

# LINKAGE OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES WITH CORPORATE SOCIAL RESPONSIBILITY AND ITS IMPACT ON INDIA'S 5 TRILLION ECONOMY

**Dr Jharna Kalra**

Assistant Professor (BMS)  
Sydenham College of Commerce & Economics  
Email: jharnakalra@gmail.com

## Abstract

*The term Green Human Resource Management (GHRM) is a newly emergent concept and it plays a pivotal role in the sustainable development programmes of organizations. Green Human Resource Management practices primarily deal with a range of environment-friendly activities and these activities lead to the sustainability of the organizations. Therefore, HR managers in many organizations have introduced many Green HRM practices. More organizations now realize the value sustainability has on their competitiveness, reputation, and ability to attract and retain strong talent. Mindful of their economic, societal, and environmental impacts, sustainable organizations now seek input from a broad, diverse set of stakeholders— both internal and external—in shaping their business strategies and operations. Green HRM is still at a very initial stage in India. This study outlines how green HRM and HR professionals can access a growing body of knowledge to help them on their organizational sustainability journey. This review paper will further contribute to the field of Green Human Resource Management Studies.*

**Keywords:** GHRM, Sustainability, Indian economy, HRM practices, Corporate Social Responsibility, etc

## 1. INTRODUCTION

Nowadays it seems that a considerable number of organizations practice green human resource management practices in the global context. Exploring and synthesizing about these green HRM practices which are being practiced and are to be practiced by the business and other organizations will contribute significantly to the HRM field academically and practically. Green HRM is an emerging field of research in the organisational studies after 1990s. Due to that, this paper has its focus on exploring green HRM practices from the light of existing theoretical and empirical research works done by the scholars in this field. Hence, the objective of this review is to explore and record green human resource management practices of the organisations based on the existing literature (theoretical as well as empirical)(Arulrajah et al.)

The HRM department plays a very crucial role in any organization. Considering the negative effects of damage to the environment, the United Nations Industrial Development Organization (UNIDO) has added an environmental perspective to the concept of corporate social responsibility (CSR), hoping that companies will incorporate social and environmental concerns into their business. This will ensure the balance between economic, environmental and social issues such as income, planet and people, i.e. the triple bottom line outlined in the India CSR Handbook Document.

Green is the color of nature, it represents growth and development, it is the color of hope, it symbolizes fertility, stability and freshness. Green HR refers to efforts made at every employee touchpoint/interface to promote sustainable practices and build employee commitment and awareness of sustainability. It involves the responsibility of adopting environmentally friendly HR measures that lead to efficiency, cost reduction and good collaboration between employees and management, thus encouraging all organizations to adopt e-filing, ride-sharing, job sharing, etc.

It encourages its employees to reduce their carbon footprint, conference calls and virtual interviews, recycling, teleconferences, online training, energy-saving office, etc. By using practices and regulations with good and effective objectives, the HR function will be the best way to achieve a sustainable environment regarding ecological concerns in the organization. It involves working for green HR managers who:

- 1) increase productivity,
- 2) Reduce costs and increase employee engagement and retention in the organization.

The justification for this study is twofold, from the point of view of academia and business practice. First, no previous work had analyzed the bibliographic convergence of these three topics, so a gap in the existing literature is covered. Second, from the business point of view, the results of this work will undoubtedly help both companies and society to apply the lessons learned from academic studies.

There are numerous theories and studies that have contributed to the development and analysis of the subjects under study. In recent years, the phenomenon of globalization and the dynamism of the markets has led to important changes in the organizational culture of the company, bringing the concept of CSR to the fore.

