



## INVESTIGATING THE PRACTICES AND STRATEGIC IMPLEMENTATION OF GREEN HUMAN RESOURCE MANAGEMENT IN ORGANIZATIONS

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### Abstract

*The accelerating pace of global industrialization has heightened the need for enhancing employee engagement, motivation, retention, brand value, and reducing labor turnover. Concurrently, increasing environmental risks and ecological imbalances have prompted stakeholders to urgently pursue environmental sustainability. Green Human Resource Management (Green HRM) has emerged as an innovative strategy that aligns human resource management with environmental sustainability. This study aims to elucidate the concept of Green HRM, its benefits, the policies and practices adopted by organizations, and the impact of Green HRM on traditional HR alternatives.*

**Keywords:** *Employee Motivation, HRM, Green HRM, Environmental Sustainability*

### Introduction

Green Human Resource Management (Green HRM) integrates environmental management into HRM practices, encouraging organizations to use resources sustainably and promote environmental sustainability. The core idea of being green is to adopt products and practices that do not harm the environment or deplete natural resources (Robinson, 2008). Green HRM encompasses eco-friendly HR policies and practices that help businesses achieve financial goals through environmental branding while safeguarding the environment from negative impacts caused by business activities (Mandip, 2012).

### Environmental Sustainability

Sustainability is defined as the ability to meet present needs without compromising the ability of future generations to meet their own needs (WCED, 1987). Definitions of "green management for sustainable development" emphasize balancing environmental protection and industrial growth to ensure the well-being of future generations (Daily & Huang, 2001). However, the specific benefits of Green HRM for individual businesses and society as a whole remain debated, necessitating further research on how businesses can enhance sustainability through Green HRM activities (Ahmad, 2015). The 21st century has seen a surge in environmentalism, with corporate social responsibility (CSR) focusing on environmental preservation and social causes becoming a key tool for business success and profitability. The concept of "going green" emerged from the need for organizations to lead in sustainable practices and comply with international environmental standards. Green HRM involves integrating environmental concerns into various HR processes such as recruitment, selection, training, and performance appraisal (Mandip, 2012).

### Objectives of the Study

1. To conduct a comprehensive investigation of the Green HRM concept.
2. To examine the impact of Green HRM on traditional HR functions.

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**Literature Review**

**Green HRM**

According to Bangwal and Tiwari (2015), implementing Green HRM practices can lead to numerous environmental benefits, including increased productivity, sustainable resource usage, reduced waste, improved work-life balance, better job attitudes, cost savings, and enhanced employee performance and retention. Researchers have focused on the responsiveness and implementation of Green HR practices in organizations, highlighting areas such as recruitment, performance appraisal, and training where Green HRM is underutilized (Rani & Mishra, 2014). Hosain and Rahman (2016) emphasized the need for businesses to integrate green practices into daily HR activities and strategic HR decisions. They also focused on the breadth and depth of Green HR practices, underscoring the importance of environmental considerations in HR management.

**The Concept of Green HRM**

Being green involves adopting environmentally friendly behaviors to conserve resources for future generations and current use. Green HRM is about preserving human resources in their professional and personal lives by promoting sustainable practices (Deepak & Prakash, 2015). Sustainability involves maintaining a balanced environment through harmonious resource exploitation, investment, technological development, and institutional change (Shaikh, 2010).

**Research Method**

The study employed an archival literature review method to organize data, identify research gaps, and build a knowledge base on Green HRM (Tranfield et al., 2003; Renwick et al., 2008). The review covered articles on Green HRM published between 2010 and 2016, focusing on Green HRM practices and policies implemented by organizations. The study highlights the need for human resource managers to implement Green HRM practices in performance appraisal, recruitment, selection, training, and development, aligning with CSR initiatives (Jenny, 2015).

**Impact of Green HRM on HR Alternatives**

**Green Recruitment**

Green recruitment involves attracting new talent who understand sustainable processes and environmental systems. Environmental concerns significantly influence hiring decisions, with surveys showing that highly accomplished graduates consider a company's environmental performance when seeking employment (Wehrmeyer, 1996; Mandip, 2012). Green recruitment practices include incorporating sustainable development into hiring processes, educating candidates about sustainability policies, and ensuring fair representation across various demographics.

**Green Selection**

Some companies use candidates' environmental awareness as a selection criterion. This involves asking environmentally-related questions during interviews and choosing candidates with a background in sustainability (Wehrmeyer, 1996; Anton, Opatha&Nawaratne, 2015).

**Green Training and Development**

Green training and development programs should cover social and environmental issues at all levels. New hires should participate in green orientation sessions, and ongoing education should include topics like the company's sustainability vision, benefits, and green initiatives (Daily et al., 2007; Mandip, 2012). Forming green teams and conducting specialized training can enhance individual responsibility and initiative (Deepak & Prakash, 2015).

**Green Performance Management**

Performance management should include environmental performance standards and audits to track progress. Linking performance reviews to green goals and using HR systems like e-HR to monitor carbon



footprints can effectively implement green performance management (Mandip, 2012; Anton, Opatha&Nawaratne, 2015).

### Green Compensation and Rewards

Compensation and rewards are crucial for retaining employee interest in green practices. Green incentives and remuneration systems should include benefits for achieving environmental objectives. Companies like Du Pont tie executive compensation to environmental stewardship practices, providing significant bonuses for meeting green targets (Teixeira et al., 2013; Milliman & Clair, 1996).

### Conclusion

Green HRM practices are essential for sustainable business development. As environmental degradation worsens, organizations must prioritize environmental sustainability. Adopting Green HRM benefits businesses by preserving the environment, enhancing employee retention and motivation, and improving corporate reputation. Green HRM involves making HR functions like recruitment, selection, training, performance management, and compensation more environmentally friendly. Future research should focus on the effective implementation of green policies and continuous improvement in greening the working environment. Academicians can contribute by exploring new insights and building a comprehensive knowledge base on green management. By implementing these practices, organizations can ensure their growth and success while contributing to environmental sustainability.

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