

Organizational Integration and Strategic Application of Green Human Resource Management

Manas Kumar Jha¹, Dr. Puja Prasad², Dr. Sonia Singh³

¹Ph.D. Research Scholar, Department of Management, Netaji Subhas University, Jamshedpur.

²Assistant Professor, Dean of Management, Department of Management, Netaji Subhas University, Jamshedpur.

³Associate Professor, Institute of Pharmaceutical Research, GLA University, Mathura.

ABSTRACT-

This study explores the concept of organizational integration and the strategic application of Green Human Resource Management (GHRM) practices in contemporary business environments. With increasing environmental concerns and sustainability pressures, organizations are progressively embedding eco-friendly practices into their core HR functions. The research examines how GHRM initiatives such as green recruitment, training, performance appraisal, and employee engagement contribute to overall organizational effectiveness and sustainability goals. It further investigates the role of leadership and organizational culture in facilitating the successful integration of green practices into HR strategies. By adopting a descriptive and analytical approach, the study highlights the impact of GHRM on employee behavior, operational efficiency, and long-term competitive advantage. The findings suggest that organizations that strategically align their HR practices with environmental objectives not only enhance their corporate image but also foster innovation and employee commitment. This research contributes to the growing body of literature on sustainable HRM and provides practical insights for policymakers and managers aiming to achieve ecological and organizational excellence.

Keywords: Green Human Resource Management (GHRM), Organizational Integration, Sustainability, Green Practices, Employee Engagement, Strategic HRM, Environmental Management, Organizational Effectiveness.

1. INTRODUCTION

For the formation of a sustainable culture that nurtures growth and development, it is the human resource department of that organisation. Highlighting the area of basic human resource management, there are a lot of human resource writers and authors who have stated that efficiency and efficacy of any innovative work by the management aligning with the strategic tools and techniques depends upon the calibre and candidature of the human resource of that organization. In order to uplift sustainable practise by raising employee commitments to the sustainability issue, Green Human Resource Management is being inculcated. It is seen that the ideology of green HRM varies from person to person based on their belief and perception.

The term Green Human Resource Management is bridged by two components, basically, Eco-friendly HR Process with Knowledge and capital preservation. This can only be achieved by developing environment friendly projects which has higher productivity, low expenditure along with enhanced employee engagement and retention. These factors are responsible for lowering the carbon footprints in different business ventures. This eco-friendly behaviour can be achieved by amalgamating both the group and individual practises which in turn glorifies the environment friendly corporate behaviour. A culture that promotes awareness for sustainability for the environment can hence be attained. By giving special emphasis to the environment, the Green HRM explains how an employee should behave in an organization [1]. . It is to be believed that the effectiveness of the Green HRM depends upon the right employee with the right skills and competencies [2]. For increasing the environmental awareness among the employees and to make it implemented in an organization, it requires employee to imbibe managerial and technical skills and hence recruitment, selection, compensation and performance appraisal and different training programmes are a segment of green HR initiatives [3].

1.1 Introduction to Green HRM

Environmental sustainability is achieved by the use of Human Resource Management policies within an organization which ultimately brings Green HRM. The word “Green Human Resource Management” are mostly used for practices and policies towards vast environmental schedules dealing with the corporate world. Video hiring along with video interviews and the use of online method to decrease travel requirements are some commercial green activities. Green benefits can range from workplace to lifestyle benefits by keeping the human resource in green programme so that their involvement does not get vanished. It is the ideology of many people that their responsibility towards green and healthy environment is nullified when the work is performed at home while is seen these days that the millennial are more focused on forming a perfect environment towards their employer [4].

1.2 Sustainability

Sustainability is termed as process where a business or any entity uses long lasting solutions which uplifts the economic and social background along with generating jobs and enriching the standard which has easy adaptability in the future. Practises which are entrusted to create social responsibility were the Green Business Practises. A few terminologies are often used inter exchangeably such as Sustainability, Sustainable Development, Corporate Sustainability and Corporate Social Responsibility. Sustainability can be referred to the development of the present generation without harming the need for the next generation. This can be clubbed using three components namely Social Equity, Economic Growth and Personal Environmental Protection. When there is a balance of equilibrium between Planet, People and Profit, there comes Sustainable Development. A Tripple Bottom Line concept is incorporated here which undertakes social, economic and environmental benefits [5].

