

A CONCEPTUAL REVIEW ON GREEN HUMAN RESOURCE MANAGEMENT: ANALYSIS FROM 2012-2018

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Abstract

Green Human Resource management is prevalent in all the industries. It entails leveraging every employee in the organization to contribute to long-term initiatives that enhance employee responsiveness while also addressing various sustainability concerns. GHRM operates as a mechanism for instilling environmentally conscious practices within both organizations and their personnel. Under this framework, initiatives and practices are implemented to fulfil specific goals and make meaningful contributions to environmental protection. In this context, initiatives and practices are designed to achieve specific goals while contributing to environmental protection. GHRM practices prove particularly beneficial in addressing challenges related to Human Resource Management (HRM), especially in the ongoing presence of the need for organizations to remain vigilant against the spread of other diseases during this endemic period. The significant impacts of GHRM on employees lead to improved long-term performance. Therefore, the primary objective of this study is to review the global development of GHRM and the conceptual review from the past studies. To achieve this goal, an archival method was employed, involving the analysis of studies from various researchers available on online databases, research articles, Google Scholar popular publications from mostly India. GHRM aims to preserve and protect the environment, moving towards a path that benefits the world and maintains nature's friendliness. This paper seeks to present a comprehensive review of the literature on GHRM, providing researchers with a holistic understanding of the concept and aiding in identifying research gaps related to this topic for future exploration. The study mainly concentrates to denote the publications from the year wise and from the country wise selections to know the importance of trends in India.

Keywords: Green Human Resource Management, Green HRM Practices, Work Environment, Employee Performance, Organizational Sustainability

INTRODUCTION OF GREEN HUMAN RESOURCE MANAGEMENT

The emergence of Green Human Resource Management (GHRM) stems from escalating environmental concerns, reflecting the current state of the global economy marked by unprecedented turbulence, climate change effects, and frequent geopolitical shifts. These factors significantly impact the business landscape, making issues such as employee attrition, retention, and protean career attitudes crucial across all sectors. GHRM assumes a pivotal role in attracting and retaining environmentally conscious employees by aligning organizational values with those of potential hires. This alignment contributes to building a robust employee-employer brand, positioning the organization as a preferred choice for top talent and potentially reducing recruitment costs while enhancing operational efficiency.

Originating from Wehrmeyer's 1996 work, "Greening People: Human Resources and Environmental Management," GHRM highlights the essential role of employees in an organization's growth or failure. Scholars and industry experts increasingly emphasize GHRM, with observations that HRM receives limited scholarly attention in contributing to environmental sustainability. Renwick et al. (2008) suggest that the HR department can significantly contribute to implementing environmentally friendly policies.

LITERATURE REVIEW

The term "Green HRM" was introduced by Wehrmeyer in 1996 as an attempt to bridge the fields of Environmental Management and Human Resource Management, making it a relatively recent concept in management (Wehrmeyer, 1996). Prasad (2013) defines Green HRM as the incorporation of HR policies aimed at safeguarding and conserving natural resources, with its primary objective being sustainable development through human resource management. Green HRM has expanded the scope of traditional HRM practices to encompass more sustainable and environmentally friendly strategies (Sarode et al., 2016). Today, Green HRM

goes beyond environmental awareness and also encompasses the social and economic well-being of both the organization and its employees within a broader context (Ahmad, 2015). It is utilized to cut costs, improve efficiency, reduce carbon footprints, raise employee environmental awareness, and implement green work-life balance programs (Nijhawan, 2014).

In essence, Green HRM serves as a guide for the creation and development of environmentally conscious employees. Opatha and Arulrajah (2014) identify four roles for individuals to become Green employees: preservationist, conservationist, non-polluter, and maker. The goal of Green HRM is to instil green values in each employee, enabling them to contribute significantly to these roles. They highlight the Green HR requirements, including Green Competencies, Green Attitude, Green Behaviours, and Green Results, necessary to achieve corporate environmental objectives. Renwick et al. (2013) emphasize that GHRM has evolved to enhance green behaviours, attitudes, and capabilities of employees, motivating them to think green and providing opportunities to acquire knowledge and skills associated with environmental sustainability.

Douglas W.S. Renwick, Tom Redman and Stuart Maguire, 2012 for explains for the integration of the largely separate literatures of environmental management (EM) and human resource management (HRM) research. The paper categorizes the existing literature on the basis of Ability–Motivation–Opportunity (AMO) theory, revealing the role that Green human resource management (GHRM) processes play in people-management practice. **Dr. Gauri Dhingra, 2014** discussed majorly focusses on the objectives as, firstly to know the awareness of Green HRM among IT professionals, secondly to know the best practises used in the organization related to green HRM, and lastly to study the level of contribution of IT professional towards green HRM). Green empowered employees are a novel concept as introduced by this research paper but also has strong literature support stemming from the concept of “employee empowerment”.

