



IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ON CORPORATE SUSTAINABILITY AND EMPLOYEE SATISFACTION

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Abstract

Green Human Resource Management is often known as Sustainable Human Resource Management. "Green human resource management" combines environmental management and human resource management. Rapid industrialization and deforestation lead to the degrading of our natural resources as well as the reason for environmental pollution. Numerous environmental reports released by various international organizations reveal that environmental pollution becomes a major problem for everyone whether it's for individuals or for the whole world. So, it becomes the need for every individual and every organization to adopt eco-friendly practices in their day-to-day operations. This review paper provides information on using green HRM techniques to ensure long-term sustainability and boost employee satisfaction within the company. The information is gathered from secondary sources such as academic journals, case studies, research papers, and websites. The present study will highlight the various green HRM practices adopted by different organizations and also focuses on the benefits of green HRM practices for employer and employee.

Keywords: Green Human Resource Management Practices, Sustainability, Employee Retention, Industrialisation.

Introduction

In today's world where means of production and technology are changing day by day and where most organization focuses on only enhancing production and selling and only wanted to maximize profit. Most companies at present don't have any environmental plans or they don't have any program to deal with environmental issues. Nowadays environmental pollution become a major concern for individuals and the whole world. Environmental pollution become the reason for all-natural calamities such as floods, global warming, drought, earthquake, tsunamis, etc. According to the Annual frontier Report 2022 released by the United Nations Environmental Program (UNEP), Moradabad (U.P) becomes the second noisiest city after Dhaka (Bangladesh). Another environmental report released by the World Economic Forum (WEF) named "Environmental Performance Index" showed that India ranks 180th out of 180 countries. Various research reports released by several organizations showed that there should be a comprehensive plan to deal with these global issues. From the 'Earth Summit (1992) to the Paris climate change summit (2015)' all of these are formed to tackle environmental pollution and protect our natural resources. But these programs are not effective due to every country's personal interest. It becomes the need of the time to take action against these environmental concerns and adopt green in every discipline whether it's management, accounting, marketing, etc.

According to David Uzzell, "Organizations finally understand how important it is to consider how their actions affect both the environment and their bottom line. It might result in lower expenses, happier employees, and a better work environment". In the field of Human Resource management when the organization adopts the go green practices in their day-to-day operations then it can be said to be Green HRM. Business organizations should devote more resources to the study of innovation



and technology to lessen the effects of environmental deterioration by raising employee knowledge and developing nontoxic, environmentally friendly products.

According to Ramachandran “Green HRM is the integration of environmental management into Human Resource Management”.

Human Resource Management

Human resource management is vital in any organization. No organization can even exist without humans. According to Kathleen Egger, a lecturer for the Master of Science in Human Resources Management program within Northeastern’s College of Professional Studies, “Human resources is not just an administrative function anymore. It is about understanding how the business functions so that we can advise on the best practices moving forward.” Human resource management is the process of recruitment, selection, training, development, and compensation to the employee for the achievement of organizational objectives.

Human resource function is an important driver to implement the organization’s environmental policy to achieve the environmental sustainability goal (**Govindrajulu & Daily, 2004**). A study by (**Bansal & Hunter, 2003**), focused on the human resource function becoming an important driver to the preservation and conservation of the natural environment through the use of technical and management skills.

Green

Green can signify many things to different people, but for an environmentalist or someone who loves the outdoors A green is a space or plot of land that is surrounded by vegetation, including grass, trees, plants, and other plants, as well as by fresh air and other natural resources. However, the term also denotes something connected to nature or the natural world. (**Bangwal & Tiwari, 2015**). Ecologically conscious, resource-wise, and socially responsible are all characteristics of a green workplace.

