

A study of Green Human Resource Management with Organisation Perspective

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ABSTRACT

The purpose of this research article is to investigate the incorporation of Green Human Resource Management (GHRM) practises into enterprises from the point of view of environmental sustainability. Global Human Resource Management (GHRM) is the process of incorporating environmentally friendly activities into HRM policies and processes in order to align them with the aims of the organisation for sustainability. A discussion on the theoretical framework of GHRM is presented at the beginning of the publication. This discussion draws on concepts from institutional theory, the resource-based approach, and stakeholder theory throughout its entirety. Following that, it examines a variety of GHRM practises, such as recruiting and selection, training and development, performance management, employee engagement, and supplier interactions, highlighting the role that these practises play in fostering environmental sustainability inside firms. The purpose of this paper is to illustrate how organisations implement GHRM initiatives and the benefits they derive from doing so. These benefits include improved environmental performance, enhanced reputation, and cost savings. The investigation of case studies and examples is employed to illustrate these concepts.

Keywords- Green, Human Resource, Management, Organisation, Perspective,

INTRODUCTION

There has been a rising realisation in recent years of the necessity for enterprises to address environmental sustainability concerns in their operations. This recognition has occurred in recent years. One of the most important aspects of this initiative is the incorporation of Green Human Resource Management (GHRM) principles into enterprises. The Good Human Resource Management (GHRM) approach entails integrating environmentally conscious activities into HRM policies and processes in order to align them with the organization's sustainability goals. The purpose of this introduction is to present an overview of human resource management (GHRM), including its theoretical foundations and the significance of GHRM in fostering environmental sustainability within companies.

Green human resource management (GHRM) comprises a variety of HRM techniques that are aimed at lowering the environmental effect of businesses while simultaneously improving their performance in terms of sustainability. These practises include, but are not limited to, recruitment and selection procedures that give preference to candidates who have environmental awareness and skills, training and development programmes that are centred on sustainability, performance management systems that incorporate environmental goals, and employee engagement initiatives that promote environmentally friendly behaviours.

The theoretical foundations of GHRM are derived from a number of different perspectives. These include the institutional theory, which places an emphasis on the role that societal norms and values play in shaping organisational behaviour; the resource-based view, which emphasises the strategic value of environmental resources and capabilities; and the stakeholder theory, which emphasises the significance of taking into consideration the interests of a variety of stakeholders with regard to organisational decision-making. The incorporation of GHRM practises into businesses is essential for a number of reasons. To begin, it assists firms in demonstrating their dedication to environmental sustainability, which is becoming an increasingly essential factor in recruiting consumers, investors, and employees who are environmentally sensitive. The

second benefit of GHRM is that it can help enhance organisational performance by lowering the amount of resources that are consumed, increasing the efficiency of operations, and minimising the risks that are linked with environmental concerns such as climate change and regulatory compliance.

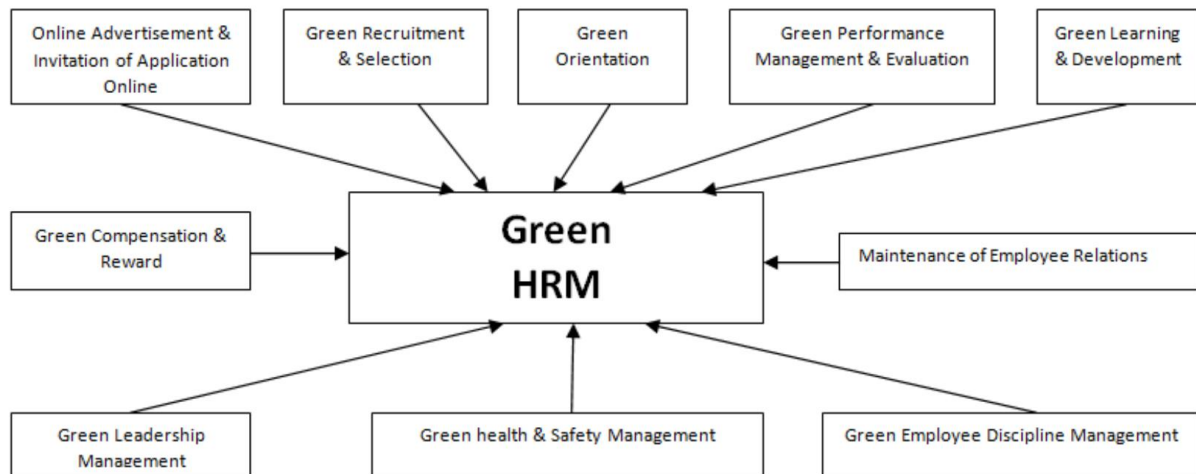


Fig. 1: Green HRM Process
Source: Hosain, Md. (2016)

REVIEW OF LITERATURE

(Marhatta and Adhikari, (2013) and Zoogah, 2011) refers to the implementation of human resource management policies and practises into commercial organisations in order to ensure the sustainable utilisation of resources and, in general, to advance the cause of environmentalism.