### 1.2 Green Human Resource Management

Green HRM is the use of HRM policies to support the sustainable use of resources within organizations and, more usually helps the reasons of environment sustainability. The term “Green HRM” is most regularly used to refer to the concern of people management policies and practices towards the broader corporate environmental schedule. Typical green activities contain video recruiting, or the use of online and video interviews, to minimize travel requirements. Green rewards can embrace the use of workplace and lifestyle benefits, ranging from carbon credit compensates to free bicycles, to keep people in the green program, as continuing to identify their involvement. Whereas many employees often feel it is not their responsibility to support the environment while they are at work, the new workforces of millennial are highlighting environmental realization as they prefer their employers. There is also a broader opportunity to connect the workforce given that more and more people search for significance and self-actualization in their jobs. Other simple green events embrace minimizing the amount of printed materials used in performance management, salary evaluations and so on. Although there is absolutely a important amount of „green washing“ happening in reducing waste, there are many opportunities here too. However, HR is never going away to have a really important impact on a business through the improvement of HR processes singlehanded so the superior opportunity is to include to the green program of the business as a whole.(Sushma)

The ultimate aim of green HRM practices is to improve the organisation"s sustainable environmental performance. With this brief introduction, this paper introduces the methodology adopted in this review process and then deals with literature review on green HRM practices, next section provides a brief discussion and final section presents the conclusion.(Arulrajah et al.)

### 1.3. Green HRM Practices:

#### 1.3.1 Green Recruitment & Selection:

Green Recruitment is active in the field of professional recruitment, with a view to meeting the growing needs for experts in the areas of renewable energy, climate change and sustainable development. Services range from contract recruitment to executive search. Whether one is looking for the brightest emerging talent or the most established industry leaders, Green Recruitment is long-term partner in environmental recruitment for recruiters. (Saini et.al)

In good times, trimming operational costs is an ongoing goal. In tough times, it is a necessity. In both good times and bad, however, recruiting occurs. Growth increases headcount in good times, and opportunistic or replacement hiring occurs in slow business cycles. By employing creative recruiting strategies in tandem with the latest technology developments, you can reduce recruiting costs while driving exceptional business results.

- The recruiting leverage of a company can be improved only when company is environment friendly.
- During the interview process, it is essential to bring up environmental issues. Use 100 percent recycled paper; take family-style food catering as it produces less wastages, pitchers of water and large bottles of sodas instead of individual bottles and cans on the tables during interviews.
- All these efforts help the company to get the type of people they need in maintaining their green mantra.(Varisha Begum et al.)

#### 1.3.2 Green HRM and Training & Development

Training programs should be developed so as to provide required skills, knowledge and abilities in employees relating to environmental awareness and sustainable development. Training should focus on developing positive attitudes with regard to the environment. Employees should be trained to do green analysis of workspace and in environmental management aspects of safety, energy efficiency, waste management and recycling and development of green personal skills helps in achieving a green environment. [(Renwick et al. (2008); Renwick et al. (2013)]. These will help achieve a green culture throughout the organization

#### 1.3.3 Green Compensation Management

Rewards and compensation encourages the development of a green culture by motivating employees to take initiatives for a greener environment. Employees who acquire green skills and show exemplary performances towards achieving and sustaining a green culture throughout the organization can be motivated by rewards - financial or non-financial. Monetary incentives can be given for green performances. Due recognition through awards, dinners, publicity, external roles, praise and feedback can also be given as non-financial compensation. Linking suggestion schemes, participation in green initiatives with monetary rewards, prizes, promotion etc may help in motivating the employees to adopt these green changes. (Chakraborty).

