



## EXPLORING GREEN HUMAN RESOURCE MANAGEMENT AND GREEN CULTURE: A THEORETICAL REVIEW

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### **Abstract**

*In the present existing field of research on HRM, green human resource management (GHRM) and green culture (GC) are relatively underappreciated factors. Taking this into consideration, the purpose of this systematic literature review is to highlight and investigate the associated avenues that are present in the new domains of GHRM-GC, moreover to give a future research agenda for the growth of knowledge. This paper is mainly based on secondary data and the methodology utilized in this research is comprised of a literature review. The insights of this study offer policymakers and managers some tips to follow to validate that they are paying attention to environmental sustainability and future research agendas to conduct analytical and empirical research. With the help of this study, academics will have the possibility to investigate new areas of human resource management, such as green organization culture and green human capital, with the goal of achieving sustainable growth and gaining a competitive advantage.*

**Keywords:** *Green human resource management, green organization culture, sustainability.*

### **Introduction**

In the rapidly changing world ecosystems, biodiversity, and human well-being are all seriously threatened by environmental degradation caused by human activity. Among the main causes of environmental degradation are pollution, deforestation, overuse of natural resources, climate change, and urbanization. These factors exacerbate ecological crises and socioeconomic difficulties on a global scale. Beyond ecological issues, the effects of environmental degradation on human health, socioeconomic inequality, and the feedback loops associated with climate change highlight how urgent it is to take proactive steps to reduce environmental dangers.

The term "green human resource management" (GHRM) describes specific procedures, processes, and policies used by businesses to turn their workforces green for the purpose of saving the environment and benefiting society, the economy, and each individual. Academics are more interested in GHRM studies due to its modern orientation (Dumont, 2017). Organizations are realising more and more how important it is to adopt sustainable business strategies in light of the worsening environmental conditions. GHRM develops as a deliberate strategy which integrates HRM strategies with environmental goals, so enhancing both Environmental stewardship and corporate performance.

This article investigates the potential of GHRM to address environmental concerns, emphasizing its role in boosting environmental awareness, fostering employee engagement, and pushing sustainable behaviour inside organizations. The incorporation of GHRM Practices provides a strategic framework for tackling environmental deterioration within organizations. Organizations can empower staff to reduce their environmental footprint and contribute to environmental conservation efforts by raising knowledge about ecological concerns and giving training on sustainable practices. Furthermore, GHRM activities like green procurement, waste reduction programs, and energy conservation methods



can aid organizations reduce their environmental consequences and also improving operational sustainability.

Organizations that link HRM practices with ecological goals can not only decline ecological degradation, but also increase their competitive advantage, and stakeholder relations, and stimulate innovation and creativity. Incorporating GHRM into organizational operations is a proactive strategy to tackle environmental degradation and advance sustainability. Organizations may significantly contribute to addressing environmental challenges and promoting sustainable development goals by using HRM techniques to foster a culture of environmental responsibility. During this competitive moment, ghrm and sustainability have garnered significant attention and focus as tools for developing and utilizing new human resource skills.

In the present day, with the escalating severity of environmental issues, gradually businesses are acknowledging the criticality of encompassing environmental principles into their operations. This undertaking gives rise to two crucial concepts: “Green Human Resource Management (GHRM) and a Green Culture”.

### **Green Human Resource Management**

Green HRM, as defined by Ramachandran, is the utilization of environmental management methods in human resources management.

Green HRM refers to how HRM practices support a company's environmental goals. It refers to utilizing every employee to encourage environmentally friendly behaviours and increase staff awareness of and commitment to sustainability.

Anjana Nath defines Green HR refers to eco-friendly HR initiatives that boost productivity, cut expenses, and raise employee satisfaction.

GHRM refers to a variety of HRM approaches targeted at increasing environmental sustainability inside organizations. These practices include green recruitment and selection, eco-friendly training and development, long-term employee engagement programs, and ecologically responsible performance monitoring. By incorporating environmental issues into HRM processes, GHRM hopes to foster an environmental responsibility culture, strengthen organizational resilience, and promote employee involvement in sustainable actions.