(Opatha and Arulrajah, 2014) The term "green human resource management" (HRM) refers to the implementation of policies, procedures, and systems inside an organisation with the purpose of creating environmentally conscious personnel for the benefit of the individual, the team, society, the natural environment, and the firm. Green human resource management is described in a variety of ways by various scholars; yet, their goals for the long-term sustainability of human resources and their environment are, in some ways, identical.

(Wei & Yazdanifard, 2014) As a result of the fact that individual motivation is considered to be the primary source of motivation for employees to actively engage in and carry out in-role and extra-role behaviours, it is reasonable to anticipate that the individual motivations for each of these types of behaviours are likely to be in conflict with one another.

(Xinhua, 2015) In order to address the growing levels of pollution as well as the dissatisfaction of Chinese citizens with the deteriorating air quality and polluted land and water systems, the Chinese government has initiated a variety of measures to address these challenges. When it comes to these reforms, the focus has switched from only reacting to the levels of pollution to implementing laws that aim to avoid pollution. These actions that are being implemented by the Chinese government are admirable; yet, they are not adequate to fully address the escalating levels of dangerous air, water, and ground pollutants that are impacting the lives of the Chinese people on a daily basis.

(Yusliza, Ramayah & Othaman, 2015) Among the most valuable assets that an organisation possesses, the human resource is the one that plays the most significant part in the management of its workforce. The modern human resource managers have been given the extra task of implementing the green human resource philosophy into the business purpose statement in addition to the policies that pertain to human resources. Green human resource activities have resulted in higher efficiencies, decreased costs, increased staff retention, and improved productivity, in addition to other tangible benefits. The policies and practises with

regard to human resources that are environmentally, socially, and economically responsible.

(Katsika, 2007) Studied “Green Human Resource Management for Organizational Sustainability: A Need of The Hour for Modern Workplace” and found that Environmental sustainability regulations and awareness developed the notion of Green Human Resource Management (GHRM) in the corporate world. Currently, the world is facing the new economic challenge of resources constraints and environmental challenges, this situation has created an urgency to reform economic growth and development models at government levels of different countries to achieve proactively framed environmental targets.

(Zhao et al., 2021) Studied "Influencing Mechanism of Green Human Resource Management and Corporate Social Responsibility on Organizational Sustainable Performance" and discovered that sustainable organisational achievement of firms is the dominant approach in today's world, with an emphasis on improving profitability, social condition, and a healthy environment. Green human resource management and corporate social responsibility are two of the most influential mechanisms in the world today. Using the ability, motivation, opportunity (AMO), and stakeholder theories as a foundation, this research investigated the mechanism of green human resource management (GHRM) and corporate social responsibility (CSR) in order to achieve sustainable performance. A structured questionnaire survey was suited for the quantitative investigation that was conducted on this research, and it was administered to 305 samples.

(Anwar et al., 2020) According to the findings of a study titled "Green Human Resource Management for Organizational Citizenship Behavior Towards the Environment and Environmental Performance on a University Campus," the slow and inefficient environmental performance of universities is attracting the attention of academics to the need for behavioural change in employees rather than relying solely on technological advancements. Drawing on the Ability-Motivation-Opportunity (AMO) theory, the primary objective of this research is to investigate the impact of Green Human Resource Management (HRM) practises, specifically green competence building practises, green motivation enhancing practises, and green employee involvement practises, on the organisational citizenship behaviour toward the environment (OCBE) of academic staff, and consequently, the impact that this behaviour has on the environmental performance of the organisation. Second, an analysis is performed to determine the influence that OCBE has on the relationship between each of the Green HRM practises and environmental performance.

(Khaskhely et al., 2022) After conducting research on the topic of "Understanding the Impact of Green Human Resource Management Practices and Dynamic Sustainable Capabilities on Corporate Sustainable Performance: Evidence From the Manufacturing Sector," it was discovered that the large-scale manufacturing sector is responsible for the generation of a significant amount of waste, the exploitation of natural resources, the excessive consumption of energy, and the implementation of practises in the workplace that are not sustainable. This is especially true for emerging countries; despite the fact that they have the ability to experience lucrative market expansion, they are extremely susceptible to environmental and social disasters and exploitation.