#### 1.3.3 Green HRM and Culture

Green HRM is the emerging topic in current scenario. Human Resource function can be influential in facilitating a comprehensive approach for creating a culture of sustainability.HR does have an important role in organizational culture, as it is the people who work for the Organization, who embrace and develop a particular culture. The corporate world is changing from business oriented financial perspective to a competency based

organisation and green economy. As the world is moving towards green economy, the responsibility of corporate has expanded to go green. (MEHTA)

#### 1.3.4 Green HRM and Employee Engagement:

Employee engagement academic researchers define employee engagement as converting employee potential into employee performance and business accomplishments (shaw, 2005). Moreover, in engagement, people employ and express themselves physically, cognitively, and emotionally during performing the job (kahn,1990). Employee engagement differs from other constructions, such as employment, commitment to the organization, and intrinsic motivation (lawler and hall, 1970). Some very engaged employees know what is expected of them, and they have a strong relationship with their managers or supervisors. Engaged employees are not only satisfied but also more productive. According to the chartered personnel and development institute (2007), there is a three dimensional approach to employee engagement (Mr. Akshaykumar Machhi) (Mr. Akshaykumar Machhi).

## 2. GREEN HRM AND SUSTAINABILITY:

The concept of Green Human Resource Management (GHRM) emerged in the corporate world as a result of environmental sustainability rules and awareness. The world is currently confronting a new economic problem of resource restrictions and environmental challenges (Amui et al., 2017), which has prompted a rush to reform economic growth and development models at the national and international levels in order to meet proactively articulated environmental goals. Green human resources refer to the promotion of sustainable employee practices through the use of every employee's interface. Its goal is to raise staff awareness about the importance of sustainability. Green HR is concerned with HR actions that are environmentally friendly and promote the long-term usage of resources in businesses. Green HRM involves two important components: environmentally friendly HR practices and the preservation of intellectual capital, both of which assist industry professionals in becoming more aware of their business and corporate social responsibilities (Deshwal, 2015). Green human resource management methods play an important role in ensuring the long-term viability of a firm. Green concepts must be implemented across enterprises, including Human Resource Management departments, to preserve sustainable growth and performance. Green objectives must be developed on an annual basis, in accordance with the government's vision and policies (Qureshi, Singh abhilasha, 2020). The concept of green HRM is primarily concerned with an organization's ability to attract, train, and retain personnel using environmentally responsible methods. These methods enable organisations to increase their environmental social consciousness, allowing them to achieve sustainability. It is a multifaceted process based on an organization's ability to implement eco-friendly HR practices that are strongly linked to employees, organisations, and the country's long-term environmental sustainability. In terms of job-sharing, teleconferencing, online interviews, electronic filing, recycling, carbon emissions, waste handling, green purchasing, and virtual pieces of training, environmentally equipped human capital is comparatively better enabled (Opatha & Arulrajah, 2014). Eco-friendly HR practices employed by firms are strongly connected with their strategic sustainable development orientations in today's work environments.

## 3. RESEARCH OBJECTIVES

The main purpose of this study is to:

- To explain the basic understanding of green HRM to the readers,
- To highlight different significant impact of green human resource management on the Indian Economy
- To elaborate on various green practices that can be incorporated for building a Green workplace
- To suggest some green initiatives for HR.
- To study the practices and strategic implementation of Green HRM in the organizations.

## 4. RESEARCH METHODOLOGY

The study is primarily based upon the secondary data. For this extant literature related to the topic from different databases, websites and other available sources were collected. A systematic review of collected literature was done in detail.

## 5. LIMITATION OF THE STUDY & FURTHER SCOPE

The present study deals into secondary data i.e. literature review, primary collection of data may give in-depth information to the concept of Green HRM

## 6. LITERATURE REVIEW

(Arora) companies are creating human resource strategies to promote environmental programs. The given article emphasizes the influence of green HR on the competitive advantage of the business activities. It also further is a timely study as there has been a significant increase in the level of environmental pollution and waste of factories which has resulted in depletion of nonrenewable resources and resulting in a negative impact on the society.

(Chowdhury et al.) Suggests that CSR in Bangladesh which reference to the garment industry. Green HRM practices results in developing sustainability as it focuses on reservation and preservation of natural resources with minimization of wastages. GHRM is a practice that helps CSR of any organization without doing away with the profit thereby reducing environmental pollution and maximization of profits.

