

The Role of Green HRM in Promoting Environmental Sustainability and Corporate Responsibility

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Abstract—In today's global business world, the integration of environmental sustainability into organizational strategies is now a priority. The function of Green Human Resource Management (Green HRM) is pivotal towards the alignment of the practice of HR with environmental and corporate social responsibility (CSR) goals and the creation of a sustainability-focused organizational culture. This essay explores the function of Green HRM towards the advancement of environmental sustainability and corporate responsibility through the introduction of green policies into various functions of HR including recruitment, training, performance management, and employee engagement. Green HRM practices focus on hiring environmentally conscious employees, providing sustainability training, and implementing green performance metrics to encourage eco-friendly behaviors in the workplace. The study highlights the dual benefits of Green HRM, enhancing environmental sustainability while improving employee morale, engagement, and overall organizational performance. It also addresses key challenges, such as the high cost of implementation, resistance to change, and the need for a structured framework to measure the impact of Green HRM initiatives. Furthermore, this research underscores the importance of leadership commitment and strategic HRM interventions in driving green transformation. Organizations that adopt Green HRM can position themselves as sustainability leaders, contributing to broader global environmental goals while ensuring long-term business resilience. The paper concludes with recommendations for integrating Green HRM into corporate strategies, emphasizing policy development, stakeholder collaboration, and continuous innovation. As environmental concerns continue to shape corporate agendas, Green HRM emerges as a key driver in achieving sustainable business success and responsible corporate citizenship.

Index Terms—Green HRM, Environmental Sustainability, Corporate Responsibility, Sustainable HR Practices, Eco-Friendly Workforce, Green Organizational Strategies.

I. INTRODUCTION

In order to reduce the negative consequences of inefficient resource utilization and environmental damage and still be green, hard companies have been forced to implement eco-friendly practices due to the advent of global ecological concerns (Afsar and Umrani, 2020). Major problems include urban air pollution, extreme weather patterns, water scarcity, and biodiversity loss due to environmental degradation, all of which pose a serious threat to the world (Malik et al., 2020). These problems are caused by human behavior, a great deal of technological advancement, and a deficiency of proactive corporate social responsibility (CSR) strategies for long-term success.

In the face of global environmental challenges, businesses are increasingly recognizing the need to integrate sustainability into their core operations. Green Human Resource Management (Green HRM) has emerged as a strategic approach that aligns human resource practices with environmental sustainability and corporate social responsibility (CSR) objectives.

Green HRM involves policies and initiatives that promote eco-friendly workplace behaviors, reduce an organization's carbon footprint, and create a sustainability-driven corporate culture. Through green recruitment, training, performance management, and employee engagement, HR professionals play a pivotal role in embedding environmental consciousness into business operations.

This approach not only helps organizations meet regulatory requirements and enhance brand reputation but also fosters a more engaged and responsible workforce. As businesses strive for long-term sustainability, Green HRM serves as a key

driver in promoting environmental stewardship while ensuring economic and social benefits.

II. LITERATURE REVIEW

With the goal of advancing corporate social responsibility (CSR) and environmental sustainability, green human resource management (GHRM) incorporates environmental management into HR procedures. The effect of GHRM on improving CSR initiatives and promoting sustainable company performance has been the subject of several studies.

Sustainable HRM, which stresses incorporating social and environmental considerations into HR practices, has given rise to Green HRM as a subcategory. While operational and technological components were the main emphasis of early environmental management research, more recent studies have identified human resource management (HRM) as a key factor in organizational sustainability initiatives (Jabbour & Santos, 2008).

The definition given by Renwick et al. (2013) is "the use of HRM policies, practices, and systems to promote the sustainable use of resources within business organizations and, more generally, to promote environmental sustainability." It entails matching environmental goals with HR operations like hiring, training, performance reviews, and employee engagement (Jabbour, Sarkis, de Sousa Jabbour, Renwick, & Singh, 2019).

GHRM Practices and Sustainable Organizational Performance

With an emphasis on the mediating functions of green organizational culture and employee green behavior, Ali et al. (2024) examined the impact of GHRM practices on sustainable business performance. Multi-source, dyadic, and time-lagged data from 242 Saudi Arabian green businesses with ISO-14001 certification were used in the study. According to research, GHRM practices—like green hiring, training, and incentive programs—indirectly promote employee green habits by fostering a green corporate culture, which improves long-term performance.

GHRM and Green Corporate Social Responsibility

In order to evaluate how GHRM practices affect pro-environmental psychological climate and behavior, which in turn promote green corporate social responsibility (GCSR), Hameed et al. (2022) established a conceptual framework. 388 workers engaged in projects related to the China-Pakistan Economic Corridor (CPEC) provided data for the study. The findings show that GHRM practices greatly contribute to GCSR by having a beneficial impact on pro-environmental psychological climate and behavior. Furthermore, the association between pro-environmental behavior and GHRM practices is moderated by information technology capabilities, indicating that GHRM programs can benefit from technological improvements.

