



---

# Impact Of Green Human Resource Management (G-Hrm) On Business Sustainability

**Dr. Rajni** Associate Professor, Department of Commerce, Kalindi College, University of Delhi, Delhi , Email [id-rajni@kalindi.du.ac.in](mailto:id-rajni@kalindi.du.ac.in)

---

## Abstract

Green human resource management (GHRM) plays a critical role in the establishment of eco-friendly standards and procedures within firms, which ultimately improves corporate sustainability performance. In order to transform firms into sustainable organisations, green human resource management (GHRM) techniques and dynamic sustainable skills are important elements. However, there isn't much evidence to support the success of several GHRM techniques, such as green pay and incentive, green recruiting and selection, and sustainable capabilities like monitoring and re-configuration, in improving corporate environmental and social performance. There is evidence that GHRM and dynamic sustainable capabilities have a significant, positive impact on businesses' sustainability performance.

GHRM includes all actions taken to support an organization's environmental management agenda, including recruiting and hiring of human resources, on boarding them, training them, managing their performance, learning and development, and managing their remuneration and rewards. Businesses can help advance environmental challenges by adopting and using Green HRM policies and practises. Green HRM can boost a business's reputation and brand. It significantly contributes to increasing workers' understanding of and concern for the preservation of natural resources, as well as to lowering pollution, controlling waste, and developing eco-friendly products. In order to accomplish its objectives of social fairness and ecological conservation, the study advises management to give top priority to hiring environmentally conscious personnel and acquiring monitoring capabilities. The study outlines the function of green human resource processes in going green and focuses on the GHRM, various green human resource practises, sustainability, and their connection to and importance in today's reality.

**Keywords:** Green HRM, Sustainable Business, Environment-Friendly Practices, Green Initiatives.

## **Introduction**

Green HRM was coined as a term by (Renwick et. al., 2008). Mampra (2013) defines "Green HRM as the use of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of environmentalism which further boots up employee morale and satisfaction". This study examines the definition of green human resource management practises, and sustainability as well as their relationship to one another and the significance of each in the modern world. Sustainability and Green HRM are becoming increasingly important to businesses. Uniquely positioned to support both designing and executing green plans is the HR function. The importance of "green" concerns is becoming more and more apparent within organisations.

All facets and applications of human resource management (HRM) that work toward environmental sustainability are included in the research field known as "green HRM." The objective is to balance business and societal objectives without sacrificing financial performance. When it comes to creating enterprises that are environmentally sustainable, green HRM has emerged as a significant applied study area.

## **Green HRM**

GHRM practises, and sustainability as well as their relationship to one another and the significance of each in the modern world. Sustainability and Green HRM are becoming increasingly important to businesses. Uniquely positioned to support both designing and executing green plans is the HR function. The importance of "green" concerns is becoming more and more apparent within organisations. Green management efforts now play a significant role in forward-thinking corporate cultures around the globe. Green HR initiatives assist businesses in finding cheaper alternatives to layoffs, part-time work, and other hiring freezes without losing their best employees. Green HRM basically refers to the application of HRM policies to encourage resource sustainability within organisations and, more broadly, to support environmental sustainability goals.

## **Sustainability**

Sustainability is described as a business's ability to offer long-term solutions that will improve the socioeconomic environment while continuing to generate employment and financial prosperity well into the future. Green business practises are those that focus on social responsibility and environmental sustainability. The terms corporate sustainability, sustainability development, and corporate social responsibility are frequently used synonymously. The definition of sustainability is "development that satisfies present needs without compromising the capacity of future generations to satisfy their own needs." It identified three elements for sustainable development: social fairness, economic expansion, and environmental protection.

