other associated things.
4. Aimed at enabling collaborative working irrespective of physical ONGC location of user.
5. Focus to eradicate DAK system due to no requirement of physical file/document movement.

❖ GREEN HUB PROJECT

To engage the youth of the country in the field of wildlife and environment conservation, ONGC has taken initiative to train 20 youth every year in wildlife videography and documentation. The students of this Green Hub project have also received many international awards along with the Manthan award for the best use of technology for preservation and conservation of wildlife and biodiversity.

❖ GREEN INITIATIVE CELEBRATIONS IN ONGC

• SWACHHATA PAKHWADA

With concern to the waste management, ONGC issued some instructions at work centers across the country which is known as “Swachhata Pakhwada”. These instructions were being followed at 25 work centers with active participation of employees, staff and family members.

• VAN MAHOTSAV

To spread awareness on the impact of deforestation and on the urgency of plantation, ONGC has started to celebrate Van Mahotsav from 1-7th July since 1950 every year. As a part of the ongoing Van Mahotsav, on 6 July 2017 Assam Assets launched afforestation drive by planting a variety of saplings like Mahogany, Hartaki and some local rare types of trees within and around Nazira Colony premises.

• GROW CARE INDIA ENVIRONMENT GOLD AWARD

For the excellence in petroleum sector, Goa won the “Energy and Environment Foundation Global Environment Award 2017” under Platinum category at the 8th World Renewable Energy Technology Congress and Expo-2017 organized at Convention Centre-NDCC, New Delhi, India.

• GLOBAL ENVIRONMENT AWARD

By showing strength, capabilities, expertise and leadership role in the field of environmental management IPSHEM receives “Global Environment Award” 2017 under Platinum category at the 8th World Renewable Energy Technology Congress and Expo-2017 organized at Convention Centre-

NDCC, New Delhi, India. The Institute has taken up several measures towards sustainable development and energy conservation initiatives, like setting up 1 MW Solar PV Power project, green-belt development, tree plantation drive, rain water harvesting projects, vermin composting and exploring renewable energy resources for environment protection.

AWARENESS LEVEL OF GREEN INITIATIVE PRACTICES AMONG EMPLOYEES:

In order to understand the awareness level of employees in regard to Green practices of ONGC of Nazira and Sivasagar units, Assam which are given in 11 statements are assessed with Likert's Five Point Scale (Not Aware, slightly Aware, Moderately aware, Highly aware and Neutral).

Table: Classification of the level of Awareness

Sl No.	GREEN HUMAN RESOURCE MANAGEMENT PRACTICES	Not Aware	Slightly Aware	Moderately Aware	Highly Aware	Neutral
1	Energy saving initiatives and strategies	5	153	186	43	3
2	Compulsion on use of daylight in office hours.	7	231	102	41	9
3	Online leave application and Electronic slip generation system in the organization.	1	6	8	370	5
4	Use of recycled papers in office.	40	136	110	98	6
5	Electronically record keeping.	5	60	116	206	3
6	Proper training to employees before implementing green initiatives	122	163	76	18	11
7	Encourage conference, seminar on environmental sustainability.	109	183	78	16	4
8	Celebrate the success of green practices.	63	190	110	24	3
9	Compulsion on use of double sided print outs.	29	186	135	37	3
10	Plantation of trees by the employees on regular intervals in the organization	2	17	82	285	4
11	Providing safety measures to maintain the ecological balance in the organization	46	149	114	74	7

Source: Primary Data

Interpretation: In the above table, awareness level of employees in regard to 11 statements of Green practices are presented.

With regard to Awareness about energy saving initiatives and strategies among the employees it has been seen that 5 respondents are Not Aware, 153 are Slightly Aware, 186 are Moderately Aware, 43 are Highly Aware and 3 are Neutral. While in regard to compulsion of use of daylight in office hours, 7 respondents are Not Aware, 231 are Slightly Aware, 102 are Moderately Aware, 41 are Highly Aware and 9 are Neutral. In

case of Online leave application and Electronic slip generation system in the organization, among the sample 1 respondent is Not Aware, 6 are slightly Aware, 8 are Moderately Aware, 370 are Highly Aware and 5 are Neutral. In case of Use of recycled papers in office in the organization, 40 respondents are Not Aware, 136 are Slightly Aware, 110 are Moderately Aware, 98 Highly Aware and 6 are Neutral. While with regard to electronically record keeping in the organization, 5 respondents are Not Aware, 60 are Slightly Aware, 116 are Moderately Aware, 206 are Highly Aware and 3 are Neutral. With regard to Proper training to employees before implementing green initiatives in the organization, among the employees 122 are Not Aware, 163 are Slightly Aware, 76 are Moderately Aware, 18 are Highly Aware and 11 are Neutral. In case of Encouragement for conference, seminar on environmental sustainability in the organization, among the sample respondent 109 are Not Aware, 183 are Slightly Aware, 78 are Moderately Aware, 16 are Highly Aware and 4 are Neutral. With regard to Celebrate the success of green practices in the organization, 63 responded are Not Aware, 190 are Slightly Aware, 110 are Moderately Aware, 24 are Highly Aware and 3 are Neutral. In case of Use of double sided print outs in the organization, 29 respondents are Not Aware, 186 are Slightly Aware, 135 are Moderately Aware, 37 are Highly Aware and 3 are Neutral. In case of Plantation of trees by the employees in the organization, 2 sample respondents are Not Aware, 17 are Slightly Aware, 82 are Moderately Aware, 285 are Highly Aware and 4 are Neutral. Lastly, in regard to providing safety measures to maintain the ecological balance in the organization 46 respondents are Not Aware, 149 are Slightly Aware, 114 are Moderately Aware, 74 are Highly Aware and 7 are Neutral.

DISCUSSION:

It can be summarized that the adoption towards certain environmental policy also required the proper green attitude and green belief among employees and also the whole organization. Policy implementation couldn't alone achieve the desired green result. So to maintain the green culture in the organization, it should try to change the mindset of the employees towards environmental issues. Some of the Green practices that can help to attain the green attitude and green culture in the organization are recommended below:

- a) The organization should incorporate a number of environmental protection relation tasks, duties and responsibilities in lack job and put into effect, by using environmentally equipped methods and techniques.
- b) There should be some green criteria while applying for job and candidates should also be selected on some "green awareness" ground.
- c) The employees should get acquainted with the green performance standards and thus its consequences in the organization.
- d) The online training programmes necessities the proper attitude among employees towards the environment.
- e) There should be inclusion of both monetary and non monetary rewards to individual employees for producing green behavior and thus achieving desired green results in organization.

- f) Employees should also indulge themselves in the practices like car pooling and car sharing, teleconferencing, telecommunicating, flexible work schedule, energy efficient office space etc to circulate the green aspect in the organization.

CONCLUSION

The perception of Green Management is still fresh and at its very beginning stage. The purpose of the study was to bring out the green initiatives adopted by the organizations so as to establish the need of these initiatives for a better economy. An equitable share in the ecology must have equal responsibilities and one must remember that each owes some responsibilities towards the environment. The organization is taking measures by implementing different policies and programmes towards the adoption of green initiatives. But the responsibility and accountability towards the environment by each and every employee should be felt with proper management support and guidance. The integration of self, business and environment is possible only with the sense of belongingness and responsibility towards environment. Moreover, environmental understanding should also be a collective commitment in establishing a green identity of the organization. The green strategic move which is the need of the hour can be established more firmly by the organizations with proper acquisition of the green knowledge by each and every sector associated with it.

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