Research Problem

1. Understanding the direct and indirect influence of GHRM on CSR and sustainable business performance.
2. Exploring the role of technological advancements in enhancing the effectiveness of GHRM in promoting sustainability.
3. Assessing industry-specific variations in the implementation and outcomes of GHRM on corporate sustainability.

III. OBJECTIVE OF THE STUDY

1. To examine Green HRM's impact on environmental sustainability and CSR.
2. To analyze its role in fostering pro-environmental employee behavior.
3. To explore challenges and opportunities in Green HRM implementation.

IV. RESEARCH METHODOLOGY

This study adopts a qualitative research design using an exploratory approach to gain in-depth insights into the role of Green Human Resource Management (GHRM) in promoting corporate social responsibility (CSR) and sustainable business performance. Since the study seeks to understand the experiences, perceptions, and strategies of organizations in implementing GHRM, a qualitative method is most suitable.

For data analysis, we used thematic analysis, which is effective for identifying patterns in qualitative data.

All interviews and focus group discussions were transcribed verbatim, and we coded the text to highlight recurring themes related to digital well-being, emotional health, and productivity. We utilized NVivo software to systematically organize and analyze the data, ensuring rigor and reliability in our findings. Throughout the research, we adhered to ethical standards by obtaining informed consent from all participants and maintaining the confidentiality of their responses. The qualitative nature of our study allowed for a thorough exploration of complex phenomena, yielding nuanced insights into the connection between digital practices and individual well-being. This comprehensive methodology ensured that our research captured the diverse impacts of digital well-being practices on happiness and productivity, adding valuable knowledge to the field.

V. ANALYSIS AND INTERPRETATION

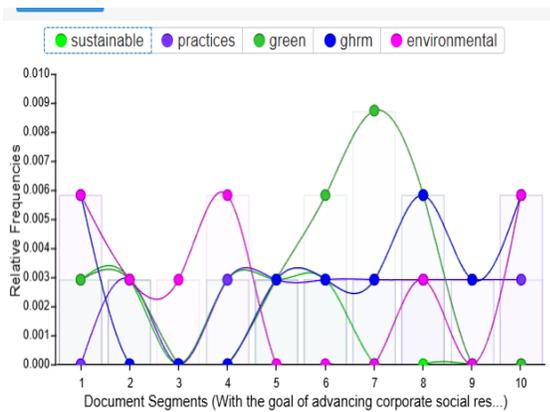


Fig 1

The x-axis represents the ten document segments, likely portions of the research article. The y-axis shows the relative frequencies of these terms. The prominence of "green" and "environmental" throughout the document underscores the central theme of environmental sustainability within the context of GHRM. The frequent co-occurrence of these terms suggests a strong emphasis on the ecological aspects of GHRM practices and their impact. The moderate presence of "sustainable" and "practices" indicates that the article not only theorizes about environmental sustainability but also delves

into its practical implementation through GHRM strategies.

"Green" and "Environmental" are Prominent: The graph shows "green" and "environmental" consistently appearing with relatively high frequencies, particularly in segments 2, 4, 6, 7, and 10. This indicates that the article heavily focuses on these concepts, which is expected given the title.

"Sustainable" and "Practices" have Moderate Presence: "Sustainable" and "practices" show moderate frequencies throughout the document. This suggests that the article discusses sustainability and practical implementations related to GHRM, but these might not be the central focus compared to "green" and "environmental."

"GHRM" Distribution: "GHRM" shows a more varied distribution, with peaks in segments 2, 4, and 8. This suggests that the discussion of GHRM might be concentrated in specific sections of the article, possibly where the authors delve into the specifics of GHRM practices and their impact.

Segment 2: A Key Section: Segment 2 stands out with high frequencies of "environmental," "GHRM," and "practices." This segment likely introduces or defines key concepts related to GHRM and its role in environmental sustainability.

Segment 7: Focus on "Green": Segment 7 shows a significant peak for "green," suggesting that this segment might focus on elaborating on "green" initiatives or strategies.

Segment 10: Another Key Section: Segment 10 shows high frequencies of "environmental" and "practices," potentially indicating a conclusion or discussion of the practical implications of environmental sustainability.



Fig 2

The model explores the relationship between Green Human Resource Management (GHRM) practices and sustainable organizational performance. It highlights the mediating role of various The model posits that GHRM is a fundamental driver of organizational sustainability. It suggests that by implementing HR practices that prioritize environmental considerations, organizations can cultivate a culture that values sustainability, leading to employees actively engaging in eco-friendly behaviors. This emphasizes the crucial role of HR in shaping employee attitudes and actions towards environmental responsibility.

