

Green Human Resource Practices as Drivers of Organizational Sustainability: A Review of Literature

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Abstract

Green HR Practices aims to realign HR strategy and procedures with an organization's environmental sustainability objectives. This research investigates the intersection of green human resources practices and organizational sustainability, aiming to understand how HR strategies contribute to environmental stewardship and overall corporate longevity. This study used a qualitative research technique and was drawn from ten years of literature on organisational sustainability and green HR practices. Green HR competencies in organisational process and change management can help HR to create and implement a sustainable business strategy across the entire organisation. Discussed on the Resource-Based View (RBV), Ability–Motivation–Opportunity (AMO) Theory, and Institutional Theory, the paper synthesizes existing empirical and conceptual studies to understand how Green HR practices contribute to environmental, social, and economic sustainability outcomes. Green performance management, green training, and green hiring and selection are all examined in this study. This article shows how HR professionals and practitioners of green HRM can have access to an emerging body of information that will support them as they embark on an organizational sustainability path, despite the fact that green HR practices are still relatively new in India. This paper contributes to the existing body of knowledge by offering empirical insights into the intricate dynamics between HR practices and organizational sustainability. The study offers practical suggestions for cultivating a sustainable corporate culture, with implications for HR specialists, organizational leaders, and legislators.

Keywords: Green HR Practices, Green Training, Green Recruitment, Sustainability.

1. Introduction

The quest of organisational sustainability in today's global corporate environment has progressed from a revolutionary idea to a necessary condition for long-term success. Human Resources (HR) practices play a critical part in building sustainable corporate cultures, as businesses struggle with the severe effects of climate change and social demands for environmental responsibility. Organizations worldwide are experiencing growing pressure from governments, customers, investors, and civil society to operate sustainably and reduce environmental impacts. This shift has transformed sustainability from a voluntary organisational practice into a strategic priority. Within this context, HRM has evolved towards Green HRM, emphasizing environmentally conscious policies, green competencies, and sustainable workforce behaviour (Renwick et al., 2013). To elucidate the processes by which HR strategies can propel

environmental stewardship and overall business resilience, this research aims to explore how the relationship is beneficial between Green HR Practices and Organisational Sustainability mutually.

The Climate change, resource depletion, and environmental degradation pose not only existential threats to the planet but also profound challenges to the very fabric of modern organizations. Consequently, businesses are compelled to reassess their strategies, operations, and organizational cultures to align with a green imperative.

The companies are realizing how important it is to cultivate a strong sense of social responsibility and environmental responsibility, and HR departments are pushing environmental sustainability by coordinating practices with sustainability objectives.. This strategy should inspire employees, address customer needs, respond to societal trends, and influence public policy. According to Callenbach et al. (1993), effective implementation of green HRM requires that employees be motivated, empowered, and conscious of their environmental impact. Green HRM includes integrating environmental objectives into recruitment, training, rewards, employee involvement, and leadership practices (Jabbour & de Sousa Jabbour, 2016). These practices support long-term business sustainability objectives, encourage employees to adopt eco-friendly behaviors, cut waste, and increase resource efficiency.

1.1 Theoretical concepts and framework

Green Human Resources Management

The phrase "green human resources management," or "GHRM," is broad and cannot be used only to refer to environmental awareness (A Bagader, 2021). Green HR encourages sustainable practices and raises staff knowledge, which boosts productivity, reduces expenses, and improves employee engagement. Through eco-friendly HR practices, including electronic filing, car sharing, and energy-efficient office environments, this strategy lowers carbon footprints. Green HR aligns with society, involving communities, customers, and contractors as equal stakeholders.(Jyoti, 2019). Green HRM is a strategy that promotes sustainable resource use within organizations, focusing on environmental sustainability. It involves people management policies and practices, such as video recruiting and green rewards. The new millennial workforce is increasingly recognizing environmental responsibility and preferring employers that prioritize environmental sustainability. Green events include minimizing printed materials in performance management and salary evaluations. While HR can improve processes, the primary opportunity lies in integrating green programs into the overall business.(Rani & Mishra, n.d.)

