

Green Human Resource Management and Sustainable Supply Chain Practices in India: A Secondary Data-Based Study

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Abstract

The growing environmental concerns and regulatory pressures have compelled organizations to adopt sustainable practices across all functional areas. Green Human Resource Management (Green HRM) has emerged as a strategic approach to embed environmental consciousness within organizational culture. This paper explores the relationship between Green HRM practices and sustainable supply chain management (SSCM) in the Indian context using secondary data. The study synthesizes findings from academic literature, reports, and case-based evidence to evaluate how HR practices contribute to environmental sustainability in supply chains. The findings suggest that Green HRM acts as a catalyst in promoting eco-friendly procurement, production, and logistics practices. However, challenges such as lack of awareness, cost constraints, and limited integration hinder its effectiveness. The paper concludes with practical recommendations for strengthening Green HRM initiatives in India.

Keywords: Green HRM, Sustainable Supply Chain, Environmental Sustainability, India, HR Practices

1. Introduction

Sustainability has become a key priority for modern organizations, particularly in emerging economies like India where industrial growth must balance environmental concerns. Businesses are increasingly recognizing that environmental responsibility is not limited to production processes but extends to human resource practices and supply chain activities.

Green Human Resource Management (Green HRM) refers to the integration of environmental management into HR policies and practices. At the same time, Sustainable Supply Chain Management (SSCM) focuses on minimizing environmental impact across the supply chain. When combined, these approaches create a comprehensive framework for sustainable organizational performance.

2. Objectives of the Study

- To examine the concept and components of Green HRM
- To analyze sustainable supply chain practices in India
- To evaluate the role of Green HRM in supporting SSCM
- To identify key challenges and opportunities in implementation

3. Research Methodology

This study is based on secondary data, collected from:

- Peer-reviewed journals
- Government and industry reports
- Books and conference proceedings
- Published case studies

A qualitative review approach has been adopted to analyze and interpret existing knowledge on Green HRM and sustainable supply chain practices in India.

4. Conceptual Understanding of Green HRM

Green HRM involves designing HR policies that encourage the sustainable use of resources and promote environmental responsibility among employees.

Key Dimensions of Green HRM

- **Green Recruitment and Selection:** Hiring individuals with environmental awareness and values.
- **Green Training and Development:** Educating employees on sustainable practices and environmental management.
- **Green Performance Management:** Evaluating employees based on environmental performance indicators.
- **Green Compensation and Rewards:** Providing incentives for eco-friendly initiatives.
- **Employee Involvement:** Encouraging participation in environmental programs such as recycling and energy conservation.

5. Sustainable Supply Chain Practices in India

Sustainable supply chain management integrates environmental considerations into supply chain operations.

Major SSCM Practices

- Green Procurement: Sourcing eco-friendly raw materials
- Sustainable Manufacturing: Reducing emissions and waste
- Green Logistics: Optimizing transportation to reduce carbon footprint
- Reverse Logistics: Recycling and reusing products
- Eco-friendly Packaging: Minimizing plastic and non-biodegradable materials

In India, industries such as manufacturing, IT, and FMCG are gradually adopting these practices to comply with environmental regulations and global standards.

6. Link between Green HRM and Sustainable Supply Chain

Green HRM plays a crucial role in enabling sustainable supply chain practices by influencing employee behavior and organizational culture.

Key Linkages

- Employees trained in environmental practices contribute to green production processes
- Green performance metrics align employee goals with sustainability targets
- Incentives motivate employees to adopt eco-friendly practices
- Organizational culture supports long-term sustainability initiatives

- Thus, Green HRM acts as a driving force that strengthens sustainable supply chain practices.

7. Benefits of Green HRM and SSCM

7.1 Environmental Benefits

- Reduction in waste and pollution
- Efficient use of natural resources

7.2 Economic Benefits

- Cost savings through energy efficiency
- Improved operational performance

7.3 Social Benefits

- Enhanced employee satisfaction
- Better corporate image and reputation

7.4 Strategic Benefits

- Competitive advantage
- Compliance with environmental regulations

8. Challenges in Implementation (India Focus)

- Despite its advantages, implementation faces several barriers:
- Limited awareness and expertise
- High initial investment costs
- Resistance to organizational change
- Lack of integration between HR and supply chain functions
- Inconsistent regulatory enforcement
- These challenges are more prominent in small and medium enterprises (SMEs).

9. Key Findings

Based on the review of secondary data:

- Green HRM significantly influences sustainable supply chain practices
- Training and employee involvement are critical success factors
- Indian organizations are at a developing stage of adoption
- Integration of HRM with sustainability strategy enhances effectiveness
- Long-term commitment is essential for measurable outcomes

10. Suggestions and Recommendations

- Integrate Green HRM into organizational strategy
- Conduct regular environmental training programs
- Develop measurable sustainability performance indicators
- Strengthen collaboration between HR and supply chain departments
- Encourage government support and policy incentives
- Promote awareness campaigns across industries

11. Conclusion

Green HRM and sustainable supply chain practices are interconnected and essential for achieving sustainability goals in India. While progress has been made, there is a need for deeper integration, stronger leadership commitment, and continuous evaluation. Organizations that effectively align HR practices with sustainability objectives are better positioned to achieve long-term success.

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