

RECOMMENDATIONS TO ASSOCIATION FOR ADOPTING PRACTICES OF GREEN HUMAN RESOURCE MANAGEMENT (G-HRM)

ADITI SINGH

Assistant Professor, Management, Institute of Professional Education & Research, Hoshangabad Road, Bhopal 462026

Email singhaditi503@gmail.com

ABSTRACT

Human resource management is an asset and most precious resource of any company. It is only one living resources out of all existing resources. As per the changing environment study an external environment become more competitive and interdependent. Resources crisis, crunching, increasing demand, globalization and most recent de-globalization is a situation where need to do brainstorm on finding an updated and innovative practices of HRM. One invented practice of involving green effects with HRM is Green Human Resource Management (G-HRM), it could be the integrated practice with existing practices which will provide modest solution and upgrade the HRM practices. The study of this paper is based on HRM practices and specifically of one practice as Recruitment and selection with the impact of Green Human Resource practices including 5Rs (Reduce, Reuse, Recycle, Replenish, Restore). Objective of this paper is to finding out the various greening activities towards sustainability. This would initiate with the spreading awareness about Green HR and its effect on environment sustainability, resources availability and utilization. This paper is more focused on policies of recruitment and selection could be integrated with Green factors where it can enhance employee outcome. Facilitate to various organization & association for motivating them to enhance activities of Green. Further objective of study is giving scope to work on analyzing benefits and cost analysis of green practices implementation. A questionnaire survey done with 20 students of Post graduation where we can try to find out the perception of candidates towards Green Recruitment and Selection innovative and updated practices

Keywords: Recruitment & Selection, Green HR, Green Recruitment, Sustainability, Resource

Utilization

Paper Classification: Conceptual Paper

INTRODUCTION

Let's think about that Approx seven trees and an average of 317.5 kgs paper has been utilised by an American in a year. Different wood and other products are made from trees every year is equivalent to 2,000,000,000 trees and more than 90 million short tons of paper and paperboard. This consumption is equivalent to six people in Asia or 30 people in Africa. This is the overall demand of trees and related raw sources.

A great buzz condition to think and take action about this situation. One side of the coin as world is moving from underdeveloped to developed, least to most technological state then for all the countries this is not the right condition which could not be think about. Now most important time to think over to become aware about consumption, rest resources, fast growing population and over utilization of resources

Don't you think we should use less paper and wood products? At least find another replacement of trees and raw sources. Two options in front of all of us **One-** Less use or optimum use of all resources and **second-** try to find new substitute, if we want to work by first method we should focus on behaviour, habits and psychological pattern of Humans.

HRM mean the basic concern of firm related with human, their proficiencies, competence, utilization of skills and all PEOPLE dimension. As per **Dale Yoder:** "HRM is the provision of leadership and direction of people in their working or employment relationship." And as per **M. J. Jucious:** "The field of HRM involves planning, organization, directing and controlling

functions of procuring, developing, maintaining and utilizing a labour force.” Inclusively take all human dimension with components of management is HRM.

HR starts with planning of human resources availability and proper utilization to fulfil the objective of individual to company. The basic need is alignment between these. Planning involves all major HR Policies, procedures and practices. Planning is giving right path to fulfilling all responsibilities of the company. Policies and procedures are the basic framed rules or directions to move on whereas practices are more connected with leadership qualities. If all these 3Ps- policies, practices and procedures towards sustainability it will provide new direction where company get better outcome with less incurred cost.

By Jyorden T Misra, Founder & MD of Spreadhead InterSearch stated that, “Eco-consciousness or colour of green is rapidly emerging in every dimension of our lives and workplaces.” Green HRM worked with awareness about climate change, various environmental issues due to these changes, Energy utilization Trainings, Optimum resource utilization, Promotion about eco and environment oriented HR practices. Prevention, preservation, secure and invention are the basic practices which would be included in HRM practices. Need to focus more about the importance and concern about environment and sustainability rather just finishing the functions

LITERATURE REVIEW

To understand the study view first need to understand the meaning of HRM as Lado and Wilson (2014) defined the HRM system as ‘a set of distinct but interrelated activities, functions, and process that are directed at attracting, developing, and maintaining (or disposing of) a firm's human resources.’ Further in extensive way Greening should be included with the HRM. Greening means as per the Cambridge dictionary greening means the process of becoming more active about protecting the environment.

