

# Green Human Resource Management And Its Relations To Sustainability And Corporate Governance

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## ABSTRACT

The main purpose of the paper is to find out the relationship between green human resource management and organisational sustainability and also find the impact of Green HRM on competitive advantage sustainability. The study employs an extensive literature survey on the examinations of human resource management, organizational sustainability and corporate social responsibility during the period of 2010 to 2020. The findings of the study suggested that understanding of Green HRM and the implementation of green practices is related to the growth and development of the organisations. It also concludes that green practices are effective in improving the image of the organization.

**Key words:** Green HRM, sustainability, corporate governance, environment

## INTRODUCTION

The concerns in saving the environmental resources by utilising it properly and preserving its future use have led to the amendments of various environmental policies in companies and develop green management by implementing eco-friendly policies and practices. Due to human exploitation, there is the degradation of the natural resources which led to the introduction of a new concept of sustainable development in the business and sustainable not only helps in attaining economic goals of the companies but also look after the social and environmental goals. (Dyllick, 2016). Environmental sustainability has become one of the major concerns for every organisation because of various environmental problems and fast exhaustion of natural resources (Yong et al., 2019). In recent years, protection of the environment has emerged as an important topic of concern for the organisation and countries all around the world (Howard-Grenville et al., 2014).

Due to the globalization and society pressure, the organisations have moved on from the traditional way of doing business i.e., thinking beyond the profits and look after sustainability while in business. Presently many companies have started emphasizing on the importance of aligning the environmental management and green practices with the strategy and goals of the company; and along with this, all the units of the organisation are attuned to support and implement the environmental practices (Ahmad, 2015). To achieve goals of an organisation

through the environmental sustainability the companies must arrange various environmental management systems. The arrangement of HRM with environmental management is defined as green human resource management. The Green HRM helps in achieving the goals of sustainable development and direct the organisation towards environmental management concerns through green practices (Chan, 2011). For the achievement of the maximum profits by an organisation, it must also focus on the societal and environmental issues and green HRM is considered as the most important elements for sustainability development. An organisation can obtain environmental goals by attracting and retaining the green employees of the company who have a special ability in green human resource management. An organisation should be focused on increasing the sustainable development by parallely offering the social, environmental and also the economic benefits for the companies. The strategic development of the company should take into consideration all the three important elements i.e., economic, social and environmental dimensions and also have a balance among them (Kim, 2018). It is said that in an organisation the profits is only matters for the organisation in a present scenario, because of the social pressure and government rules and regulations. Thus, organisations have started aligning their HR strategies with sustainable development. The main focus of the paper is to analyse the related literature review and find out the relationship between green human resource management and sustainability of an organisation.

## **MATERIALS AND METHODS**

### **Objectives**

- i) To find the relationship between Green HRM and sustainability of organisations.
- ii) To analyse the impact of Green HRM on competitive advantage sustainability.

### **Methodology**

For the fulfilment of the present study, a systemic review of the existing literature i.e, secondary sources will be used for the collection of data for building a reliable knowledge base in the field of green human resource management. The analysis includes the categorisation various literature in organisational sustainability and Green HRM and for this 10 years has been taken as a time for collecting the data through literature i.e, 2010 to 2020. The period has been chosen for the present study to find the development in the field of green human resource management. Various reliable sources have been used for downloading the article with the specific word search such as – green human resource management, organisational sustainability, Green HRM and competitive advantage etc in Emerald, Jstor etc.

## **RESULTS AND DISCUSSION**

### **Green HRM and Organisation Sustainability**

TABLE NO 1 Green HRM and Organisational Sustainability

Year	Authors	Journal/Book	Title of the study	Viewpoints
2018	Edyta Bombiak & Anna Marciniuk-Kluska	Sustainability	Green Human Resource Management as a Tool for the Sustainable Development of Enterprises: Polish Young Company Experience	Due to dynamic change in the market, the organisation should think beyond the traditional way of doing business to have a competitive advantage.
2011	Eric S.W Chan	Journal Of Hospitality & Tourism Research	Implementing Environmental Management Systems in Small- and Medium-Sized Hotels: Obstacles	Pressure from NGOs and govt lead to environmental protection and implement various green activities. Feedback of positive image in the mind of stakeholders.
2015	Shoeb Ahmad	Cogent Business & Management	Green Human Resource Management: Policies and practices	The organisation involved in green practices attracts the talent employees and also helps in creating awareness and positive attitude for environmental sustainability.
2013	Mathew Mampra	Tenth AIMS International Conference on Management	Green HRM: Does it Help to Build a Competitive Service Sector? - A Study	Green HRM is considered a process of utilizing the various human resource strategies to protect the environment and develop the business.
2016	Julie Haddock-Millar, Chandana Sanyal & MichaelMüller-Camen	The International Journal of Human ResourceManagement	Green human resource management: a comparative qualitative case study of a United States multinational corporation	Green practices are considered to be one of the most important dimensions which help in organisational sustainability
2020	Johan Oscar Ong & Setyo Riyanto	Journal of Business and Management	Green Human Resource Management in Manufacturing	Green HRM acts as the driving force to change and restructure the businesses