(Marditama et al., 2021) According to the findings of a study titled "Green Human Resource Management and Sustainable Organization Literature: A Mini-Review Approach," the twenty-first century has witnessed an increased interest in environmental issues, regardless of the fields that are related to them, whether they are political, public, or business. The recent surge in interest in environmentalism across the world can be attributed to the relevant treaties that have been enacted to combat climate change. It will be necessary for the organisations to devise methods and approaches in order to lessen their ecological footprints and address concerns regarding green workplaces. Green Human Resource Management, often known as GHRM, is a core business practise that has become increasingly prevalent in large corporations.

Theoretical Foundations of GHRM:

The theoretical foundations of GHRM are derived from a number of different perspectives. These include the institutional theory, which places an emphasis on the role that societal norms and values play in shaping organisational behaviour; the resource-based view, which emphasises the strategic value of environmental

resources and capabilities; and the stakeholder theory, which emphasises the significance of taking into consideration the interests of a variety of stakeholders with regard to organisational decision-making.

Significance of GHRM in Organizational Context:

The incorporation of GHRM practises into businesses is essential for a number of reasons. To begin, it assists firms in demonstrating their dedication to environmental sustainability, which is becoming an increasingly essential factor in recruiting consumers, investors, and employees who are environmentally sensitive. The second benefit of GHRM is that it can help enhance organisational performance by lowering the amount of resources that are consumed, increasing the efficiency of operations, and minimising the risks that are linked with environmental concerns such as climate change and regulatory compliance.

Theoretical Framework:

The notion of Green Human Resource Management (GHRM) is supported by multiple theoretical frameworks that aid in comprehending its consequences and conceptual foundations. The main theoretical frameworks that guide GHRM practises are described in this section.

Institutional Theory:

According to institutional theory, institutions, societal norms, and values all have an impact on organisations. In the framework of GHRM, institutional constraints from stakeholders—including governments, regulatory agencies, clients, and the general public—have a big impact on how companies implement green HRM practises. In order to demonstrate their commitment to environmental sustainability and preserve their legitimacy in the eyes of stakeholders, organisations may submit to these institutional constraints by putting GHRM measures into place.

Resource-Based View (RBV):

The strategic importance of resources and capabilities in gaining competitive advantage is highlighted by the resource-based view. Environmental sustainability can be seen as an useful corporate resource that supports long-term competitive success from a GHRM perspective. Organizations can create distinctive capabilities that improve their environmental performance and set them apart from rivals by incorporating eco-friendly HRM practises into their operations. Developing green technologies, hiring and educating staff members with environmental experience, and promoting a sustainable culture are just a few of the GHRM strategies that can be important assets that help an organisation succeed.

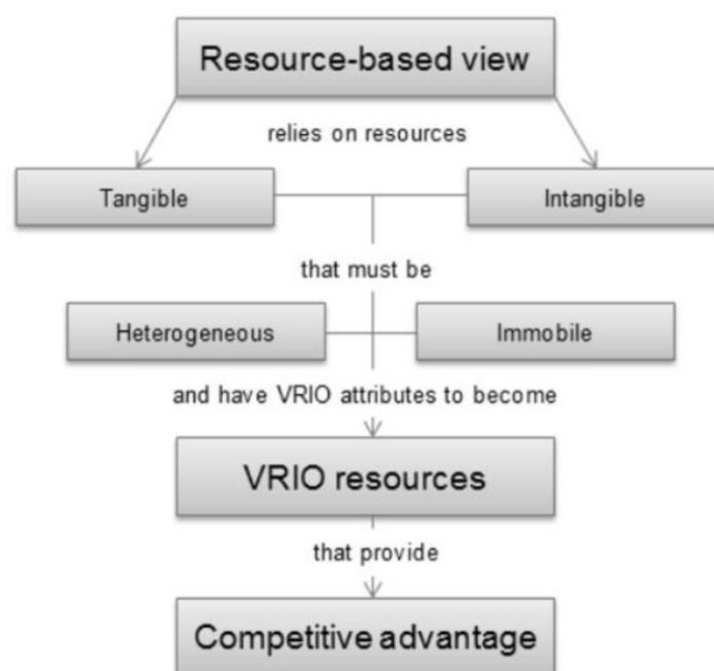


Fig. 2: Resource Based View

Source: Effendi et al. (2023)

Stakeholder Theory:

According to stakeholder theory, businesses should take into account the interests of a variety of parties when making decisions, including the environment, communities, suppliers, workers, and customers. In the framework of GHRM, stakeholders include government agencies, workers, and environmental activists that push for the adoption of eco-friendly HRM practises by organisations. Organizations can improve their reputation, establish trust, and cultivate enduring relationships with stakeholders by attending to the interests of these stakeholders and coordinating HRM practises with environmental sustainability objectives.