To get the complete meaning we should include all the components of HRM and environmental factors. ‘Green human resource management (GHRM) is considered to be a holistic view in

order to align employees with a company’s environmental strategy. It is often argued that companies that adopted environmental management system are particularly dependent on elaborated Green HR policies’ (Daily & Huang, 2001; Wee & Quazi, 2005). ‘Green HRM focuses on employee’s environmental behavior in the company, which in turn, employees can carry on such pattern of consumption in their private life’. (Viola Muster and Ulf Schrader, 2011)’. This concept is more about sustainability means.

The ecological definition of **sustainability** originated with the Brundtland Report in 1987, which describes **sustainable** development as ‘a kind of development that satisfies the needs of the present without adversely affecting the ability of future generations to satisfy their needs.’

Whereas some of the other authors are putting more focus on policies. In real sense the best result could be found after integrated of both these concepts as stated by Deshwal (2015) ‘Green Human Resources Management (Green HRM) is the use of HRM policies to support the sustainable use of resources within organizations’.

GREEN HUMAN RESOURCE MANAGEMENT

Approx 50% logs have been utilized for making papers which is at present 40%. Not only tree logs are utilized heavily in manufacturing industries also using power of 12% of all energy production which is third most energy intensive production which is third largest in all manufacturing industries. If we talk about greenhouse gases omission the paper and pulp industry is in the fourth largest place.

Green human resource management involve an integration of organizational environmental management objectives to the HRM process of recruitment and selection, training, and, development, performance management and reward for environment sustainability (Renwick et al. 2008, and Muller- Carmen et al. 2010). In a study of Renwick et al. (2008) highlights that the implementation of rigorous recruitment and selection of employee, performance-based appraisal system and introduction of

developmental programmes aim at increasing the employee's awareness about the environmental sustainability. With Introduction of E-recruitment start of recruitment cycle up to hr audit have a crucial role in establishing environment improvement programmes for the business organisation with such initiative when we talk about the Hr importance, HR factors are involved in environment management and are embracing the organizational and environmental sustainability aspect of HRM. (Figure1)

Callenbach et al. (1993) stated that 'in order to carry out green human resource management, employee must be inspired, empowered and environmentally aware of greening to be successful'. Another study of Callenbach et al. (1993) things to see that 'the need for both technical and management skill among employees for implementation of the green initiatives for the preservation and conservation of the natural resources for the organisational sustainability'. Environment friendly HR initiative result in greater efficiencies, lower cost, better employee engagement and retention which in turn help to build competitive advantages and organisational sustainability by reducing carbon footprints, (Nijhawan Geetu,2014) .

By using as approach of high responsibility of **Green Sense** and **work objective** mixed together is become an innovative approach which we can adopt in GHRM. If we talk about HR policies here is critical to add on more green factors into existing HR policies take an example as we are considering paper less recruitment but all documentation work will shift immediately become difficult, also to train the employee is a big challenge.

HR persons in the industries can play an emergent role to plan for green objective, planning and its all execution. Being as people oriented HR employee may communicate through Induction, socialization and philosophical conditions in most of the organizations are implementing an integrated systematic approach to proceed with Environmental Management programs but they have to face various challenges and problems.

The term Sustainability can be defined as per dictionary as 'the development that meets the

present without compromising the ability of future generations to meet their needs.' It defined three components for sustainability developments are environmental protection, economic growth, and social equity. When organization are working more for profit maximization and for completing this purpose go for cost cutting and start eliminating the facilities, cutting salaries instead of these practice if we start Green practice it provides profit enhancement as well as employee satisfaction. 3Ps (Profit, People and Planet) would be the base pillar for Green HRM.

GREEN RECRUITMENT & SELECTION (R&S)

Recruitment Cycle: from start to finish of all activity included is called Full Recruitment Cycle as:

**Preparation → Sourcing → Screening →
Selection Hiring On boarding**

Step 1: In first step of preparation of Green Recruiting start with GRADING /Weight-age or percentage system. When recruiter planned in detail that what environmental factors should covered, in what level who will responsible to understand and complete, and How they can create positive reaction of candidate to take it on serious concern.

After getting all information based on need, then distribute accordingly as per weight-age method of each Job with green components.