1.3 Green Management

Social responsible, resource equipped and environmentally receptive makes an organisation as a Green Organisation. In the environmental reforms, sustainable development for Green Management has various definitions, but all of these definitions tends to clarify for equilibrium attainment between organizational growth for wealth design and protecting the original heritage which in turn develops the future making of the organization [2]. Earlier, the development of any organisation was entirely dedicated to the corporate success by its shareholders and the organizations but now the scenario has entirely changed. The Profitability of any organization depends upon the minimal utilization of environmental footprints and enhanced eye-sights to the socio-economic rooms [6].

Image 01: A short model on Green HRM

A method wherein the firms take-care of the environment by developing environmental management strategies is said to be as Green Management [7]. This notion proposes a strategic concern for numerous firms, mainly these internationally operating firms [8]. Thus, we can say that Green Management is a process where firms come in close contact with the environmental issues and regulatory fulfilment has not been included which should have all theoretical tools such as pollution prevention, product forward growth and corporate social responsibility [9].

1.4 Green Human Resource Practises

In order to help and rectify the environment related concerns, Green HRM plays a pivotal role. In view from the top management, HR Policies and practises along with training people and execution of these rules and regulations are linked to the Protection of environment. In order to support the eco-friendly products and economically natural resources, it creates employment and society awareness. In order to endorse sustainability and promote employee engagement and commitments on sustainable development which thereby indulges in environment friendly HR activities which ultimately promotes efficacy, retention of employees, declined costs and enhanced employability are all a subset of Green Human Resource. [10]. This creates a path for a lot of advantages such as car-pooling, teleconferencing, virtual or e-interviews, online training, job sharing, reduction in carbon footprints by the likes of electronic filing and energy oriented office spaces. This can be illustrated through the model showcased in image 01. There are numerous ways by which firms can retain their top talent, reduce unemployment and increase part time work which can be achieved by Green HR Schemes [11]. Thus, at last, it can be said that in order to make the organization greener, each and every member of the firm play a pivotal role which ultimately makes Green HR. In the past few days, it has also been evident that present employees of different organizations have initiated their practises for the formation of Green HR. It is to be highlighted that the different approaches to Green HR can be elucidated via processes such as Green

recruitment, Green Training, Green appraisal, Green employee engagement and Green compensation [12].

2. LITERATURE REVIEW

In the past, companies believed that strong financial performance alone was enough to guarantee success for both the business and its shareholders. Today, that view is no longer sufficient. Economic results must be paired with efforts to reduce environmental impact and with greater attention to social and ecological responsibilities.

This shift gave rise to a new strategic challenge in the 1990s: corporate environmentalism often referred to as green management [13]. By the 2000s, it had become a global priority. Green management is essentially the way organizations take responsibility for their relationship with the environment. It means developing strategies that balance industrial growth with the preservation of natural resources, ensuring that future generations can thrive [11].

For multinational corporations especially, this has become a central issue. Green management goes beyond simply following regulations. It requires proactive approaches such as preventing pollution, practicing product stewardship, and embracing corporate social responsibility. Businesses, as integral parts of society, cannot separate themselves from environmental concerns. In fact, they have historically been among the largest contributors to carbon emissions [14].

Technology offers a path forward. Innovations in biotechnology, renewable energy, and sustainable product design can help slow environmental decline and reduce reliance on finite resources [15]. Companies therefore need to invest more in research and development aimed at creating products that are safe, sustainable, and less [16].

In short, green management is about reshaping the way businesses interact with the environment. It's not just about compliance—it's about responsibility, innovation, and ensuring that growth today does not come at the expense of tomorrow [17].

2.1 GREEN HUMAN RESOURCE MANAGEMENT FACTORS

Researchers in the field of HRM have long emphasized that the success of organizational innovation and strategic initiatives depends heavily on the availability and capability of human resources engaged in strategic roles [18]. HRM has been described as “a set of different but interconnected activities, functions, and processes aimed at attracting, developing, and maintaining a firm's human resources” (Lado and Wilson, 1994), and it is widely recognized as a key tool in building human capital, which in turn drives organizational performance and competitive advantage (Boselie et al., 2001; Paauwe and Boselie, 2003). In recent years, many companies have adopted Environmental Management Systems (EMS) as a proactive and strategic approach to strengthen their competitive edge (Daily and Huang, 2001). EMS provides a framework that enables organizations to better manage and control their environmental impacts (Barnes, 1996; Florida and Davison, 2001). Callenbach et al. (1993) argued that for green management to succeed, employees must be motivated, empowered, and environmentally conscious. Furthermore, the effective implementation of green management practices and the development of environmental innovations require corporations to possess strong technical expertise and advanced management skills (Callenbach et al., 1993; Renwick et al., 2008).