## **Human Resource Processes in Going Green**

**8055 | Dr. Rajni     Impact Of Green Human Resource Management (G-Hrm) On Business Sustainability**

### **Green Recruitment**

John Sullivan defines Green Recruitment as “an innovative idea through which companies leverage their environmental stance, using it as an important strategy for recruitment”. It’s been noticed by the (Wehrmeyer,1996) that environmental management can be effectively supported by being sure that new entries are well familiar with the environmental customs of an organization and are able to maintain its environmental values. Research of (Tandberg, 2007) showed that 80% of the existing employees want to work for a company with a good fame at environmental responsibility. The decision of the employment needs of the job applicants are influenced by the organization’s environmental management practices (Wehrmeyer, 1996 and Stringer, 2009). Companies like Honda, Google & S.C. Johnson are already following green recruitment practices.

### **Green Performance Management**

Green performance management connects the environmental aspects of the organizations to the general management concepts and develops employee skills and abilities to achieve organization objectives. The synthesis of environmental management into performance management system can improve the effectiveness of environmental performances (Renwick et. al., 2013). (Epstein and Roy, 1997) in their research found that environment management can be protected from any damage by merging environmental performance into PM system. Rating system of performance appraisal should be necessarily modified by the HR staff, which should include elements to rate people according to their conduct and mechanical skills like joint action, cooperation, diversity, innovation and environmental governance. These proficiencies would strengthen the companies’ ideologies. (Liebowitz, 2010).

### **Green Training and Development**

Training and development is one of the important functions of human resource management department. Training is the process of imparting knowledge, skills and abilities to the employee so that they can perform their job effectively. Green training and development train the staff about the advantage of EM, training on working structure and procedures that helps in energy conversation, waste reduction, and environmental diffusion recognition within the organization and provide the chance to engage employees in environmental issues (Zoogah, 2011). Fresh placed employees should have green training program as an important part of training and development process (Mandip, 2012). Application of training and development has a major impact on development of employee’s expertise and knowledge that relate to specific capability, environmental training also helps in preventing the reduction of environmental management skills, knowledge and attitudes (Zoogah, 2011).

### **Green Compensation and Reward System**

Green compensation and reward is another potentially effective strategy for assisting environmental management efforts that could aid in achieving environmental goals (Milliman and Clair, 1996). Employee motivation to carry out green projects is positively impacted by the use of prizes and the identification of personnel on the basis of environmental sustainability (Ramus, 2001). Employee satisfaction with green activities is significantly impacted by green awards and compensation (Renwick et. al., 2013).

The research show that there are challenges faced by firms in implementing Green HRM practices. Rompa (2011) considered that absence of technical support is a major barrier in application of green HRM, which may be due to difficulty of technological acceptance. The integration of environmental management into Human Resource systems is the necessity of the hour (Dutta, 2012). Lack of interest and complexity are the barriers of green HRM examined by (Jackson and Seo,2010),and they also concluded that components such as lack of knowledge, ambiguity, opposition to change, suspicion in the source of information and destiny can cause lack of interest.

### **Objectives of the study**

The objectives of the study are:

1. To understand the different perspectives green human resource management.
2. To describe the corporate Green Human Resource Management techniques used for sustainable business.
3. To identify the concept of Sustainability and their link with GHRM in today's scenario.
4. To evaluate the Benefits and challenges for Green HRM.

### **Review of literature**

S. Mukherjee et al (2020 and Shafaei, A., Nejadi, M. and Mohd Yusoff, Y. (2020). The governments of several countries have ordered enterprises and organisations to concentrate on an environmental management programme along with their business operations because numerous environmental challenges have recently arisen.

Mehta, K., and P. K. Chugan (2015). Concern over environmental sustainability is rising among corporate leaders, policymakers, customers, and management academics. The GHRM function participates in the continuing conversations and debates among the struggles of the stakeholders and the opportunities and difficulties presented by environmental concerns. The development of Green HRM in the business sector is a result of the GHRM function's rising involvement in the quest of ecologically sustainable company.

Khan, M., and Zubair, D. S. (2019). Environmentally friendly policies ought to be implemented to guarantee that this globe continues to be a nice place to live. Public or commercial organisations can make a substantial contribution to ensuring a greener environment if they incorporate many fundamental environmental friendly activities into their operations.