Example:

In Education industry ask these five questions just to know their perception that these factors should be added into recruitment and selection process or not from 20 postgraduate students aged between 21 years to 28 years (two students are in age of 28, 27)

Questions

(Weight-age and deduct

marks)

1. Candidate aware about Green Term and Green Technology Yes- 10% No- (-1%)
2. Do the candidate is ready to use less than 5 paper sheets in a month Yes- 15% No- (-5%)
3. Habit like switching off the lights and fans while not in use Yes- 10% No- (-5%)

4. While refill water bottle with cold water, pour last water into pots Yes- 10% No- (-5%)
5. To take challenge of adopting one habit per month for a year Yes-10% No- (-10%)

Weight-age: when candidates is agree with these contents which is included into the process of recruitment and selection they must get extra marks or percentage

Deduct: means if candidate are not ready to do or not accepted or do not aware about, marks would be deducted as per the mention percentage

Table: 2 Number of students provided their opinion on new recruitment pattern including Greening Factors

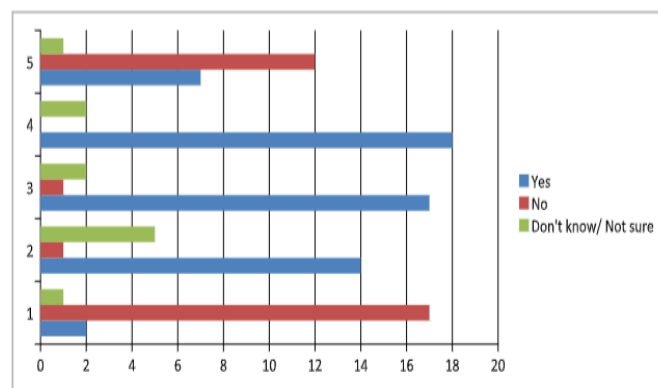
Perception of candidates on agree or disagree with the content of Greening which are merged with HR practices				
	Questions	Yes	No	Don't know/ Not sure
Q. 1	Candidate aware about Greer. Term and Green Technology	2	17	1
Q. 2	Do the candidate is ready to use less than 5 paper sheets in a month	14	1	5
Q. 3	Habit like switching off the lights and fans while not in use	17	1	2
Q. 4	While refill water bottle with cold water, pour last water into pots	18	0	2
Q. 5	To take challenge of adopting one habit per month for a year	7	12	1

SURVEY DONE ON 20 CANDIDATES PREPARING FOR AN INTRVIEW

Perception comes with these questions as

1. Awareness is lacking
2. The candidates are ready to use less paper or resources in a month
3. Ready to change the habit as per the need
4. Thinking about Save water
5. Ready to adopt new resolution

Every individual task needs to identify with attached resource and environmental factors and must include at the timing of planning stage of the recruitment. Also analysed that people are ready to adopt but lack of awareness could be m



ajor reason which create hurdle for adoption greening techniques.

Step 2: Sourcing: In the place of hard advertisement, newspaper, agencies, boarding, when the candidate is applying through soft methods as email, search sites, Internet, cloud system etc person should get extra marks.

Step 3: Screening: if total selection is shit on soft/ electronic/ technological method and only final document only will share on hard form would save tons and tons of paper every day.

Step 4: Selection: All the information could be shared telephonically; e- methods of communication instead of any form of post will save cost on transportation along with paper and manpower.

Step-5: Hiring: New technological method should be the base for selection techniques which enhance the quality as well as time and money

Step- 6: On Boarding: In geographically distance area projects person could work together instead to sent and back the employee. It will save huge cost on To-and fro, fuel, time, energy, efficiency of people, and psychological safety too. Documentation should shift on software or ERP pattern to save cost as well as convenience to get information from anywhere. It creates crystal clear and ethical environment inside the companies too.

CONVERTING HR ROLE INTO GREEN HR ROLE

While converting role of HR with Green HR basic challenges may come in front of HR as:

- a) Is employee being ready, self-enthusiastic, adoptable, flexible and adoptable enough to accept the changes?

- b) Does HR communicate properly to show the positive result to influence the employees?
- c) How HR can create favourable attitude towards environment and Greening?