### **Green Human Resource Management Practices**

**Green Job Description:** Job descriptions should highlight the environmental sustainability commitment of the organization. Emphasize the particular obligations pertaining to sustainability endeavors together with the preferred credentials, capabilities, or background concerning environmental stewardship.

### **Green Recruitment and Selection**

Environmentally conscious recruitment and selection involves the practice of integrating environmental factors into the employee hiring procedure. The goal is to draw in candidates who possess not only the requisite qualifications but also a strong belief in the sustainability objectives and principles of the organization. Messages regarding the organization's dedication to sustainability should be incorporated



into recruitment materials, including brochures, job postings, and career websites. To entice candidates who are in sync with these values, emphasise environmentally sustainable practices, CSR endeavours, and green initiatives.

### **Green Training and Development**

The purpose of green development and training programs is to empower employees to support to the organization's sustainability objectives while educating them about environmental stewardship and equipping them with the knowledge and skills necessary to implement green practices. Educate employees on environmental concerns such as resource depletion, pollution, and climate change through the provision of training sessions or seminars. The importance of sustainability in relation to the company's operations and its environmental impact should be comprehensively described. Instruct personnel on appropriate methodologies for waste management, encompassing waste segregation, decomposition, and recycling. Offer recommendations on waste reduction, material reuse, and the incorporation of circular economy principles into the work environment.

### **Green Induction**

Green induction is an organizational practice wherein the orientation experience for new employees incorporates environmental sustainability principles while they are being welcomed and oriented. The primary objective is to cultivate an initial commitment, accountability, and environmental consciousness in newly recruited personnel. Ensure that newly hired personnel are acquainted with the organization's sustainability objectives, environmental policies, and initiatives as a portion of the onboarding procedure. Justify the manner wherein the organization's values, operations, and culture are incorporated to promote environmental sustainability.

### **Green Reward Management**

Green reward management pertains to the fusion of sustainability criteria concerning the environment into the planning, implementation, and overall control of programs that reward and recognize employees. The primary objective is to give incentives and recognition for accomplishments that aid in the reduction of the organization's environmental impact, environmentally responsible conduct, and contributions to sustainability initiatives. Encourage the acceptance of reward systems that acknowledge and commemorate personnel who exhibit environmentally conscious engage in practices, encompassing energy conservation among others, waste reduction, and recycling advocacy. Specify the names of employees or groups whose contributions to sustainability initiatives or novel approaches to ecological issues are duly recognized. Organizations can inspire and involve employees in promoting sustainability objectives, cultivate a climate of environmental accountability, and facilitate constructive transformations towards a more stable future by incorporating environmental sustainability principles into their reward management strategies.

### **Green Culture**

A common set of values, attitudes, and customs that prioritize sustainability and environmental stewardship constitute the foundation of a green culture. Principles like resource conservation, waste reduction, pollution prevention, and ecological management are essential components of a green culture. Strong green cultures encourage responsibility and accountability for environmental performance and show a dedication to ecological sustainability across the board, from frontline staff to leadership. Businesses are seeing the value of implementing sustainable business strategies in an era of



growing environmental issues. A green culture is a strategic approach to addressing environmental deterioration and fostering organizational resilience.

Green culture is a contemporary environmental ideology that advocates for ecological and sustainable development based on aesthetics, politics, and science. Companies began to consider this strategy when instituting corporate social responsibility measures a number of years ago. Organisations came to the understanding that this drastic change would have an impact on market conduct and, consequently, sales, resulting in greater profits [3]. This change with an ecological focus enabled the interconnection of novel concepts, which advanced social consciousness or sustainability in accordance with the organization's core values. Thus, the application of this environmentally sustainable approach would enhance the overall organizational culture (Machado & Minerva Martínez-Ávila)2019.