DU Gunasekare (2016). Green initiatives within GHRM perspectives actively support this aim

and further widen the knowledge gap in this area for the academics in order to advance environmental consciousness. This study's goal is to examine green human resource management practices (GHRMP) in the context of previous theoretical and empirical research in this area.

D. Renwick et al (2012). The review's conclusions show that understanding of how GHRM practises affect employees' motivation to engage in environmental activities lags behind understanding of how businesses promote green capabilities and provide employees with opportunities to support EM corporate efforts. Organizations may be unable to progress because they are not utilizing all GHRM practices.

EM. Suharti and A. Sugiarto (2020). Particularly, the results of green and non-green labour were better for specific employees. While this was going on, the advantages of implementing green HRM at the organisational level included the development of an eco-friendly organisational culture and work climate, increased resource efficiency, the production of a favourable company image, and improved economic and eco-performance. This study is anticipated to add to the body of knowledge regarding the application of Green HRM and the advantages it offers businesses.

Green HRM develops employees for acquiring and understanding green culture, which they can practice in their personal life (Muster & Schrader, 2011 and Hameed, Z. et al (2020)). Researchers like Chams and Garca-Blandón (2019) and Muisyo et al. have proven the role that Green HRM practices play in creating a sustainable working environment.

### **Research Methodology:**

The researcher has identified a sample size of 300 respondents from online basis for the data gathering. The structured questionnaire was used in the study to collect data. The factors for the research problem are chosen. The researcher is given the opportunity to gather information and reach a conclusion. The statistical tool consist of "Anova Method" and "Chi Square test" are used for data analysis and interpretation.

### **Research design:**

Exploratory Research Design was used to study the research question. Data from the respondents are collected using the simple random sampling technique.

### **Method of Data Collection**

This study is based on primary as well as secondary data. Primary data collected through email and one to one basis from respondents. Secondary data collected from books, journals, research paper, newspapers, other Government Survey Reports and related websites.

## Data Analysis and Interpretation

### 1. Age Group of Respondents

Age Group	No of Respondents	Percentage
Below 20	65	23
20-40	108	36
40- 60	72	24
Above 60	55	18
Total	300	100

### 2. Gender

Gender category	No of Respondents	percentage
Female	194	65
Male	106	35
Total	300	100

### 3. Income Levels

Income in Rs.	No of Respondents	percentage
Below 25,000	46	15
25,000 to 50,000	50	17
50,000 to 75,000	93	31
75,000 to 100,000	111	37
Total	300	100

## Hypothesis Testing

**H<sub>1</sub>: Employee's green behaviour impact significantly on business sustainability.**

### Pearson Chi square

	Value	Df	Asymp. Sig (2 sided)
Pearson Chi square	16.054	9	0.047
Likelihood ratio	10.285	9	0.249
Linear Association	2.183	1	0.137
No of Respondents	300		

Level of significance = 5%, Calculated value = .048

### Interpretation

Since the calculated value 0.048 is less than the 0.05 level of significance. As a result, Hypothesis accepted. It is concluded that there is a significant difference between Employee's green behaviour significantly impacted on business sustainability. It is found that employee green behaviour has a big impact on business sustainability and because employee green behaviour is tied to green training and development strategies.

### Discussion

Employers and employees now frequently practise green behaviour as a way to benefit their organisations and the environment. Companies are pushed to adopt green behaviour as much as feasible in certain organisational work processes by the pressure of environmental protection promotion. Individually, engaging in green behaviour not only satisfies workplace requirements or environmental protection objectives but also facilitates task rewards, improves job satisfaction, and promotes the growth of workers' professional, physical, and emotional well-being.

**H2: Green HRM practices impact significantly on business sustainability.**

### ANOVA Test on Green HRM practices and Business sustainability

	Sum of Squares	Df	Mean Square	F	Sig
<b>Between Groups</b>	5.194	4	1.299	0.800	0.526
<b>Within Groups</b>	675.522	296	1.624		
<b>Total</b>	680.716	300			

### Interpretation

To identify which groups of differ from each other Anova Post hoc test is being conducted. It was found that the significance value of all the relationships is greater than 0.05, which states that there is no impact of Green HRM Practices on business sustainability. So hypothesis has rejected.