Triple Bottom Line (TBL) Approach:

The Triple Bottom Line (TBL) method incorporates social and environmental factors into the standard definition of organisational success, in addition to financial achievement. By incorporating environmental sustainability factors into HRM processes, GHRM is consistent with the TBL methodology. Along with achieving economic and social goals, GHRM techniques including green supply chain management, eco-friendly workplace regulations, and employee training on sustainability help to meet environmental goals.

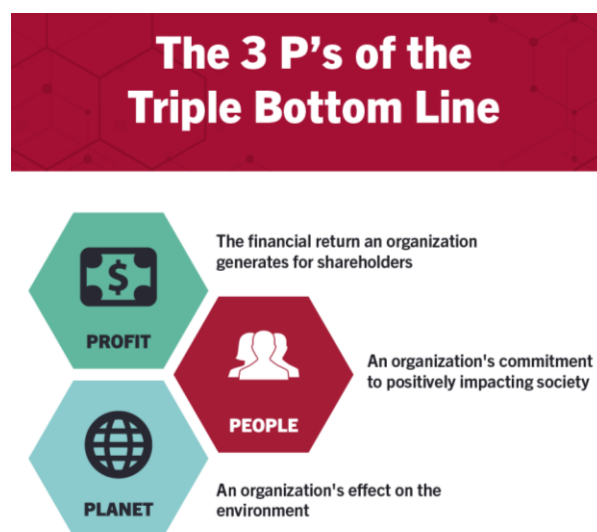


Fig. 3: 3 P's of Triple Bottom Line
Source: Miller, K. (2020)

Systems Theory:

Organizations are seen by systems theory as complex systems made up of interdependent parts that have an impact on one another. Organizations are seen as dynamic systems within the framework of GHRM, where results are produced through the interaction of HRM practises with external influences. The integration of environmental sustainability programmes with GHRM activities, such as employee engagement, training, and performance management, creates feedback loops that impact organisational behaviour and performance.

Organizational Perspective:

A thorough grasp of how these programmes fit with the organization's overall strategy, culture, and goals is necessary for the integration of Green Human Resource Management (GHRM) practises within organisations. The organisational viewpoint of GHRM is examined in this section, with particular attention paid to its application, effects, and consequences for organisational performance.

Alignment with Organizational Strategy:

Strategic Integration: The organization's larger sustainability strategy and objectives should be in line with GHRM principles. To achieve coherence with organisational objectives, this entails incorporating environmental sustainability issues into HRM policies, procedures, and decision-making processes.

Support for Top-Down Leadership: The dedication and support of the leadership are essential for the effective execution of GHRM programmes. In order to support HRM practises that promote sustainability, senior management should support environmental sustainability initiatives and offer tools, incentives, and direction.

Implementation Challenges and Barriers:

Resource Constraints: Limited resources, including time, budget, and expertise, can pose challenges to implementing GHRM practices effectively. Organizations may need to invest in training, technology, and infrastructure to support green HRM initiatives.

Resistance to Change: Resistance to change from employees, managers, or other stakeholders can hinder the adoption of GHRM practices. Overcoming resistance requires effective communication, stakeholder engagement, and change management strategies to promote buy-in and commitment.

Organizational Culture: Organizational culture plays a significant role in shaping employees' attitudes and behaviors towards environmental sustainability. Cultivating a culture of sustainability requires leadership support, employee involvement, and the reinforcement of green values and norms throughout the organization.

Impact on Organizational Performance

Enhanced Reputation: Adopting GHRM practices can enhance the organization's reputation as a socially responsible and environmentally conscious employer, leading to increased brand value, customer loyalty, and stakeholder trust.

Improved Employee Engagement and Retention: GHRM initiatives can improve employee morale, satisfaction, and retention by fostering a sense of purpose, pride, and belonging among employees who are passionate about environmental sustainability.