Green HRM

The term "green HRM" refers to the use of HRM policies and practises for resource conservation within corporate settings as well as how it generally supports environmental issues. (**Marhatta, Adhikari, & Zoogah, 2013 , 2011**)Green HRM practices, like teleconferencing and virtual in-person meetings, electronic filing, flexible work schedules, car sharing, and job sharing, assist organizations lower their employee carbon footprints. These practices also result in more efficiencies, less waste, improved job-related attitudes, improved work/private lives, lower costs, and improved employee performance (**Margaraita & Saragih, 2013**). As stated by (**Opatha & Arulrajah, 2014**) in order to create green personnel for the organization, green HRM uses systems, practices, and policies. A win-win situation for the organization, the team, society, and the environment. several researchers’ diverse methods, but somehow, they all share the same goals for the sustainability of human resources and the surroundings The notion of green management for sustainable development has several meanings in the environmental literature, all of which aim to clarify the necessity of striking a balance between industrial progress for wealth creation and protecting the environment so that future generations can prosper. (**Daily & Huang, 2001**).

Literature Review

Abbas. et al. (2021) make an effort to define and investigate the underlying strategies for enhancing "organizational sustainability" (OS) in the Pakistani textile sector. This study's goals are to assess the



connection between GHRM practices and organizational sustainability, as well as to examine the interactions between GHRM practices and workplace employee performance and workplace environmental performance. 165 people made up the initial sample, and a questionnaire survey was employed to collect the information. In order to collect data from respondents, this study used convenience sampling and snowball sampling. The validity and dependability of the model were initially examined using an algorithm. The study's findings, according to the researchers, showed a definite impact of GHRM practises on organisational sustainability.

Saha et al. (2020) describes how the use of green technologies and the establishment of a new, welcoming atmosphere that reduces operating costs and carbon footprint are projected to cause the garment sector to grow dramatically. The study's main goals are to show the extent to which Green HRM is used in various apparel sectors, date the introduction of GHRM there, compare worker satisfaction levels across different apparel sectors, and, finally, identify the distinction between clothing that complies with GHRM and that does not based on labour turnover and annual profit turnover. The questionnaire was used to collect primary data and had three main sections: demographic information about the respondents, statements about their perceptions of their jobs, and statements about how much importance they thought they gave to their jobs. A total of 120 surveys with a Likert scale of 1 and 2 were given out. A combination of information from four different garment businesses comprised 100 responses. The 20 chosen apparel industries are the source of secondary data collection. The responders were chosen from a variety of outfits using a random selection technique. To carry out the intended analysis, the participant responses were entered into SPSS and MS Excel 2007. Descriptive statistics were employed to illustrate the respondent's perspective. The Labour turnover rate is equal to (Number of workers who depart / Total Amount of Workers) / 100. According to the study's findings, GHRM helped the environment as well as the clothing industry by lowering operational expenses among other things.

Ababneh Omar (2020) by empirically analysing the mediating influence of employee involvement in environmental efforts between green HRM practices and personal green behaviour, attempts to understand how this study makes a fresh addition to the transition process towards sustainability. The purpose of this study is to assess the conceptual model's applicability to staff members who have relevant experience with environmental management concepts and practices as well as an understanding of such concepts and practices. This quantitative research method used a purposive sampling technique to gather data from 376 employees working in Jordan's four- and five-star hotels. Significant data from the study indicate that, to some extent, employee engagement mediates the relationship between environmentally friendly HRM procedures and individual environmentally friendly conduct. Moreover, this study also highlights the significance of interpersonal interactions in promoting employee support for environmental efforts.

Edyta Bombiak (2019) emphasises the need for sustainability and the models necessary for its implementation in Polish companies. The study's goals are to define the concept and assess the potential impact that pro-environmental human resource practices may have on an organization's long-term viability. The study was built on a questionnaire survey that included a review of the literature and a diagnostic survey technique. The survey was conducted in Poland with 300 medium-sized and large-sized enterprises utilizing the CATI technique and a layer-based research sample selection. Researchers came to the conclusion that GHRM offers crucial support for the implementation of the green strategy after analyzing the material available. As a result, we can claim that GHRM is not only a new trend but also a necessity for the company.