### **Review of Literature**

Ercantan and Eyupoglu (2022) aimed to find out how university students' impressions of companies that apply ghrm could affect their future green behavior at work. For this cross-sectional investigation, a questionnaire was used to gather which employed a survey method and included 27,000 undergraduate students from North Cyprus's main institution. 400 questionnaires were issued, and 342 were determined to be relevant for future investigation. Students are considered potential employees in this study. This study analyzed the data employing CFA (Amos software version 24.0), Correlation, and regression analysis. This study adds to the body of knowledge on behavioural HRM by emphasizing the green aspects of HRM to enhance the environmental management field. It also offers valuable insights into how prospective employees (students) perceive GHRM practices, which in turn will impact their future environmentally friendly behaviors in the workplace.

Irani et al. (2022) looked into how ghrm affected Turkey's green hotels' environmental performance. This study intends to ascertain if green process enhancements and employee dedication to environmental issues can enhance green hotels' environmental performance. A questionnaire survey was administered to the personnel of Turkey's 409 green hotels. Smart-PLS software is employed to apply the PLS-SEM approach on the proposed hypotheses. The results showed that when eco-friendly process improvements and staff environmental dedication are applied, using ghrm methodologies leads to higher levels of environmental performance. As outlined in the report, green hotel management should integrate GHRM concepts into all aspects of their business to increase employee involvement in ecological initiatives.

Azorin et al. (2021) seek to highlight the value of ghrm in environmental management by synthesizing the literature on the subjects of Eco-management and sustainable HRM. This study investigates the fundamental correlations between environmental planning and human resource management, with an emphasis on the reciprocal impacts between the two. Furthermore, this research also presented methodological approaches that contribute to the advancement of the study and proposed avenues for future investigation. The article was examined in this investigation spanning the years 1996 to 2020. Furthermore, the articles under analysis are those that have empirically investigated the connections between HRM/GHRM and EM. These quantitative, mixed-methods studies show how green HRM and environmental management are related, and they also offer potential directions for further investigation. Ababneh Omar (2020) strives to determine how this study, by analyzing the mediation effect of employee engagement in environmental initiatives between green human resource management practices and individual green behaviour, specifically contributes to the transition to sustainability. This



research aims to explore the suitability of the proposed conceptual model for personnel who possess expertise in ecological management principles and practices and have practical experience applying them. This study employed a purposive sampling technique in conjunction with a quantitative research method to gather data from 376 employees of four and five-star hotels in Jordan. The study's important conclusions show The involvement of employees acts as a mediator in the relationship between individual green behaviour and ghrm practices. Furthermore, this research underscores the values of interpersonal exchanges in fostering employee endorsement of environmental initiatives.

Dessouky and Alquaiti's (2020) examined the effect that ghrm techniques have on a private drilling business in Bahrain's organizational effectiveness. The study utilized a structured questionnaire and implemented a basic random sampling procedure to select participants. There are 800 people working for the private drilling company in Bahrain, comprising entry-level employees, middle management, and senior management. A total of 176 out of the 222 dispersed samples were accurate replies. The data analysis was carried out using Word, Excel, and SPSS. As per the research's findings, organizational performance and ghrm practices are favourably correlated.

Roscoe et al. (2019), Underline how ghrm efforts help to grab a green culture within the organisation. This study looks at the relations between a company's environmental performance and GHRM practices, which support a green organizational culture. The study's conclusions further increased Our comprehension of organizational culture and green HRM holds ramifications for both theoretical frameworks and practical applications. The survey questionnaire was intended to include the three main constructs of our study, namely EP, GHRM practices, and EGC. A seven-point Likert scale was used to rate each item in the three main dimensions in order to improve the validity and reliability of the assessments. To assess the multi-construct conceptual model, covariance-based structural equation modelling, or CB-SEM, was used. Bartlett's test of sphericity was used to analyse the correlation matrix and find out if there were meaningful correlations or not between the variables. To assess if the sample size was appropriate, the Kaiser-Meyer-Olkin (KMO) test was also used. GHRM practices and the EP (H1) show a strong positive correlation, while GHRM practices and the EGC (H2) show a similar positive correlation.