Core HR functions of the human resources department are framed with integration of Green as:

1. **Employee recruitment-** this is the most crucial responsibility of HR because if it is not right decision it can disturb whole culture, environment of department, work efficiency get effected and completion of work would deviate and overall it creates big cost to the company. When selected candidate become newly recruit employee they learn about the organization culture, behaviour, value system, work purpose and psychological patterns related with individual, task, company and relation with others.

Changing factors Concern and Serious approach: If recruitment and selection includes all factors of Greening into Interview and selection pattern employee will concern and attached with all environmental practices running into the company.

2. **Scheduling-** is the area which could include all technological and cloud storage which will save number of papers and other stationary resources.
3. **Performance & Payroll-** Majority of the employees are working for monetary and non monetary factors. Where payroll is directly related with performance here Green Components can add up compulsorily. This is the direct approached area where all necessary components would be added to reduce usage of extra resources.
4. **Benefits administration-** various standard of environmental as ISO14001, Six sigma, process of production and manufacturing, operation & services will provide benefits to both the associated parties employer as well as employee so it is a win-win situation. Also it provides positive impact to society.
5. **Internal relations-** it works with motivation and leadership, convincing and leadership. With the hard leadership Green practices will flow smoothly in the organization.

6. **Employee Training & Development-** Green indicators should involve in Training and through green training develops Green environment and Green habits of all employees smoothly.
7. **Compliance-** HR and strategic department can finalize the rules, punishment- in case of not following the rules, penalties- in case not filled by the people voluntarily then by the use of Law and legislation Green Task completed.
8. **Safety-** if we go with much Green and environmental standards chances of accidents become low, also safety parameters should include Green Indicators.
9. **Involvement of Social trends as Status Symbols-** when Green Components become the STATUS SYMBOLS then it will automatically adopted by large number of people and affected the overall result positively.
10. **Carbon Footprint Knowledge:** By particular individual, organization, or group of people and animal and all living things for completing various activities amount of carbon dioxide released into the atmosphere which raise the CO₂ level in the environment. With few practices of the HR in the company apply new things can create healthy atmosphere. Like A Bengaluru, India-based startup has created a Graphene-Lime Paint .**The Graphene-Lime paint** absorbs Carbon Dioxide in a similar fashion as a tree does, four pots of five litres Graphene-Lime paint can absorb CO₂ equivalent to a tree in a year also it reduces wall heat.

CHALLENGES

1. Creating awareness and concern towards environment is not an easy work
2. For innovating some practices is difficult to assess on the basis of evaluation and execution
3. Fear of acceptance and result attainment
4. Restrictions of various rules which are stopping to promote environmental factors through professionalism.
5. Creating Green Culture is not easy to plan, coordinate and execute

6. Measurement Indicators creation of green behaviour is not easy in initial stages.
7. Team work efforts inside the industries is difficult to follow
8. In manufacturing unit to implement all green indicators, green technology and green component finding and implementing is really tough.
9. Absence of Green Model to follow by the company along with different external people
10. Biggest challenge is to running the programmes on grounded mode. Because for understanding it becomes easy but even after understanding humans are not taking positive forward step to take action.