Sustainability

An integrated strategy that balances economic growth with environmental considerations is necessary for sustainable development. Sustainability is a concept that refers to the ability of a system, process, or organization to endure and thrive over the long term while maintaining the well-being of its ecological, social, and economic components. It entails providing for current needs without sacrificing the capacity of future generations to provide for themselves.

Sustainability was defined as "meeting the needs of the present without compromising the ability of future generations to meet their own needs" by the United Nations Brundtland Commission in 1987.(Nations, n.d.)

1.2 HR and Sustainability

To support the environmental management program in this study, a conceptual model of EMS-HR factors is put out. To obtain a competitive edge, businesses are implementing environmental management systems (EMS). Commitment, policy, planning, execution, measurement, and evaluation are all part of these systems. Successful implementation depends on human resource elements like teamwork, employee

empowerment, environmental training, top management support, and incentive programs. (BF Daily, 2001).

Organizations are increasingly focusing on Green HR practices to enhance sustainability and efficiency. These practices involve eco-friendly HR practices and knowledge asset preservation. Green HRM minimizes paper work and promotes sustainable business practices. By implementing these practices in HR functions, organizations can operate in an environmentally sustainable manner, thereby promoting corporate sustainability (Pallavi & Bhanu, 2016).

GRHM has been defined by Opatha and Arulrajah (2014) as the procedures, methods, and policies that make workers of the company going green for the good of people, the environment, businesses, and society (Ch, 2020).

1.3 Literature Review

(Wehrmeyer, 2017) Wehrmeyer (1996) is credited with coining the phrase "Green HRM" when he released his book in an effort to link the domains of environmental management with human resource management. Green HRM is becoming a crucial tactic in the global corporate world's transition to a contemporary capacity-based economy. In order to raise awareness of environmental management, this study examines different green HR practices around the world, their simplified definition, the future direction of GHRM activities, and possible HR initiatives for green firms (Ahmad, 2015). Another paper which investigates green management adoption in small and medium-sized enterprises (SMEs) using qualitative methods like case studies, interviews, and document analysis. Findings show that SMEs can make themselves greener by strategic and organizational changes, influenced by factors like organizational structure, innovation capability, human resources, cost savings, and competitive advantage. Future research is needed to identify ways to reduce negative sustainability impacts and benefit academics and managers by providing a new perspective on green management strategies. (Lee, 2009). The integration of environmental management into HRM research practice is crucial. However, a comprehensive process frame for Green HRM is lacking. This article presents a new view of Green HRM literature, classifying it based on HRM entry-to-exit processes. It proposes a new process model and research agenda for this field. (Renwick et al., n.d.)

Green HRM draws upon multiple theoretical foundations such as Resource-Based View (RBV) RBV emphasizes internal resources—such as employee green competencies, knowledge, and culture—as sources of competitive advantage (Barney, 1991). Green HRM develops environmental capabilities that enhance organizational sustainability. Another theory Ability–Motivation–Opportunity (AMO) Theory, AMO explains how HR practices influence employee performance. Institutional Theory Organizations adopt Green HRM due to societal expectations, regulatory pressures, and stakeholder demands for sustainability (Colwell & Joshi, 2013).

There are still a number of research gaps in Green HRM, despite its increasing popularity. There are few multi-level studies that concurrently look at individual, group, and organizational aspects, as well as little empirical data from emerging nations, especially in Asia and Africa. There are few longitudinal studies evaluating the long-term effects of Green HRM practices, and current research has not adequately examined important mediating variables like leadership and employee green identity. Important areas for further research are also highlighted by the lack of standardized measuring tools for sustainability outcomes and Green HRM, as well as the scant emphasis given to the function of digital HR technology in supporting Green HRM.