### Discussion

Due to the growing significance of sustainable development in the creation of a modern company's competitive edge, the question of how to incorporate ecological practises into the field of human resource policy has gained more attention and is now frequently referred to as Green Human Resources Management (HRM).

Sustainability efforts are growing swiftly within thousands of organisations today as a response to the challenges and calamities that climate change has brought and increasingly threatens to bring to our planet.

The business sector is essential in the fight to stop climate change. Businesses need a top-down approach to succeed and move forward on their sustainable journeys, as well as the support of VPs and senior management, including People and HR.

### **Conclusions**

The majority of Respondents advocated for the need of various corporate training and programmes, viz., Career planning/ and Development programmes, work-life balance workshops, introducing diversity programmes. Mentorship and coaching programmes are gaining popularity in organizations. This study advised and directed the regulators to focus critically on Green HRM practises, Green training and development programmes, and green behaviour that improves environmental sustainability. The current study also has several limitations, such as the use of individual green values as a moderator, future studies may employ this method as a mediator.

The green human resource management has a responsibility to instil a sense of environmental responsibility in new hires and current workers, inspire staff to support the organization's efforts to reduce environmental degradation through green movements, green programmes, and green practises, and protect resources for future generations. Green HRM may inspire and motivate employees to give their time, effort, and innovative suggestions to their company's environmental improvement. Increased productivity, resource sustainability, reduced waste, improved job-related attitudes, improved work/life balance, cheaper expenses, and improved employee retention are all benefits of green HRM efforts that enable organisations to lower employee carbon footprints through this method.

### **References**

1. Bangwal, D., & Tiwari, P. (2015). Green HRM – A way to greening the environment. *IOSR Journal of Business and Management* 17(12), 45–53. <https://doi.org/10.9790/487X-171214553>
2. Bohdanowicz, P., Zientara, P., & Novotna, E. (2011). International hotel chains and environmental protection: An analysis of Hilton's we care! programme (Europe, 2006–2008). *Journal of Sustainable Tourism*, 19, 797–816.
3. Chesbrough, H. W. (2003). *Open Innovation: The New Imperative for Creating and Profiting from Technology*, Harvard Business School Press, and Boston.
4. Del Brío, J.Á., Fernández, E. and Junquera, B. (2007). "Customer interaction in environmental innovation: the case of cloth diaper laundering", *Service Business*, 1(2), 141-158.



5. Dingra, R., & Padmavathy, G. (2019). Green Human Resource Management – A leap towards sustainability. *International Journal of Advanced Research and Development*, 4(1), 50–57.
6. Dutta, S. (2012). Greening people: a strategic dimension, *ZENITH International Journal of Business Economics & Management Research*, 2(2), 143-148.
7. Epstein, M., & Roy, M. (1997). Using ISO 14000 for improved organizational learning and environmental management. *Environmental Quality Management*, 7, 21–30
8. Hameed, Z., Khan, I.U., Islam, T., Sheikh, Z. and Naeem, R.M. (2020). "Do green HRM practices influence employees' environmental performance?", *International Journal of Manpower*, 41(7),1061-1079. <https://doi.org/10.1108/IJM-08-2019-0407>
9. Jabbour, C.J.C. and Santos, F.C.A. (2008). "The central role of human resource management in the search for sustainable organizations", *The International Journal of Human Resource Management*, 19(12), 2133-2154.
10. Jackson, E. S., & Seo, J. (2010). The greening of strategic HRM scholarship, *Organization Management Journal*, 7, 278–290.
11. Jackson, S., Renwick, D., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-art and future directions for Green Human Resource Management. *Zeitschrift für Personal for schung: German Journal of Research in Human Resource Management*, 25, 99–116.
12. Jayashree, M. Selvarani,A (2019). "GREEN HRM" – A Roadmap to Sustainability, *International Journal of Research and Analytical Reviews (IJRAR)*, 6(1), 195–202.
13. Lakhera, A., & Sharma, P. (2020). Green HRM: Best HR Practices within an Organization for Reducing Employees' Carbon Footprint, *International Journal of Knowledge-Based Organizations* 10(3), 1–8. <https://doi.org/10.4018/IJKBO.2020070101>.
14. Lee, H. (2020). The Role of Environmental Uncertainty, Green HRM, and Green SCM in Influencing Organization's Energy Efficacy and Environmental Performance, *International Journal of Energy Economics and Policy*, 10(3), 332–339.
15. 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.
16. Liebowitz, J. (2010). The role of HR in achieving a sustainability culture, *Journal of sustainable development*, 3, 50–57.
17. Mampra, M. (2013). Green HRM: Does it help to build a competitive service sector? A study. In *Proceedings of tenth AIMS International Conference on Management*. 1273–1281.
18. Mandip, G (2012). Green HRM: People management commitment to environmental sustainability, *Research Journal of Recent Sciences*, 1, 244-252.
19. Mandip, G. (2012). Green HRM: People management commitment to environmental sustainability. *Research Journal of Recent Sciences*, 1, 244–252.
20. Mathapati, C. M. (2013). Green HRM: A strategic facet, *Tactful Management Research Journal*, 2(2), 1–6.