RECOMMNDATIONS

1. Candidate's green values appreciation through weight-age procedure during the recruitment and selection process. So it will directly link and assist at the time of Performance appraisal too
2. Through training Green HRM helps to develop green skills and awareness which motivates employee to participate in environmental concern activities. To work on Green behaviour by training
3. Cost reductions and productivity improvements-when unnecessary cost is being settle with the salary of employee. Cost reduction is not only cutting cost for the employee but task should be done by the employee
4. Aspect of CSR: when corporate social responsibility is not only a compulsory work to complete but expert consulting should added into CSR practice makes the real mean turn into result inclusively green and environmental effects.
5. Employee workplace green performance. Performance includes extra point, rating, grades as per the Performance management system but it should include Environmental components compulsorily like as example '**OPOT-one plant in one table each**'.
6. **Green Innovation Award**- through skills enhancement and providing opportunities to engage in green initiatives. *Less wastage award, Best Cost saver award, Low carbon foot-printing Leader Award, Most Green Employee, GEF-Award (Green Environmental Friendly), Patents get extra mile, Green Energy Company Award, 5Rs Award (Recycle, Reuse, Refuse,*
7. Green awareness parties and get together: likewise target completion parties organized in the various companies, Green awareness parties and get together should also organized to create enthusiasm
8. Few companies are using 'Ribbon Only Replacement' card which used less or no plastic staff ID card
9. Reduce commuting: Try to eliminate many rounds for the same place
10. Buying green products as bio Degradable products like soluble plastic bags which is easy and affordable, carry regular use weight and recycle easily and dissolve in few hours. Soil pollution, animal chocking and death problem is approximately end
11. Implement green manufacturing processes instead of heavy energy based production techniques which will based on less utilization of water too
12. **Green building**: An airy atrium, natural lighting and air instead central air-conditioning, open workspaces and terrace gardens. The gardens should lined with native species of trees and plants which require less water where RO excrete water can fully utilized
13. Compulsorily implement solar energy or portion of their utilization instead of electronic energy.
14. Cloud computing instead of print material
15. Organization can gift plants to employees on Birthday, Anniversary, festival or in foundation day to their employees create healthy team spirit and better bonding
16. **Celebrate Employee Day**- in which employee may tell about their green experience on monthly or annually basis, which also motivates others to celebrate and share their green efforts
17. Extra points for promotion for the employee who is Using **Electric vehicle** rather Petroleum fuel based vehicle that will save huge amount of petroleum as well as impacting less pollution to the environment
18. Solar products utilization: maximum use of solar product like solar cooker instead of microwave in pantry of companies, solar plates in place of geysers, lights, bulbs or producing electricity

19. Maximum utilization of LED or CFL instead of regular electrical equipments
20. **Green Award & Green Recognition certificates** should distribute to find new ways of Greening in the organization.
21. **Green Internship Certificate as appreciation:** when students are coming for internship and apprenticeship they should also aware, worked on greening because they are the right people who can spread these information, values, techniques and importance of Greening into mass level.
22. **Carbon Footprint Continuous Counting (CFCC)**-in every company especially manufacturing, chemical, fertiliser, electronics, steel and similar products production units auditing of CFCC should done annually.
23. Building material would utilise and the owner of the companies can finalise the policy to use less chemical based and least pollution created materials, like Mud based rather than cement and concrete based, Construction, building design, Interior redesigning in the way to reduce carbon emission

on detoxify of all those policies, procedure, technology, environment, values, concern, utilization of resources to utilize proper resources also save wastage. In a circular way in most of the practices should include all Green Factors, environmental sustainability factors and by the HR department and people made this compulsorily. Because combine it not only create Greenhouse effect, it also create Global warming, known and unknown diseases, frustration and many more adverse things. I thought we should again remember 'prevention is better than cure'. So this is the right and peak time to work on environmental prevention with Green weapons.

Somewhere we have to take the first step to save our mother till the time mother took responsibility to take care of their all kids that's us, but now this situation when earth become sick and wants our hand to save, think Green take initiative, and motivates others so we can work for betterment collectively. Let's take one single step towards this.

CONCLUSION

We need to detoxify our body time to time for healthy and fit life, same way we need to work