1.4 Objectives

1. To explore out the different green HR initiatives taken by the organizations.
2. To examine the outcomes of the company's adoption of Green HRM.
3. To examine how Green HR practices influence organizational sustainability.
4. iv) To propose an integrative research model connecting Green HR practices and sustainability outcomes.

1.5 Significance of the study

There are important ramifications for academia and the business sector from this study. It offers useful insights for HR professionals, corporate leaders, and legislators attempting to negotiate the challenging nexus of sustainability and human capital management by dissecting the complexities of green HR practices. As organizations embark on a journey towards environmental responsibility, understanding how HR practices can catalyze sustainable development becomes not only pertinent but indispensable. To deepen our understanding of Green HRM by integrating key theories such as RBV, AMO, and Institutional Theory, while also offering practical guidance for HR professionals to design effective sustainability-focused policies. It supports broader policy goals like the Sustainable Development Goals (SDGs) by encouraging environmentally responsible and compliant organizational practices. Academically, the study contributes to advancing Green HRM research by identifying important gaps and providing meaningful directions for future scholarship.

In the following sections, this research will delve into the existing literature on green HR practices, outline the methodology employed for empirical investigation, and present findings that contribute to a nuanced comprehension of how organizations can integrate environmentally conscious HR strategies to foster long-term sustainability.

2. Dimensions of Green HR Practices

2.1 Green Recruitment and Selection

Hiring people who are enthusiastic about working for an eco-friendly organisation and who care about the environment is known as "green recruitment. Information on the company's green activities and sustainability goals must be included in both the job description and the corporate website. The organization's environmental culture and ideals are introduced to new hires through recruitment procedures, which promote efficient environmental management. Eco-friendly hiring practices and green attitude assessments are used in green recruitment and selection, taking into account candidates who prioritize energy efficiency and green practices. (Peerzadah et al., 2018), Green Human Resource Management promotes environmental sustainability by promoting sustainable practices and employee engagement. It involves environmental-friendly HR initiatives, resulting in increased efficiency, lower costs, and reduced carbon footprints. Examples include electronic filing, virtual interviews etc. (Verma, 2015)

2.2 Green training and development

Environmental training is a crucial method for HRM to support environmental sustainability initiatives. Early studies in the 1990s focused on the relationship between environmental training and environmental management in Brazilian organizations. Environmental training significantly impacts employee environmental awareness and fosters green practices. Social and environmental issues should be covered in employee training and development programs at every level. To maximize environmental advantages, environmental training must be designed according to training demands. Research has shown that

environmental empowerment is less successful than environmental training in influencing environmental practices. Plans for training, development, and learning should incorporate courses, seminars, and workshops to help staff members gain expertise in environmental management. Job rotation principles should be used in green assignments to develop future green managers.(Masri & Jaaron, 2017). Key components of green HRM in an organisation are environmental education, training, and development. It is quite difficult to materialise the intended environmental performance of the company organisation without the right education, training, and development. Consequently, it appears that some corporate organisations have come to understand the value of green training, development, and education for both organisational and environmental sustainability.(Jackson et al., 2011) A report on "Green HR: Analysis of sustainable practices incorporated by IT firms in India" aims to study the environmental practices and policies implemented by major IT firms in India. The study involved 100 employees and 5 HR managers aged 21-50. Most respondents were aware of Environmental Management Systems and agreed that Green HR policies contributed to increased company profit. Major barriers to implementing sustainable policies were the cost of implementing and maintaining programs (Ruchismita et al., 2015).

2.3 Green Performance Evaluation and Compensation Management

Literature surveys show a link between HR practices and organizational outcomes like productivity, flexibility, and financial performance. However, there's a lack of emphasis on the connection between these outcomes and environmental management initiatives, which can result in green performance through employee involvement and innovative solutions. (Govindarajulu & Daily, 2004). (Jackson et al., 2011).Green compensation and reward can significantly support environmental management activities, motivating employee behavior and attitude towards environmental goals. These can be monetary, non-monetary, recognition-based, or a combination of both. Negative reinforcements can be used to encourage participation, while positive rewards can be developed through feedback. This approach can lead to promotion and career gains (Bangwal & Tiwari, 2015).