Chaudhary Rita (2019) undertakes a groundbreaking study to examine the use of ghrm in. India's auto sector. This paper aims to examines the following five green HR practices: environmentally sustainable performance management, green employee involvement, Sustainable training and development initiatives, sustainable pay and rewards, and eco-friendly recruitment and selection. Additionally, it aims to assess the effects of different ghrm strategies on workers' voluntary and task-related green performance behaviours. Additionally, applied SPSS 24, data were gathered from the 91 workers in the automotive industry. This study discovered that there exists relatively low degree of GHRM implementation in the automobile industry, with the minimum scores going to environmentally sustainable performance management and ecofriendly remuneration rewards, and a typical score of only three for environmental friendly employee involvement and ecofriendly training and development. Yusoff et al. (2018) strives to connect the ecological impact of Malaysia's hotel business with ghrm policies. The intention of this investigation is to present actual data regarding how ghrm practices affect the hotel industry's environmental performance. Data has been given by 206 hotels featuring three, four, and five stars. Cronbach alpha was also used to assess the validity of the measures. Data analysis was done using partial least square structural equation modelling. Additionally, there was no proof in this study that there was a significant relationship between environmental performance and green



performance rating. Conversely, a strong relationship has been shown between ecological performance and green hiring, training, selection, and compensation.

Arulrajah et al. (2015) attempt to elucidate the multifaceted nature of green HRM and its capacity to enhance organisational performance. The objective of this research is to examine the application of ghrm strategies by organisations through an assessment of relevant literature. The literature review is performed using an archival approach, and this study employs a specific methodology to analyse articles pertaining to green HRM or environmental HRM that were cited in reputable databases such as Sage, Taylor and Francis Online, SpringerLink, and others. Moreover, desk research is produced as a result. This study suggests that by gaining a more comprehensive understanding of the extent and intricacies of green HRM, it is possible to enhance ecological efficiency in a more sustainable fashion. Fayyazi et al. (2014) research is to determine the challenges that green HRM faces in the Iranian energy industry. A second significant area of focus in this research is the combination of ghrm with environmental management. Determining obstacles to ghrm in the Iranian oil industry is aim of this research. A greater comprehension of a subject is obtained through the systematic combination of numeric and descriptive methods in mixed-methods research. The application of the hybrid technique has preserved its original architecture. In the investigation, the explorative combinational model was applied. After reviewing the literature and developing interview questions, 12 foreign specialists in the oil business were questioned for the study. These interviews were done to create a questionnaire and collect the necessary information. The reliability of the questionnaire was validated using the Cronbach alpha coefficient, which is equivalent to 0.732 in this case. In the end, 31 HR managers and oil professionals shared the surveys. As per the study's findings, the shortage of a comprehensive strategy for implementing environmentally sustainable HRM and ambiguity surrounding green values were regarded as a significant barrier.

### **Objective of the study**

1. To provide readers with a fundamental comprehension and analysis of environmentally sustainable HRM practices and green culture.
2. To emphasize and investigate its associated pathways within the emerging fields of ghrm and green culture, this study seeks to define a study outline for the advancement of knowledge.
3. To explore the ignored aspects of the GHRM and GC and discuss the various sustainability practices that an organization should implement to promote a sustainable work environment.

### **Research Methodology**

This research study contains secondary data gathered from various sources academic journals and research papers. The study uses previously published research to evaluate and synthesize insights, findings, and conclusions rather than gathering primary data through surveys, experiments, or observations.

### **Positive Outcomes of Green HRM and Green Culture:**

#### **For Organisation:**

**Improved Corporate Reputation:** An organization's standing as a socially and ecologically conscientious organization can be strengthened by showcasing a dedication to environmental sustainability through green-oriented HRM practices and a green culture.



**Cost savings:** By reducing energy use, waste disposal, and resource utilization, eco-friendly HR practices like telecommuting, energy-efficient technology, and waste reduction initiatives can save costs.

**Better Employee Engagement:** Green-oriented HRM practices and a green culture can increase employee engagement by providing workers with a sense of purpose and community and by offering the opportunity to stimulate employee engagement in sustainability projects.