2.2 GREEN INTELLECTUAL CAPITAL (IC)

Previous research has shown that intellectual capital (IC) plays a positive role in strengthening a firm's competitive advantage (Chen, 2008). Intellectual capital refers to the collection of intangible assets,

knowledge, and organizational capabilities that create value and help companies achieve their goals. However, Chen (2008) points out that little attention has been given to whether intellectual capital in the context of environmental management can also enhance competitive advantage.

This paper aims to address that gap by introducing the idea of green intellectual capital—the notion that IC related to environmental management and green innovation can contribute to organizational success. Green intellectual capital can be broken down into three categories: green human capital (employees' environmental knowledge, skills, and awareness), green structural capital (systems, processes, and technologies that support sustainability), and green relational capital (relationships with stakeholders built around environmental responsibility).

The paper further suggests exploring how these three forms of green intellectual capital influence corporate environmental citizenship, which is increasingly recognized as a key factor in building and sustaining competitive advantage [19].

3. RESEARCH OBJECTIVES

There are lists of objectives that this paper will deal with which are as follows-

- To gain a deeper understanding of the concept of Green HRM and how it has evolved.
- To examine the practices and strategic approaches organizations use when implementing Green HRM.
- To explore the outcomes and benefits that organizations experience after adopting Green HRM initiatives.

4. RESEARCH METHODOLOGY

This study relies entirely on secondary data gathered from a variety of reliable sources. The information was produced by official departments and published by researchers in their reports and online platforms. In addition, material was drawn from books, journals, research papers, and other forms of print media. The researcher independently collected and organized this information using standardized extraction methods. The purpose of the study is to gain a clear understanding of how organizations practice and strategically implement Green HRM.

5. RESULT AND DISCUSSION

Green HRM turns into an important key for aggressive improvement in the organization. This occurred because this issue has previously turned into an important issue for organizations. Greening wants the combination of environmental management into human resource management practices. The HR strategy needs to reproduce and motivate the goals of the HR team and other employees, supporting with the organizations approach, values and culture, bring sustainable returns to investors, address customer needs, identify and take action to emerging societal trends, respond to governmental and dictatorial expectations, and influence the public policy agenda. According to Mandip (2012) the practice of green HR needs to be explained in to the HR processes, namely recruitment; performance management training and development; employment relations; and compensation and appraisal. Finally, by developing green environment, it would provide some benefits for organization [20].

This paper has examined the literature on Green HRM and some Green Practices and has proposed a model for Green HRM. The employers and practitioners can find the usefulness of linking employee attachment and participation in environmental management programs to enhanced organizational

environmental performance, as with a particular focus on hopeful green practices and assistance green management change and development. The Table 01 shows a few Green HRM policies adopted by a few Indian companies The unions and employees can assist the employers to adopt Green HRM policies and practices that can help protect and improve worker health and well-being. The model proposed in this paper clearly distinguishes the commonly established HRM system practices in an organization from a system that adopts Green HRM, thus emphasizing the importance of the benefits of Green HRM and some practices associated with it.

TABLE: 01- GREEN HRM PRACTICES ADOPTED BY INDIAN COMPANIES-

SL. NO	COMPANIES	PROGRAMME NAME	STRATEGIES
1	HINDUSTAN UNILEVER LTD.	SUSTAINABLE LIVING PLAN	GREEN COMMUTING, IMPLEMENTING ENERGY EFFICIENT MEASURES, GREEN TRAINING PROGRAMMES
2	LARSEN AND TOUBRO (L&T)	SUSTAINABILITY VISION 2021	FOCUSES ON PEOPLE, PLANET AND PERFORMANCE
3	INDUSLND BANK	HUM AUR HARIYALI	GREEN OFFICE MANUALS, SOLAR POWERED ATMs
4	TATA MOTORS	WATER CONSERVATION	REDUCED FRESHWATER UTILIZATION FOR MANUFACTURING PLANTS
5	GODREJ	GODREJ GREEN CAMPUS	REDUCE CARBON FOOTPRINTS BY USING ENERGY EFFICIENT TECHNOLOGIES

6. CONCLUSION

Green HR initiatives have largely centered on improving efficiency within organizational processes, reducing environmental waste, and redesigning HR tools and procedures to achieve greater effectiveness at lower costs. Practical outcomes of these efforts include electronic filing systems, teleconferencing and virtual interviews, ride sharing, job sharing, recycling programs, telecommuting, online training, and the creation of energy-efficient office spaces. As society grows more environmentally conscious, businesses are increasingly integrating green practices into their daily operations. These environmentally friendly HR approaches not only enhance efficiency and reduce costs but also foster stronger employee engagement, helping organizations operate in a more sustainable manner. The growing importance of green human resource management holds significant value for both organizations and employees. This

study highlights the responsiveness and implementation of green HR practices across organizations. While many companies are familiar with the concept and recognize its potential to support environmental sustainability, some still struggle to apply it consistently across different HR functions. The research further identifies areas such as training and development, performance appraisal systems, and routine HR activities where the adoption of green HRM practices remains limited.