2.4 Relationship of Green HR Practices with Organizational Sustainability

Environmental sustainability is gaining attention among management scholars, leading to the need for green HRM research practice. Green HR promotes sustainable resource use within businesses and is part of corporate social responsibility programs. It involves environmentally friendly HR practices and preservation of knowledge capital. Green HR requires high technical and management skills in employees and helps companies reduce their carbon footprint and find alternative ways to cut costs without losing top talent.(Sheopuri & Sheopuri, 2015) . (Imtiaz et al., 2023)This article explores the impact of Green HRM on company sustainability and employee job continuity. It identifies core practices driving effective implementation and explores their benefits. Green HRM contributes to positive organizational growth, environmental responsibility, and employee retention. It creates an appealing work environment for environmentally conscious talent, improving job continuity. Integrating Green HRM into strategies enhances environmental performance and boosts employee satisfaction.

Industrialization in manufacturing has led to increased automation, reducing human effort and saving energy for innovation. However, the current level of automation in manufacturing units has distorted ecosystems and the environment. This paper focuses on implementing GHRM practices in manufacturing units, evaluating secondary data and analyzing primary data from HR department respondents(Uppal et al., 2022). This study explores the role of green hiring, green training, and compensation in sustaining the organizational rationale for sustainability (ORS). Results from 275 Portuguese employees show that perceived ORS is primarily based on green hiring, with older employees requiring green hiring and

younger employees requiring green training.(Jerónimo et al., 2020) In a similar vein, another study looks at the moderating influence of top management team (TMT) support in the relationship between green human resource management (GHRM) and organizational sustainability. The findings indicate that GHRM and sustainability have a favorable relationship, which is strengthened by TMT support. Additionally, the study shows a strong positive correlation between organizational effectiveness and sustainability (S Chatterjee).

2.4 Green HR and environmental, Social, Economic sustainability

Green HRM plays an important role in strengthening all three pillars of sustainability—environmental, social, and economic—through its integrated people-focused practices. Research shows that Green HR practices significantly enhance environmental sustainability by reducing carbon footprints, encouraging eco-friendly employee behaviour, ensuring stronger environmental compliance, and supporting waste management and energy conservation initiatives (Saeed et al., 2018; Jabbour, 2011). In addition, Green HRM contributes to social sustainability by promoting employee well-being, improving workplace safety, and fostering a culture grounded in responsibility and ethical values, which collectively enhance organizational legitimacy and employee engagement (Roscoe et al., 2019). From an economic standpoint, Green HRM contributes to long-term financial performance by lowering operational costs through effective resource utilization, increasing employee productivity, and boosting organizational brand reputation and customer loyalty (Zaid et al., 2018).

3. Research Methodology

The secondary data used in this study were gathered from many sources. The data was taken from ten years of literature on organisational sustainability and green HR practices. The information was taken from a decade's worth of research on green HR practices and organizational sustainability-(Green Recruitment, performance appraisal, training and development and compensation) .A literature review is used because it helps organize studies and provides a solid foundation of knowledge in the topics on performance management, recruitment and appraisal, training and development, employment relations, and compensation, which are among the HR procedures that are covered.