**Talent Attraction and Retention:** Companies with a green HRM policy and a green culture enlist and retain top talent more successfully because they appeal to environmentally conscientious job seekers.

**Regulation Compliance:** Following environmental guidelines and standards by using ghrm techniques guarantees legal observance and reduces the possibility of fines, penalties, or reputational harm resulting from non-compliance.

**Creativity and Innovation:** Encouraging staff members to offer suggestions for enhancing environmental performance promotes a creative and innovative culture that propels ongoing sustainability efforts.

**Increased Productivity:** By encouraging a healthy work environment and lowering stress related to environmental issues, Green-oriented HRM practices and a green culture can boost employee well-being, morale, and productivity.

### **For Society**

**Environmental Preservation:** Green hrm and a Green Culture support the conservation of natural resources, ecosystems, and biodiversity by encouraging eco-friendly behaviours and minimizing negative environmental effects.

**Climate Change Mitigation:** By implementing sustainable practices, reducing climate emissions, and promoting a green culture and green HRM practices, the organization can minimize its carbon footprint and mitigate the effects of climate change.

**Community Engagement:** By encouraging goodwill and social cohesion, businesses with sustainable HRM practices and a green culture frequently work with the local community through outreach programs, environmental initiatives, and volunteer work.

**Healthier Communities** Eco-conscious hrm practices and a Green Culture help to create healthier and more liveable communities for citizens by lowering pollution, preserving resources, and supporting sustainable living.

**Educational Opportunities:** Eco-conscious hrm practices and a green culture offer avenues for education and awareness-raising on sustainability best practices, eco-friendly behaviours, and environmental challenges. This empowers people to make educated decisions for a more environmentally friendly future.

**Technological Innovation:** Adopting a sustainable lifestyle promotes innovation in technology and the creation of green technologies that advance society, like eco-friendly transportation options, energy-efficient appliances, and renewable energy sources.

**Social equality:** Eco-conscious hrm practices and a green culture support social equality by guaranteeing that all members of society have fair and equal access to the opportunities, resources, and advantages connected with environmental sustainability.

### **Sustainability Practices Followed by an Organisation**

1. To cut down on energy usage in buildings, manufacturing processes, and operations, adopt energy-efficient technology and procedures.



2. Consider making investments in renewable energy sources like hydroelectric, solar, or wind power to reduce climate emissions and your reliance on fossil fuels.
3. To decrease the quantity of solid waste generated and encourage resource conservation, implement waste reduction measures such as source reduction, reuse, and recycling. Establish recycling programs for paper, plastics, glass, and other recyclable items.
4. Reduce the water used for facility operations, landscaping, and manufacturing processes by utilizing water-saving methods and technologies.
5. Utilise rainwater harvesting and water recycling technologies, in addition to this install water-efficient fixtures like low-flow faucets and toilets, to save water supplies.
6. Green roofs, passive solar architecture, and sustainable building materials are just a few of the characteristics that may be used to design and build buildings that are resource-, energy-, and environmentally mindful.
7. Foster employees to take public transportation, bike, carpool, or work from home as sustainable ways to cut down on greenhouse gas emissions from commuting. Provide incentives for staff to use alternate modes of transportation in addition to investing in fuel-efficient cars for the company's fleet.

### Conclusion and Future Research Agenda

This review study has investigated the value and advantages of ghrm and green culture in fostering environmental sustainability in businesses. In large part, green HRM practices—such as eco-friendly hiring, training, and rewards—make it possible to foster an environmentally conscious culture among employees. Likewise, a Green Culture—characterized by a commitment to sustainable principles and behaviors—improves an organization's ability to withstand setbacks, inspires good impacts on society, and increases employee engagement. A comprehensive review of the literature has shown the importance of incorporating environmental considerations into HR practices and organisational culture in order to attain long-term sustainability goals. Organizations may strengthen their brand, cut expenses, draw and retain talent, and help ensure a stable future for the earth and society by implementing green HRM practices and cultivating a green culture. There remain numerous opportunities for further research to be undertaken in order to expand knowledge and understanding in the area of ghrm and green culture, even in light of the growing interest in these areas.

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