FUNDING

The authors declare no funding for this research paper by any organization.

REFERENCES

1. Lee, K. H. (2009). Why and how to adopt green management into business organizations: The case study of Korean SMEs in manufacturing industry. *Management Decision*, 47(7), 1101-1121.
2. Daily, B. F. and Huang, S. (2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of Operations & Production Management*, 21(12), 1539-1552.
3. Banerjee, S. (2001), Managerial perceptions of corporate environmentalism: interpretation from industry and strategic implications for organizations, *Journal of Management Studies*, Vol. 38, No. 4, pp 489-513.
4. Lee, K. H. and Ball, R. (2003). Achieving Sustainable Corporate Competitiveness: Strategic Link between Top Management's (Green) Commitment and Corporate Environmental Strategy. *Greener Management International*, (44), 89-104.
5. Pullman, M., Maloni, M., and Carter, C. (2009). Food For Thought: Social versus Environmental Sustainability Practices and Performance Outcomes. *Journal of Supply Chain Management*, 45(4), 38-54.
6. Siegel, D. (2009). Green Management Matters Only If It Yields More Green: An Economic/Strategic Perspective. *The Academy of Management Perspectives*, 23(3), 5.
7. Liu, W. (2010). The Environmental Responsibility of Multinational Corporation. *Journal of American Academy of Business*, Cambridge, 15(2), 81-88.
8. Özen, S., and Küskü, F. (2009). Corporate Environmental Citizenship Variation in Developing Countries: An Institutional Framework. *Journal of Business Ethics*, 89(2), 297-313.
9. Boselie, P., Paauwe, J. Jansen, P. (2001). Human resource management and performance: lessons from the Netherlands. *International Journal of Human Resource Management*, 12(7), 1107-1125,
10. Lado, A.A. & Wilson, M.C. (1994). Human resource systems and sustained competitive advantage: a competency based perspective. *Academy of Management Review*, 19, 699-727.
11. Paauwe, J. & Boselie, P. (2003). Challenging „strategic HRM“ and the relevance of the institutional setting, *Human Resource Management Journal*, 13(3), 56 – 70.
12. Florida R., and Davison, D. (2001). Gaining from green management: Environmental management systems inside and outside the factory. *California Management Review*, 43(3), 64. IJRITCC |
13. Callenbach, E., Capra, F., Goldman, L., Lutz, R. and Marburg, S. (1993), *Eco-Management: The Elmwood Guide to Ecological Auditing and Sustainable Business*, Berrett-Koehler, San Francisco, CA.
14. Renwick, D., Redman, T., and Maquire, S. (2008). Green HRM: A review, process model, and research agenda, Discussion Paper Series, University of Sheffield Management School, The Univers-

ity of Sheffield.

15. Chen, Y. (2007). The Positive Effect of Green Intellectual Capital on Competitive Advantages of Firms. *Journal of Business Ethics*, 77(3), 271.
16. Bontis, N. (1999). Managing Organizational Knowledge by Diagnosing Intellectual Capital, *International Journal of Technology Management*, 18 (5-8), pp 433-462.
17. Sharma, S.: 2000, „Managerial Interpretations and Organizational Context as Predictors of Corporate Choice of Environmental Strategy“, *Academy of Management Journal* 43(4), 681–697.
18. Sudin, S. (2011). Strategic Green HRM: A proposed model that supports Corporate Environmental Citizenship, *International Conference on Sociality and Economics Development IPEDR vol.10* (2011).
19. 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*.
20. Margaretha, M., Saragih, S. (2013), Developing New Corporate Culture through Green Human Resource Practice, *International Conference on Business, Economics, and Accounting 20 – 23 March 2013, Bangkok – Thailand*.
21. Vij, P. et al (2013), GREEN HRM- DELIVERING HIGH PERFORMANCE HR SYSTEMS, *International Journal of Marketing and Human Resource Management, Volume 4, Issue 2, May - August (2013), pp. 19-25*.
22. Marhatta, S., Adhikari, S. (), GREEN HRM AND SUSTAINABILITY, *ASM“ S International E-Journal of Ongoing Research in Management and IT, e-ISSN-2320 0065*.