Furthermore, the model highlights the importance of aligning GHRM with technological advancements. By enhancing IT capabilities, organizations can improve their environmental performance monitoring and management, thereby reinforcing a pro-environmental psychological climate. This climate, in turn, strengthens the organization's commitment to green CSR, which is depicted as a key contributor to sustainable organizational performance.

The model also suggests that employee green behavior and green CSR are distinct but complementary pathways to achieving sustainability. While employee behavior focuses on individual actions, CSR emphasizes the organization's broader commitment to environmental and social responsibility. The combined impact of these factors ultimately contributes to sustainable organizational performance, which can be measured in terms of environmental, social, and economic outcomes.factors in this relationship.

GHRM → Green Organizational Culture → Employee Green Behavior: GHRM practices cultivate a culture that values sustainability, leading to employees actively engaging in eco-friendly behaviors.

GHRM → Information Technology Capabilities → Pro-environmental Psychological Climate: GHRM drives the development of IT systems that support sustainability, which in turn fosters a positive perception of the organization's environmental commitment.

Pro-environmental Psychological Climate → Green Corporate Social Responsibility: Employees' positive perception of the organization's environmental efforts strengthens the organization's commitment to green CSR.

Employee Green Behavior & Green Corporate Social Responsibility → Sustainable Organizational Performance: Both employee actions and the organization's CSR initiatives contribute to improved sustainability performance.

VI. IMPLICATIONS

The analysis from Figure 1 suggests that the research article provides a comprehensive exploration of the interplay between GHRM and environmental sustainability. The concentration of key terms in specific segments indicates a structured approach to discussing various facets of this relationship. The findings highlight the importance of integrating environmental considerations into HR practices and underscore the need for organizations to adopt "green" initiatives to achieve sustainable outcomes.

The model (Figure 2) underscores the strategic importance of integrating sustainability into HR practices. It highlights the interconnectedness of culture, technology, employee behavior, and CSR in driving sustainability. It suggests that organizations should adopt a holistic approach to sustainability, encompassing both internal and external initiatives.

VII. FUTURE RESEARCH

1. Future research could explore the specific content of each segment in greater detail, examining the arguments, evidence, and theoretical frameworks employed.
2. Additionally, comparative analysis with other research articles in the field could provide valuable insights into the broader discourse on GHRM and sustainability.
3. Empirical studies are needed to test the validity of the proposed relationships and examine the mediating effects of the identified factors.
4. Research should explore the potential moderating effects of contextual factors, such as industry or organizational size.

5. Longitudinal studies could examine the long-term impact of GHRM on sustainable organizational performance

VIII. LIMITATIONS

1. It is important to note that this analysis is based on the relative frequencies of selected terms and does not capture the nuanced meanings conveyed in the text. Further qualitative analysis of the document segments would provide a deeper understanding of the context and arguments presented.
2. The model is a simplified representation of a complex phenomenon and may not capture all relevant factors. It presents a linear, unidirectional relationship between variables and may not account for potential feedback loops or reciprocal influences. It does not explicitly address the role of external factors, such as regulatory pressures or stakeholder expectations.
3. The overall paper has been designed with qualitative research. The quantitative research can also be done.

IX. CONCLUSION

In light of increasing global ecological concerns, businesses are under pressure to adopt sustainable practices to mitigate environmental damage and inefficient resource utilization. Green Human Resource Management (GHRM) has emerged as a strategic tool that integrates sustainability principles into HR practices, fostering environmental consciousness among employees and aligning corporate operations with ecological goals.

The research highlights that GHRM contributes significantly to Corporate Social Responsibility (CSR) and sustainable business performance by embedding environmental sustainability into recruitment, training, performance management, and employee engagement. By fostering a pro-environmental psychological climate, GHRM promotes green corporate culture and employee behaviors that support long-term sustainability.

Furthermore, the integration of technological advancements enhances the effectiveness of GHRM, enabling organizations to monitor and improve their

environmental performance. The research model suggests that both employee green behavior and corporate green CSR initiatives play a crucial role in achieving sustainable organizational outcomes.

Despite its benefits, challenges such as industry-specific variations, lack of regulatory support, and resistance to change remain barriers to effective GHRM implementation. Future research should explore empirical validation of the proposed framework, comparative studies across industries, and the long-term impact of GHRM on sustainability performance.

Overall, this study underscores the strategic importance of embedding environmental considerations into HR practices. Organizations that prioritize GHRM not only contribute to environmental conservation but also enhance their social and economic performance, positioning themselves as responsible corporate entities in the global sustainability movement.

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