Sanober Tariq, 2014 focuses on the second aspect of the green human resources management definition, which is preservation of knowledge asset and specifically addresses the novel concept of “Green employee empowerment” as a mediator. The research paper focuses on integrating and systematically arranging literature regarding motivating employees to pursue green tasks, as mediated by green employee empowerment. Literature supports that employees must be encouraged, empowered, and eco-conscious in order to take responsibility of green management tasks, which is core dilemma in today’s world. **Dr. Anu Singh Lathe, 2014** Numerous initiatives have been taken to demonstrate how organisations innovatively manage sustainable development by initiating social conscience and green sense of responsibility as a part of a company operation. Primary data has been collected to identify the existing GHRM initiatives and green practices in central public sector enterprises (CPSEs). **Mishra, R.K., Sarkar, S. and Kiranmai, J. (2014)** identifies the best practices in GHRM that can be applied in CPSEs in India to contribute to sustainable development.

Green HRM Concept

Green HRM Concept In recent years, the importance of Green HRM in organizations has grown manifold as environmental management practices gain in popularity. The meaning of Green HRM can best be explained by its emphasis on eco-friendly human resource practices. These practices can help organizations reduce their carbon footprints. These may contain less resource wastage, improved work attitudes, reduced costs, and improved employee performance.

Green Recruitment: Green recruitment emphasizes the significance of the environment within an organization, seeking candidates who are enthusiastic and passionate about working for an environmentally friendly company. Companies focus on hiring individuals already familiar with sustainable practices, such as recycling and conservation, to build a workforce aligned with green principles.

Green Selection: In the selection process, some companies consider candidates' environmental concerns and interests as criteria. They incorporate environmental-related questions during interviews, aiming to identify individuals with a commitment to environmental issues. This approach ensures that candidates selected are not only suitable for job duties but also environmentally conscious.

Green Human Resource Planning: Certain organizations engage in forecasting the number and types of employees needed to implement environmental management initiatives. This involves anticipating new job positions and required skills. Green human resource planning also includes strategies to meet the demand for environmental expertise, such as hiring consultants or experts for energy or environmental audits.

Green Induction: To instil a serious approach to corporate environmental culture, new employees undergo green induction. This may include general information about the company's environmental management policy and specific programs related to their roles. The goal is to ensure that recruits understand their environmental responsibilities, embrace the corporate environmental culture, and comply with relevant policies and practices. In summary, organizations can attract environmentally conscious talent through proactive branding as a "green employer of choice," incorporating environmental values in job advertisements, and adopting green selection and induction practices. These strategies contribute to achieving environmental goals and building a workforce aligned with sustainability principles.

Green Compensation and Reward and Environmental Performance

Green compensation and rewards is a monetary and nonmonetary incentive program intended to capture, preserve, and encourage people to support green environmental priorities (Mandago, 2018). The following are the dimensions of green compensation and rewards: (1) rewards for skill; (2) cognitive and interpersonal; (3) sustainable technology appreciative inquiry; and (4) rewards for green, and sustainable behaviour acceptability (Ahmad, 2015). The previous literature also reported that employee loyalty to environmental sustainability programs was boosted when they were granted cash to bring on activities related to environmental responsibilities.

SCOPE OF THE STUDY

This paper aims to conduct a comprehensive analysis of Green Human Resource Management (GHRM) by synthesizing theoretical and empirical research from 2012 to 2018 particularly from popular Indian Authors. The review includes 30 articles obtained from diverse online databases such as Sage journals, Taylor and Francis Online, SpringerLink, ScienceDirect, Web of Science, Google Scholar, Hal, and ResearchGate.

OBJECTIVES OF THE STUDY

The objectives of the study are as follows:

1. Chronologically trace the evolution of the GHRM concept from 2012 to 2018
2. Provide a comprehensive overview of GHRM, Green Recruitment, Green Selection, Green Compensation and rewards Green Inductions methods
3. Illuminate the theoretical frameworks, research fields, publication years, and national contexts prevalent in GHRM literature.
4. Identify the fundamental functions of Green HRM practices.
5. Propose future research directions based on identified gaps in the existing literature.

STRUCTURE OF THE PAPER

The article is structured as follows: the first section outlines the methodological approach, article selection criteria, and database sources. The second section analyses GHRM research based on publication years, national and continental contexts, applied methodologies, and research fields. The third section conducts content analysis, categorizing antecedents, challenges, consequences, HRM practices, and the adopted theoretical frameworks. The fourth section engages in a discussion of the findings, addressing limitations, implications, and potential avenues for further research. In essence, the greening of HRM functions holds the promise of mitigating negative environmental impacts while concurrently improving positive environmental contributions made by the organization. The pivotal role of the people factors in enhancing organizational environmental performance is highlighted. Green HRM practices are identified as crucial in instilling and sustaining environmentally innovative behaviours among employees, coupled with the right attitudes toward greening initiatives. Without the implementation of effective green HRM practices, the creation and maintenance of sustainable environmental performance become challenging.