21. Milliman, J., & Clair, J. (1996). Best environmental HRM practices in the U.S. In Wehrmeyer, W. (ed.), *Greening People: Human Resources and Environmental Management*, Sheffield: Greenleaf Publishing, 49-73.
22. Muster, V., & Schrader, U. (2011). Green Work –Life Balance: A New Perspective for Green HRM. *German Journal of Human Resource Management: Zeitschrift Fur Personal for schung*, 25(2), 140-156.
23. Ramus, C. A. (2001). Organisational support for employees: Encouraging creative ideas for environmental sustainability. *California Management Review*, 43, 85–105.
24. Renwick, D. E., Redman, T. & Maguire, S. (2013). Green human resource management: a review and research agenda. *International Journal of Management Reviews*, 15 (1), 1–14.
25. Renwick, D., Redman, T., & Maguire, S. (2008). Green HRM: A review, process model, and research agenda. *The University of Sheffield Management School Discussion Paper*, 1, 1-46.
26. Rompa, I. (2011). Explorative research on Sustainable Human Resource Management. Master's Thesis. University of Amsterdam.
27. Saifulina, N., Carballo-Penela, A., & Ruzo-sanmartín, E. (2020). Sustainable HRM and Green HRM: The Role of Green HRM in Influencing Employee Pro-environmental Behaviour at Work. *Journal of Sustainability Research*, 2(3). <https://doi.org/10.20900/jsr20200026>
28. Shaban, S. (2019). Reviewing the Concept of Green HRM (GHRM) and Its Application Practices (Green Staffing) with the Suggested Research Agenda: A Review from a Literature Background and Testing Construction Perspective, *International Business Research*, 12(5), 86–94. <https://doi.org/10.5539/ibr.v12n5p86>
29. Shafaei, A., Nejati, M. and Mohd Yusoff, Y. (2020). Green human resource management: A two-study investigation of antecedents and outcomes", *International Journal of Manpower*, 41(7), 1041-1060. <https://doi.org/10.1108/IJM-08-2019-0406>
30. Sharma, K. (2016). Conceptualization of Green HRM and Green HRM Practices: Commitment to Environmental Sustainability, *International Journal of Advanced Scientific Research and Management*, 1(8).
31. Sharma, R., & Gupta, N. (2010). Green HRM: An Innovative Approach to Environmental Sustainability, *Twelfth AIMS International Conference on Management*, 825-830.
32. Singh, G., & Paneser, K. S. (2019). Competitive Advantage of Going Green and Green HR Practices, *International Journal of Innovative Science and Research Technology*, 4 (3), 266-269.
33. Stringer, L. (2009). *The Green workplace. Sustainable strategies that benefit employees, the environment, and the bottom line*. New York, NY: Macmillan.