Chaudhary Rita (2019) makes a pioneering effort to assess the implementation of green human resource management in the automobile industry of India. The objective of this paper is to assess basically five green human resources practices such as green recruitment and selection, green training and development, green compensation and rewards, green employee involvement, and green performance management, and also to assess how different GHRM techniques affect employees' task-related and voluntarily engaged green performance behaviours. Data were collected from the 91 employees working in the automobile industry and spss 24 was also used. This study concluded that a very low level of implementation of GHRM in the automobile sector in which the average score for only green training and development and green employee involvement could reach 3 and green compensation reward and green performance management scored lowest.

Ramasamy. et.al (2017) draw attention to the possible effects of implementing green initiatives in developing countries enterprises. The two topics that this study highlights as being the most important are intellectual capital protection and environmentally friendly HR practices. The researcher also noted a high correlation between personnel development and improved organizational effectiveness. The top 25 greenest companies in the world, with ratings ranging from 72% to 89.2%, are found in industrialized countries, according to study results he also mentioned. All the data for this study were gathered through desk research and secondary sources. Researchers draw attention to problems that developing countries face, like CSR and economic development, and recommend that the government provide incentives and support to businesses. He also says that fostering prizes and recognition will help organizations adopt GHRM into their organizational policy.

Sharma (2015) examines the breadth and nature of the Green HRM program, as well as environmental issues and sustainable development, using HCL Technology as a case study. For a competitive advantage, they also use proactive tools like Environmental Management Systems (EMS). The goal of this study is to describe a process model for HR practices used in Green HRM. The building of the HCL Green Belt, internal waste management, the Green Data Centre, and staff involvement in green management projects are just a few of the HCL activities that were addressed in this study. Researchers come to the conclusion that HCL has been at the forefront of the green revolution in the Indian IT industry as a result of their study.

Mehta et al. (2015) aim to highlight the current developments in corporate green HRM practices with a focus on promoting a "green" culture. This study seeks to define how the HRM function, through its policies and practices may help the environmentally sustainable business. This study also included survey data showing that young professionals and entry-level candidates like organizations that employ sustainable business practices. This report also references the study by Fayyazi et al., which highlights the lack of a comprehensive strategy for implementing green HRM as behaviour. This study shows that adopting environmental practises can assist companies in cost-cutting, creating new revenue streams, and avoiding legal issues.

Deshwal Parul (2015) tries to conceptualize the organizational strategy of greening people while taking into account private and private sector firms, i.e., ITC and ONGC, in her article titled Green HRM and Organisational Strategy. She focused on transforming the green economy from a financial to a competency-based approach. Today's organizations are aware that addressing social and environmental challenges is crucial to their long-term success. She defines sustainability in terms of long-term viability. Sustainability, according to her definition, is the ability to meet present demands without endangering those of future generations. Through this study, she came to the three "3Ps":



People, Planet, and Profit. She also outlined some green HRM practices used by businesses, including paperless hiring and selection procedures, video conferencing, video interviews, online recruitment, reducing the need for travel, and using printed materials as little as possible. She also emphasizes the promotion of sustainable development, which WECD defines as the preservation of people, the environment, economic progress, and social justice. She cited Greening HR surveys from March 2010 that shows 54% of businesses have environmental management as part of their operations, 74% have used the web to cut back on travel, 76% support a reduction in paper use, and 60% have implemented wellness/fitness programs for employees.

Rani Sushma (2014) outlines many environmental efforts and the company's strategic implementation of them. Examining green HRM practices, strategic applications, and the outcomes of the organization's adoption are the aims of this research. Common data-collecting forms were utilized to gather the secondary data for this investigation. The preservation of intellectual property and employing HR practices that are environmentally friendly are also highlighted. The results of the study show that fostering a green environment will benefit businesses in terms of training and development, performance evaluation systems, etc.