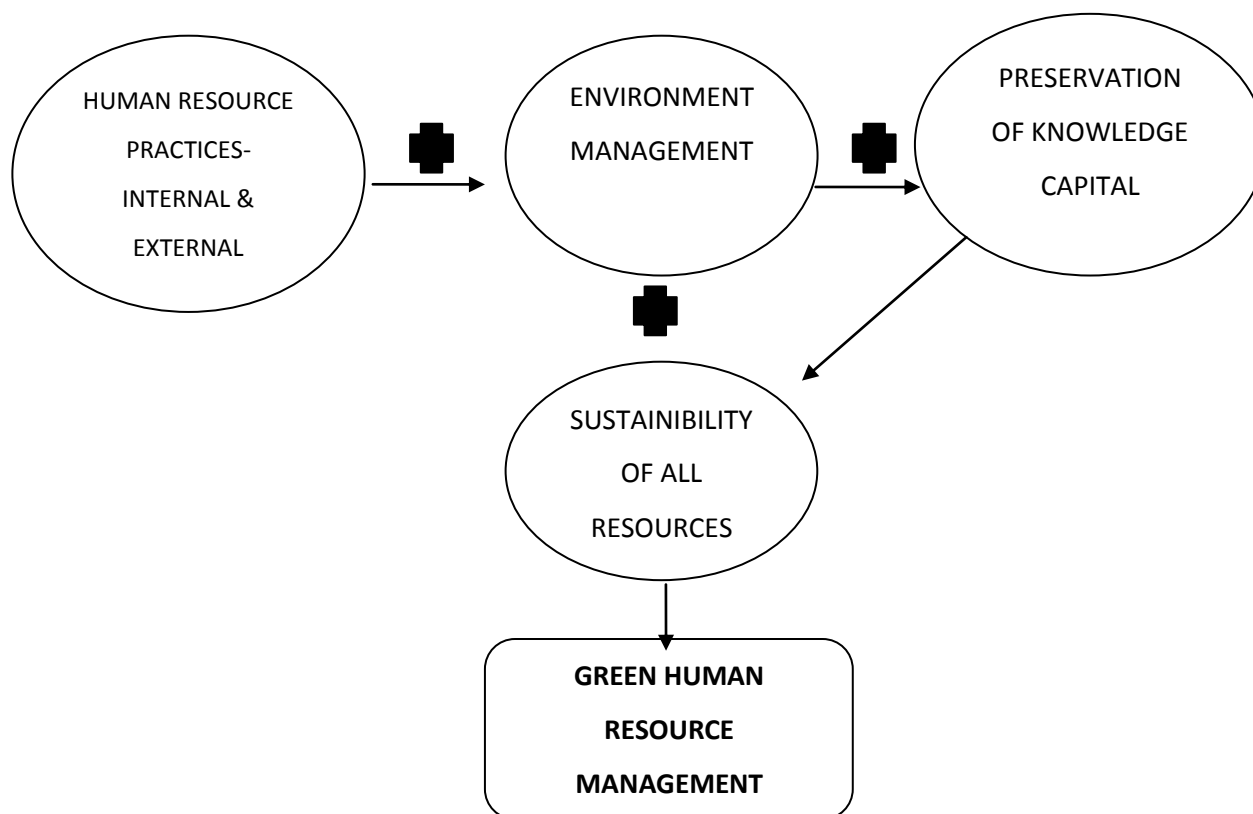
Percentage Analysis

Table no: 1 Suggestion to improve the level of awareness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Awareness campaign	28	28.0	28.0	28.0
	Implementing eco friendly environment in workplace	32	32.0	32.0	60.0
	upcoming companies should build environmental jobs	26	26.0	26.0	86.0
	Creating awareness through job portals	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

Source: International Conference on Service Marketing – Talking The Show Abroad 9 | Page (ICSMTSA-2016)

Figure: 1 Based on all the Green HRM literature reviews and definitions created Green HRM is consisting factors as:



Source: Own Creation

REFERENCES

1. A., Catherine Diana. (2016). A Study on Effectiveness of Green Recruitment practices among HR Executives of IT sector. *IOSR Journal of Business and Management (IOSR-JBM)*, PP 08-11
2. Cherian., J., & Jacob, J. (2012). A study of Green HR Practices and its effective implementation in the organization: A review. *International Journal of Business and Management*, VOL 7:21, 25-33
3. Codruța Osoian Monica Zaharie. (2014). Recruitment For Competencies In Public And Private Sectors. *Transylvanian Review of Administrative Sciences*, No. 41 E/2014, pp. 129-145
4. Dr. C., Vijai & Dr. Mu., Arumugam. (2018). A Study On Green HRM Practices In An Organization, Climate And Environmental Challenges: Retrospect And Prospect. *Ameca International Conference Proceedings*, Irbe Volume 2, Special Number 1- 34, 7
5. Dr., Karpagam V., & Deepika, R. (2016). A study on green HRM practices in an organisation. *International Journal of Applied Research*, 2(8): 426-429
6. Dutta S,. (2012). Greening People: A Strategic Dimension, *Zenith International Journal of Business Economics & Management Research*, Vol.2 Issue 2, February 2012, ISSN 2249 8826, 143
7. Gupta, G., & Gupta, A., (2013). Green recruiting: Council for Innovative Research. *International Journal of Management & Information Technology*, Volume 3, 15(2), 1-20
8. Goswami, T.G., & Ranjan S.K. (2015). Green HRM: Approach to sustainability in Current Scenario. *Journal for studies in Management and Planning*. Volume 01 Issue 04. 49-67