RESEARCH METHODOLOGY

In order to achieve the stated review objective, a systematic review of literature was conducted by using an archival method. This paper employs a methodology to review the articles cited in the databases Sage, Taylor and Francis Online, SpringerLink, ScienceDirect, JSTOR, Wiley Online Library, and Emerald with green HRM or environmental HRM as the topic. Hence the study for this paper becomes literature review rather than a survey or any other mode of researching.

Fig 1: List of selected 30 Articles from 2012 to 2018

S n o	Research article name	Nation	Publis hed Year	Published group	Authors
1	Green Human Resource Management: A Review and Research Agenda*	India	2012	International Journal of Management Reviews	Douglas W.S. Renwick, Tom Redman and Stuart Maguire

<https://www.gapgyan.org/>

2	A Study on IT professional's attitude towards Green HRM	India	2014	Anveshak	Dr. Gauri Dhingra
3	Green employee empowerment: a systematic literature review on state-of-art in green human resource management	India	2014	Springer	Sanober Tariq,
4	Green HRM Practices – A Case Study of a Few Selected Indian Companies	India	2014	Conference: National Conference on Organizational Re-engineering: New Age Tool for Competitive Advantage	Dr. Anu Singh Lathe
5	Green HRM: innovative approach in Indian public enterprises	India	2014	World Review of Science, Technology and Sustainable Development	Mishra, R.K., Sarkar, S. and Kiranmai, J. (2014).
6	Green HR: Analysis of sustainable practices incorporated by IT firms in India	India	2015	SIMS Journal of Management Research	Parida Ruchismita*, Raj Shitij*, Sharma Pallavi*, Yadav Vivek*
7	Green Human Resource Management: Policies and practices.	India	2015	Cogent Business Management	Ahmad, S.
8	The Moderating Effect of 'Green' HRM on the Association between Proactive Environmental Management and Financial Performance in Small Firms	Australia	2015	The International Journal of Human Resource Management	O'Donohue, W. & Torugsa,
9	A study of Green HRM and Its Evaluation with Existing	India	2016	International Journal of Research in Engineering, IT and Social Sciences	Jayashree Patil

	HR Practices in Industries within Pune Region				
11	A Study on Green Human Resource Practices in IT Sector with Special Reference to Technopark	India	2016	Journal of Chemical and Pharmaceutical Sciences	Sharanya SR* , R. Radhika
12	Green HRM for Green Services: A Proposed Best Practices Green HRM Model for Green Banking Performance in Bangladesh	Bangladesh	2016	European Journal of Business and Management	Nadia Newaz Rimi
13	GREEN HRM: A WAY FOR CORPORATE SUSTAINABILITY	India	2016	International Journal of Human Resource	E V P A S PALLAVI & M V V BHANU
14	Reporting on sustainability and HRM: a comparative study of sustainability reporting practices by the world's largest companies	Germany	2016	The International Journal of Human Resource Management,	Ina Ehnert, Sepideh Parsa, Ian Roper, Marcus Wagner & Michael Muller- Camen
15	Translating stakeholder pressures into environmental performance – the mediating role of green HRM practices	Multination	2016	HAL	Marco Guerci, Annachiara Longoni, Davide Luzzini
16	A THEORETICAL STUDY ON GREEN HRM PRACTICES	India	2017	Global Journal of research analysis	Amutha.V
17	Concept of Green HRM in Banking	India	2017	International Journal of Advance Research in Computer Science and Management Studies	Dr. Chanderjeet

	Industry				
18	GREEN HRM FOR BUSINESS SUSTAINABILITY	India	2017	Indian J.Sci.Res.	SASMITA NAYAKa1 AND VIKASHITA MOHANTYb
19	Green HRM Practices at Various Companies	India	2017	International Journal in Management and Social Science	Dr.Kalpna Agrawal
20	Green HRM Practices in Corporate Sectors - for Environmental Sustainability.	India	2017	International Journal of Innovative Science and Research Technology	Saylee Karande, Dr. Varsha Bihade.
21	Green HRM Practices in Private Health Care & Banking Sectors in India	India	2017	Indian Journal of Industrial Relations	Indranil Bose and Viswas Gupta
22	Green HRM: A Study of Indian Banks	India	2017	International Journal of Research in IT and Management (IJRIM)	Ms. Sunita1 , Dr. K.P. Sharma2
23	Green Human Resource Management (GHRM) in IT Companies: Environmental Sustainable policies*	India	2017	International Research Journal of Management Science & Technology	*Mr.Surineni.Kamalakar Rao, Dr. S. Chandra Mouli, Principal
24	Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development	India	2017	Wiley Online Library	Samuel Roscoe,Nachiappan Subramanian,Charbel J.C. Jabbour,Tao Chong
25	The effects of corporate social responsibility toward green human resource	Pakistan	2017	Cogent Business & Management	Sadia Cheema1* and Farheen Javed