Objective of the study

1. To highlight Green HRM as an organization's forthcoming initiative to support sustainable business activities.
2. To find out environmentally friendly HRM techniques for the organization's long-term sustainability.
3. To advocate for the advantages of green HRM for both employers and employees.

Research Methodology

A thorough literature review has been carried out in order to advance the emergent idea of "Green HRM." The information is gathered from a variety of research papers, white papers, magazines, project works, and the internet.

Green HRM Initiatives: ITC and TCS

Green Initiatives by ITC

1. Nearly 42% of energy is derived from renewable sources, making this company the only one to have positive carbon, water, and solid waste recycling during a ten-year period.
2. Approves green building practices in factories, hotels, offices, and employee housing
3. ITC also made efforts in water harvesting;
4. 38 buildings have earned the highest LEED Platinum certification.

Green Initiatives by TCS

1. 64.4% of total office space (for India) as per IGBC standards
2. 1.65 pue energy efficiency initiatives at TCS data centers in Mumbai and Chennai
3. 10.2 MW rooftop solar capacity across campuses
4. 37.2% renewable electricity as % of the total electricity consumed
5. 5 large campuses in India are certified with ISO 50001: 2018 standards for Energy Management Systems (EnMS).
6. Energy Management and GHG Emissions Reduction Target: 70% reduction of Scope 1 + 2 emissions by 2025 (vs base year 2016) and Net Zero by 2030.



Green HRM Policies

Green Recruitment and Selection: Recruitment is the process of recruiting deserving candidates. Green recruiting entails the use of the company website to solicit applications for open positions and resumes can also be submitted online for reducing the wastage of paper. Businesses can use web portals to store onboarding documents including acceptance letters, offer letters, credentials, and testimonials about candidates' skills and experiences. Environmentally conscious businesses hire people who are more qualified and enthusiastic. Some job candidates would rather work for companies that value the environment than ones that provide higher salaries.

Green Training and Development: Green training and development practices is the process of reducing waste, efficient and effective resource utilisation, conservation and preservation of energy, and curtailing acts of environmental debasement (moradeke, Ishola, & Okikiolla, 2021). Therefore, environmentally friendly training and development strategies should include seminars and workshops that help staff members learn the necessary knowledge and abilities to manage the environment efficiently, allowing them to demonstrate pro-environmental behaviours and develop into eco-friendly individuals. Also, aspects relating to the environment such as energy, safety, recycling, and management of waste should top the list in educating employees during training and development programs (Genty, 2021).

Green Induction: The employee orientation program should be designed to help new hires integrate into an environment-conscious culture. Employers should emphasize in the orientation session how much they care about employees' health, safety, and environmentally friendly working environments.

Green Performance Management: The Performance Management (PM) system in green management measures ecological performance criteria across many organizational areas in order to gather meaningful data on managers' green performance. There should be green performance indicators in the PM system. Creating performance indicators for each risk area in environmental awareness and education will enable the green PM system to be launched successfully. No matter what environmental objectives and obligations are established by management and workers, it is crucial to communicate green efforts to staff members at all levels.

Green Reward and Compensation Management: There should be a reward system for those employees who perform well in terms of accepting green. Employee achievement in acquiring green skills should be recognized in the compensation package. Based on performance results in environmental balancing, monetary, non-monetary, and recognition-based environmental reward systems as well as monthly managerial bonuses may be offered. The most important factors for Executive compensation as a way to recognize environmentally friendly activities are carbon emission standards and renewable energy sources. Employees who achieve green goals may receive rewards.

Green Culture: The term "culture" covers a broad range of largely invisible facets of social life. culture as a group of people's shared principles, worldviews, linguistic conventions, and customs that may be used to identify them as a whole. Green culture involves every employee in the organization who are coming from a different background. Green culture in any organization can be promoted only if there will be a reward for accepting green. Managers can encourage environmentally friendly behaviour among the workforce by integrating parts of green management into the remuneration scheme.