9. Guiyao Tang, Yang Chen, Yuan Jiang, Pascal Paill_e & Jin Jia. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56, 31–55
10. Kelvin. Mwita & D. Stella Malangalila Kinemo. (2018). The role of Green Recruitment and selection on performance of processing Industries in Tanzania: A case of Tanzania Tobacco processors Limited (TTPL). *International journal of Human Resource Studies*, Vol 8, No. 4
11. Kumari, P. (2012). Green HRM issues and challenges. *International journal Global research analysis*, Vol. XVII Issue VI
12. Loganesh Sivabalan, Rashad Yazdanifard1 & Nor Haslinda Ismail. (2014). How to Transform the Traditional Way of Recruitment into Online System. *International Business Research; Canadian Center of Science and Education* Vol. 7, No. 3; 178
13. Md., Mamin Ullah & Dr., Sabnam Jahan. (2017). The Green Roles of HR Professionals: Green Human Resource Management perspective. *The Cost And Management*, Volume-45, Number-2
14. Singh, A. (2018). Conceptual Understanding of Green Human Resource Management (G-HRM) initiative by organization. *Journal of commerce*. Vol. X, issue 1, 72-87
15. Supriya G.K. (2017). Environmental Sustainability with Special Reference to Green HRM. *International Journal Of Advanced Research in Engineering & Management*, Vol. 03, Issue 09, 41-44
16. Verma, R. (2015). Green HRM requirement of 21st century. *International journal of recent research in commerce economics and management (IJRRCEM)*, Vol. 2, Issue 2, 39-44.
17. Winnie Achieng Owino, & Josphat Kwasira. (2016). Influence of Selected Green Human Resource Management Practices on Environmental Sustainability at Menengai Oil Refinery Limited Nakuru, Kenya. *Journal of Human Resource Management*, 4(3): 19-27

White paper

1. Brandi McManus. (2009). Growing a green corporation, meeting the next great disruptive challenge of the 21st century, Schneider Electric

Conference:

1. Dr. Mu. Arumugam, & Dr. C., Vijai. (2018, February). A Study On Green HRM Practices In An Organization. Paper presented in the Ameca International Conference Proceedings, IRBE retrieved from https://www.researchgate.net/publication/327671842_7_A_STUDY_ON_GREEN_HRM_PRACTICES_IN_AN_ORGANIZATION
2. Sharma, R., & Gupta, N. (2013, December). Green HRM: An innovative approach to environmental sustainability. Twelfth AIMS International Conference on Management, retrieved from <http://www.aims-international.org/aims12/12A-CD/PDF/K723-final.pdf>

Magazine:

- Renwick, D. (2008). Green hrm: A review, process model, and research agenda, discussion paper series. *The University of Sheffield*. Retrived from <http://www.shef.ac.uk/content/1/c6/08/70/89/2008-01.pdf>

BOOK

- Ina Ehnert, Wes Harry, & Klaus J. Zink. (2014). Sustainability and Human Resource Management. New York: Springer Heidelberg New York Dordrecht London

WEB LINKS:

- <https://www.smallfootprintfamily.com/30-ways-to-use-less-paper>
<https://coatings.specialchem.com/editorial/latest-industry-announcements-from-flint-group-praxair-ge-aviation-akzonobel-and-more>
<https://hundred5.com/blog/cost-of-hiring-an-employee>
<https://www.graphene-info.com/services/market-reports>
<https://www.deccanchronicle.com/technology/in-other-news/061217/this-paint-can-absorb-co2-from-your-surroundings.html>

<https://books.google.co.in/books?id=IweEAgAAQBAJ&printsec=frontcover&dq=take+me+home&hl=en&sa=X&ved=0ahUKEwjouf-4l-XJAhVRSI4KHfFlALYQ6AEIGzAA#v=onepage&q=take%20me%20home&f=false>
<https://www.peoplesmatters.in/article/hr-analytics/cloud-technology-and-analytics-shape-new-era-hr-12032>
<http://www.slideshare.net/peymansaghatforoush/green-hrm>

<http://www.ongcindia.com/wps/wcm/connect/ongcindia/home/csr/>
<https://smallbiztrends.com/2014/11/indoor-office-plants.html>
<https://www.indiatoday.in/magazine/business/story/20150615-green-business-environment-indian-companies-819831-2015-06-04>