(Malik et al.) research article aims to investigate the mediating role of organizational citizenship behavior towards environment. The study is a quantitative survey where the cross-sectional data is collected from a structured questionnaire with smart partial test equation model is used for measurement. The analysis concluded that organizational citizenship behavior towards the environment has a significant relationship between corporate social responsibility and green human resource management for sustainable performance of any organization in the manufacturing sector.

(Darvishmotevali and Altinay) numerous environmental issues facing the hotel industry, there is growing pressure to respond to them by implementing sustainable strategies such as green human resource management (HRM) practices. The study explores the causal relationship between green HRM, employees' pro-environmental performance (P-EP), environmental awareness, and servant leadership. The data were collected from employees working in hotels in Almaty, Kazakhstan. Smart PLS was utilized to conduct validity and reliability tests and to design structural equation modeling. The findings show that environmental awareness mediates the impacts of green HRM on proactive P-EP, but does not support task-related P-EP.

(Mishra et.al) Green HRM needs additional attention from all organisations, including banking sector, manufacturing, services, etc. The present study focus on the banking sector which plays a vital role in the nation' development. The research focus on the CSR activities in two leading banks of state bank of India & HDFC bank. The study provides a theoretical framework as a strategic resource to better the environmental CSR and competitive advantage. A empirical study was conducted for both the banks on the effect of GHRM practices, using Smart PLS\$, which shows that the GHRM practices have a major impact on the environmental CSR through the mediating support of the organizational citizenship behaviour for environment.

## 7. BENEFITS OF GREEN HRM

(Chowdhury and Ghosh) Going green entails protecting the environment, protecting natural resources, and helping to preserve resources. It also involves implementing deliberate lifestyle changes that will enable people to build and live in environmentally friendly environments. To achieve this, each person has a responsibility to change their behaviour, attitude, and way of life to reduce practises or activities that contribute to environmental deterioration. Any activity a company does that emphasises resource sustainability has a positive effect on the environment. Every person can create a greener workplace and environment for both the present and the next generation by making tiny changes to their lifestyle (Pardhi, 2020).

- GHRM fosters eco-friendly behaviour among staff members
- GHRM enhances an organization's reputation
- GHRM promotes higher staff morale
- GHRM recruits employees that are competitive.
- GHRM aids in talent retention

## 8. CONCLUSION

Though the green movement and Green HR are still in the stages of early years, rising awareness within organizations of the consequence of green issues have compelled them to squeeze environment-friendly HR practices with a definite spotlight on waste management, recycling, sinking the carbon footprint, and using and producing green products. Clearly, a majority of the employees experience stalwartly about the environment and, demonstrate greater commitment and job satisfaction toward an organization that is ever ready to go "Green." The effects of GHRM practices are multifaceted and require constant monitoring to recognize their potential impact on HRM issues.(Sharma)

Green HRM appears promising for all the stakeholders of HRM. The employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programmes to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products. Green HR aims at reducing wastages and very much concern for environment. Green HR initiative results higher productivity and build a developmental climate for business. By doing so,

organizations would add value to their brand image. The green recruitment, green selection, green induction, green performance appraisal, green compensation and rewards system are powerful tools in making employees more eco-friendly for business sustainability. Unions and employees can help employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being. (Neeraja and Dhananjaya). The present study combines the findings from literature review and qualitative research. We found that Green HRM is in a very nascent stage in India. Though the GHRM has numerous applications across the various HR processes along with immense economic advantages, the lack of promotion and incentives from the government and industry leaders is the biggest block. The lack of awareness about GHRM is also an area that needs to be worked on, because unless awareness is created adoption is out of question. Moreover, studies have reported that individual green goals and personal moral norms of employees are the determinants and predictors of GHRM. The bottom to-top approach for GHRM awareness and adoption is recommended so that employees are involved closely for better adoption of environmental sustainability and green management practices. They should also participate in continuous training programs to develop their knowledge of environmental sustainability and green management. (Bankar) (Bankar)

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