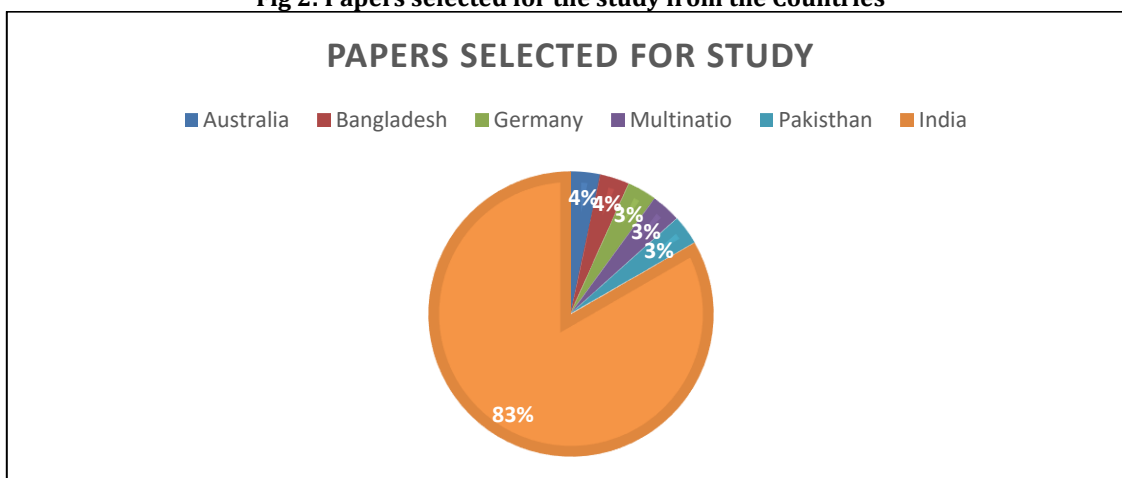
	management: The mediating role of sustainable environment				
26	A Critical Analysis of Green Hr Strategy In Indian Banking Sector	India	2018	IOSR Journal of Business and Management	Dr.Ramraj T. Nadar,
27	A Study on Green HRM - An Emerging Trend in HR Practices.	India	2018	International Journal of Management	Dr. Pothuraju Vijaya Lakshmi and Dr. Nagaraju Battu
28	A STUDY ON GREEN HUMAN RESOURCE MANAGEMENT PRACTICES IMPLEMENTED IN CHENNAI.	India	2018	International Journal of Research and Analytical Reviews	Dr.R.Bhagyalakshmi,M. Priyanka.
29	A STUDY ON GREEN HUMAN RESOURCE PRACTICES OF SOFTWARE INDUSTRIES IN CHENNAI	India	2018	International Journal of Research and Analytical Reviews	A.V.Shinthiya* & Dr. S. Mahalingam*
30	AN EMPIRICAL STUDY ON IMPACT OF GREEN HUMAN RESOURCE FUNCTIONS ON ENVIRONMENTAL PERFORMANCE: CASE STUDY WITH REFERENCE TO ICICI BANK	India	2018	Neville Wadia Institute of Management Studies & Research	Roshana Jaid Ashutosh Misal

FINDINGS AND SUGGESTIONS

The relationship between green behaviour and the health outcomes of the employees is almost cyclic (French 2005). This is because exhibiting green behaviour helps keep the environment at the firm green, which improves both the physical and mental health of the employees. This, in turn, motivates the employees to exhibit pro-environmental behaviour to reap the health benefits. Understanding such themes and recent trends can aid the researchers in identifying areas for future research. Besides this, researchers can explore how

GHRM can contribute to global recognition and how it can be implemented to make the environment more sustainable. Human existence depends on environmental factors, so organizations must transform themselves into green organizations to save our environment and save the earth.

Fig 2: Papers selected for the study from the Countries



CONCLUSION

Human resource management's primary goal is to recruit the right people at the right place and time. Human resource management continuously focuses on the performance, engagement, productivity, innovation, and sustainability of the organization and. The human resource department is concerned with advertising, recruitment, selection, training, performance, rewards, etc. The process of advertising to recruit people is not that eco-friendly and less concerned about environmental sustainability. Due to climate change, our environment is degrading daily and forcing organizations and people to adopt green policies. All human resource processes are taken online, and less paper or green technologies are used to recruit people. Green human resources focus on environmental sustainability, but as this is the growing stage, future researchers concentrate on the areas that need more attention in terms of ecological sustainability.

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