Cost Savings and Efficiency: Implementing environmentally friendly HRM practices, such as energy conservation, waste reduction, and green procurement, can lead to cost savings, resource efficiency, and operational effectiveness.

Innovation and Competitive Advantage: Embracing GHRM practices can drive innovation and differentiation by encouraging employees to develop new solutions, products, and services that address environmental challenges and meet evolving customer preferences.

Organizational Learning and Continuous Improvement

Monitoring and Evaluation: Organizations should establish mechanisms for monitoring, measuring, and evaluating the effectiveness of GHRM practices in achieving sustainability objectives. This may involve tracking key performance indicators (KPIs), conducting employee surveys, and soliciting feedback from stakeholders.

Knowledge Sharing: Promoting knowledge sharing and best practices exchange among employees, departments, and external partners can facilitate organizational learning and continuous improvement in GHRM initiatives.

Adaptability and Flexibility: Organizations should remain adaptable and flexible in responding to changing environmental conditions, regulatory requirements, and stakeholder expectations. This may require revisiting and updating GHRM practices to ensure their relevance and effectiveness over time.

Benefits of Green Human Resource Management (GHRM):

When companies include ecologically friendly methods into their HRM operations, they can reap several advantages from Green Human Resource Management (GHRM). The main advantages of GHRM initiatives are described in this section.

Improved Environmental Performance:

By encouraging resource conservation, waste minimization, and energy efficiency, GHRM practises help the company lessen its environmental impact.

Organizations can lessen the environmental impact of their supply chain by sourcing eco-friendly materials and goods through the implementation of green procurement methods.

Enhanced Organizational Reputation:

Implementing GHRM procedures helps the company become known as an environmentally and socially concerned employer.

Good opinions of the company's sustainability efforts can draw in eco-aware clients, financiers, and staff, increasing stakeholder trust and brand value.

Cost Savings and Efficiency:

GHRM programmes save money by using less energy, producing less trash, and using resources more efficiently.

Reducing overhead expenses and increasing operational efficiency are two benefits of implementing environmentally friendly practises including telecommuting, paperless offices, and energy-efficient technologies.

Increased Employee Motivation and Engagement:

When it comes to environmental sustainability, GHRM practises help employees feel engaged, proud, and purposeful.

When workers believe that their company is environmentally conscious and they are rewarded for their efforts, they are more inclined to support sustainability projects.

Talent Attraction and Retention:

Employers who place a high priority on environmental sustainability in their human resource management strategies are able to draw in and keep top talent who are motivated by social responsibility and sustainability.

Through GHRM efforts, the company stands out as an employer of choice for people who care about the environment and are looking for fulfilling job possibilities that will have a beneficial impact.

Innovation and Competitive Advantage:

Adopting GHRM principles promotes innovation by motivating staff members to create original goods and services that match consumer desires for sustainable offers while addressing environmental problems. By setting themselves apart with their dedication to environmental sustainability, establishing themselves as leaders in their sector, and drawing in clients who value sustainability, businesses can acquire a competitive edge.

Regulatory Compliance and Risk Mitigation:

By incorporating sustainability concerns into HRM policies and procedures, GHRM practises assist firms in adhering to environmental legislation and standards.

By proactively addressing environmental risks and vulnerabilities, the organisation lowers the risk of fines from regulators, legal action, and harm to its brand.

Stakeholder Engagement and Collaboration:

In order to achieve common sustainability objectives, GHRM programmes promote cooperation and partnerships with stakeholders, such as workers, clients, suppliers, governmental bodies, and environmental organisations.

Involving stakeholders in sustainability initiatives fosters stronger bonds, increases trust, and opens doors for

group action to cooperatively address environmental issues.

CONCLUSION

An essential strategy for businesses looking to include environmental sustainability into their human resource management (HRM) procedures is green human resource management, or GHRM. We have looked at the theoretical underpinnings, practical applications, advantages, and potential future directions of GHRM from a number of angles in this essay. Theoretical frameworks like institutional theory, the resource-based view, stakeholder theory, and systems theory, which offer insightful understandings into the conceptual foundations of GHRM practises, form the foundation of GHRM. These ideas emphasise how crucial it is to match stakeholder expectations for environmental sustainability, wider company goals, and society norms with HRM practises. In order to support environmental sustainability, companies can practically apply a variety of GHRM practises in the areas of hiring and selection, performance management, training and development, employee engagement, and supplier interactions. These actions not only help the company lessen its environmental impact but also boost employee engagement, build competitive advantage, improve reputation, and spur innovation.

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