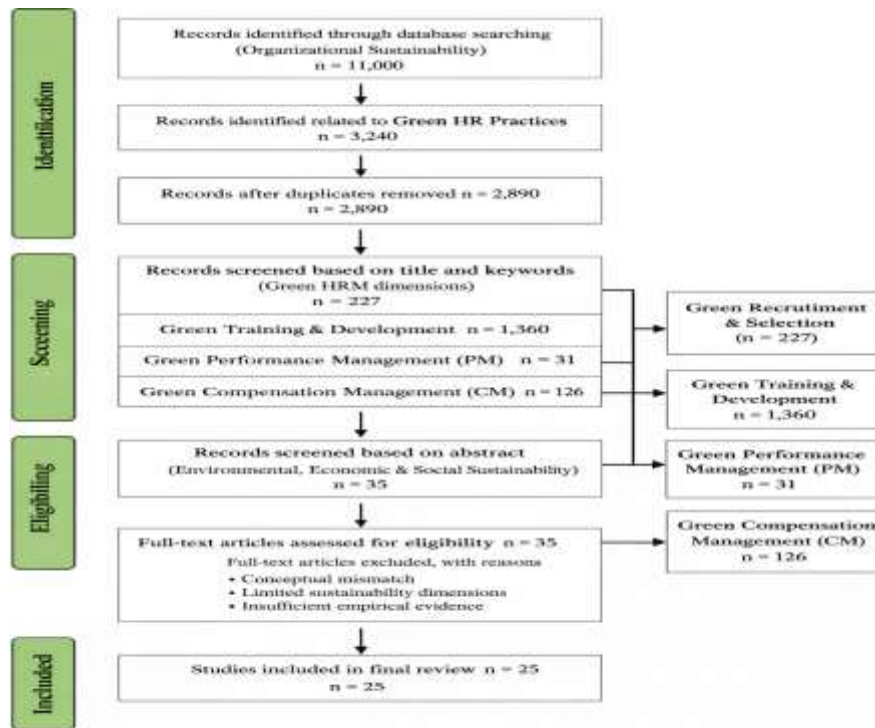


Fig 1 : Review of Literature on Green HR Practices and Organizational Sustainability

4. Proposed Model

After reviewing the literature on green HR practices and organizational sustainability, the following model was proposed in this paper:

Proposed model of the research



Fig 2: Proposed Model of Green HR Practices and Organizational Sustainability

5. Results and Discussion

Green HR practices have significantly impacted organizational sustainability by integrating eco-friendly criteria in the hiring process. This has led to the recruitment of employees who align with the company's environmental values, fostering a green culture within the organization. Green training programs have proven effective in raising employee awareness about environmental issues and instilling sustainable practices in daily operations. This research relate to past study which shows a positive correlation between

HRM and the environment, with green HRM practices enhancing employee morale, productivity, and environmental sustainability. These practices reduce resource misuse, increase efficiency, and reduce energy consumption. Government subsidies and tax incentives can support green practices, leading to improved employee retention and increased business opportunities. (Bangwal & Tiwari, 2015) However, challenges include finding candidates with the necessary skills and a strong commitment to sustainability. Incorporating environmental metrics into performance evaluations has shown a positive correlation with the adoption of sustainable practices by employees. However, challenges may arise in defining and measuring these metrics accurately.

Linking compensation to sustainability goals has incentivized employees to actively contribute to the organization's environmental objectives. Challenges may include developing transparent and fair compensation structures, ensuring they are perceived as equitable by all employees, and avoiding unintended consequences such as greenwashing.

6. Conclusion

In conclusion, Green HRM has emerged as a strategic tool for advancing organizational sustainability. The literature confirms that the integration of Green HR Practices, including green recruitment, training, performance evaluation, and compensation, contributes significantly to organizational sustainability. Green HR practices positively impact environmental, social, and economic performance. Overcoming challenges requires strategic planning, effective communication, and a commitment to continuous improvement in both HR processes and employee engagement in sustainable practices. These findings underscore the importance of a holistic and integrated approach to Green HR that considers the entire employee lifecycle for fostering sustainable organizational success. The proposed research model offers a structured pathway for future empirical studies. As sustainability continues to redefine business priorities, HR's role in enabling organizational sustainability will grow in strategic importance.

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