Theoretical Model of Green HRM

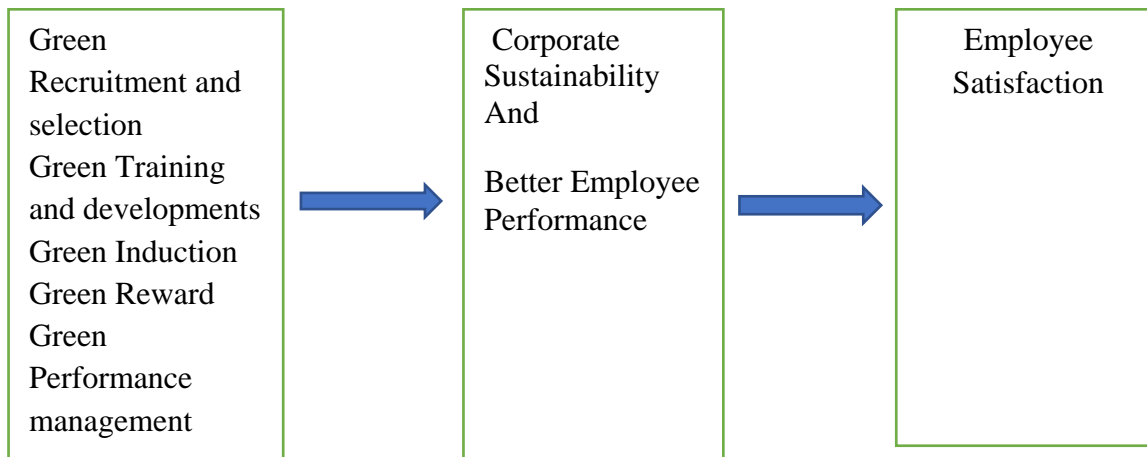


Figure 1. (Source: Author Own Conceptual Model of Green HRM and Employee Satisfaction)

Advantages of Green HRM

For Employee

1. Employee satisfaction
2. Boost up of morale of the employee
3. Enhance the confidence level of the employee
4. Better Performance level of the employee
5. Readiness for the future role in the organization
6. Improved team spirit
7. Creates a healthy working environment in the organization

For Employer

1. Group of Happy and content Workers.
2. Improves sustainability & productivity.
3. Improves production quality.
4. Improves staff motivation throughout the company.
5. An improvement in product quality.
6. Increase goodwill.
7. A cordial relationship between the employee and the employer.
8. A stronger public image thanks to word-of-mouth marketing.
9. A higher rate of customer or consumer retention.
10. Improves one's financial standing in the market.
11. A rise in staff loyalty

Limitations of the study

This study is totally based on secondary data. And secondary source of data has been collected from various research papers, white papers, magazines, project works, and the internet.



Suggestions

1. Encourage staff to develop ways to utilise less ecologically harmful chemicals in their goods by providing them with training and compensation.
2. Assisting employees in finding recycling opportunities for materials that can be used to build playgrounds for kids who lack access to safe places to play.
3. A company's HRM system should be designed to reflect equity, development, and well-being in order to support the long-term sustainability of both internal (employee) and external communities.
4. To prevent disturbance for employees, their families, and their communities, it is important to emphasize long-term employment security.
5. Using company job portals for recruitment and conducting interviews over the phone, internet, and via video can reduce the amount of travel time candidates need to take and result in less paperwork.
6. Employers can encourage employees to support the environment by setting up a workplace that is eco-friendly and offering lifestyle perks like free bicycles, pollution-free automobiles for commuting to work, and carbon credit equalizers.
7. Employees with talent, competence, and experience are now concerned about the environment and constantly seek self-actualization in order to remain dedicated to their profession. Green HR may foster this dedication by adhering to green principles and methods.
8. Green hiring, training, and development practise, as well as performance evaluation, can all be carried out with minimum usage of paper and printed materials.
9. A company can create a green business environment by reducing the use of printed materials, increasing 'recycling, using eco-friendly grocery and lunch bags, and prohibiting the use of bottled water, and plastic in the workplace.

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