			Company	and also plays a distinct role in social and environmental business sustainability
2019	Jing Yi Yong, Mohd-Yusoff Yusliza, Thurasamy Ramayah, Charbel Jose Chiappetta Jabbour, Simone Sehnem, Venkatesh Mani	Business strategy and the Environment	Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management	Environmental sustainability has become one of the major concern for every organisation and green recruitment and training leads to organisational sustainability.
2012	Douglas W.S. Renwick, Tom Redman and Stuart Maguire	International Journal of Management Reviews	Green Human Resource Management: A Review and Research Agenda	To have a competitive advantage, an organisation should align green practices concern with environmental issues with its existing policies.
2012	Jacob Cherian & Jolly Jacob	International Journal of Business and Management	A Study of Green HR Practices and Its Effective Implementation in the Organization: A Review	Organisation sustainability can be adopted with the green behaviour of the employees.
2016	Annachiara Longoni, Davide Luzzini & Marco Guerci	Journal of Business Ethics	Deploying Environmental Management Across Functions: The Relationship Between Green Human Resource Management and Green Supply Chain Management	The concern for the environmental issues gave birth to the concept of Green Human Resource Management (GHRM).
2012	Javier Martínez- Del-Río, José Céspedeslорente, and Eva Carmona-	Human Resource Management	High-Involvement Work Practices and Environmental Capabilities: How Hiwps Create	Green HRM helps to contribute to an organization's economic and environmental

	Moreno		Environmentally Based Sustainable Competitive Advantages	sustainability
2012	Jessica Mesmer-Magnus and David J. Glew	Journal of Managerial Psychology	A meta-analysis of positive humour in the workplace	Awareness and positive attitude of employees towards green practices develop organisational sustainability.
2012	Eva Carmona-Moreno, José Céspedes-Lorente, Javier Martinez-del-Rio	Management Research	Environmental human resource management and competitive advantage	There is a positive relationship between Green HRM and environmental sustainability.
2019	Monica Santana & Alvaro Lopez-Cabrales	Corporate Social Responsibility and Environmental Management	Sustainable development and human resource management: A science mapping approach	green practices can be implemented through employee engagement and commitments and organisation with better environmental performance attracts talented people.
2018	Shuang Ren & Guiyao Tang & Susan E. Jackson	Asia Pac Journal Management	Green human resource management research in emergence: A review and future directions	The organisation should take various steps for creating awareness and positive perception for Green HRM among its employees.
2014	Henarath H. D. N. P Opatha, Anthonypillai Anton Arulrajah	International Business Research	Green Human Resource Management: Simplified General Reflections	Green practices of an organisation are for the development of its system and environmental sustainability
2015	Parul Deshwal	International Journal of Applied Research	Green HRM: An organizational strategy of greening people	Emphasizing on the implementation of Green HRM results in better growth and development organisation and sustain the

				environment.
2015	Kathak Mehta, Pawan Kumar Chugan	Universal Journal of Industrial and Business Management	Green HRM in Pursuit of Environmentally Sustainable Business	Green HRM improve productivity economically and also addresses the environmental issues which help the organisation for building a good image among the stakeholders.
2016	Marco Guerci & Luca Carollo	The International Journal of Human Resource Management	A paradox view on green human resource management: insights from the Italian context	The ability and new opportunities could be increased with the green practices and restrain financial problems and negative image of the company.

In this dynamic process and due to the change and developments in the market, the sources and capabilities are not sufficient for an organisation to obtain a competitive advantage in the market. Organisations should take more attention to the various initiatives and innovative ideas to have a competitive advantage among competitors (Bombiak, 2018). Green HRM is considered as environmental practices oriented towards environmental sustainability. The pressure of the government and NGO's and globalisation has led the organisations to change and restructure their policies and practices in favour of environmental protection and implement various green activities. As the organisations which are concerned about the environmental issues get a positive image in the minds of the stakeholders and increase their competitiveness in the market (Chan, 2011). Green HRM is defined as the process of utilizing the various human resource strategies in such a way that to protect the environment as well as have growth and development of an organisation. Further, the study also tries to explore the green practice needs to be implemented by every employer through various initiatives for motivating the employees towards environmental sustainability (Mampra, 2013). Green HRM is consists of various environmental objectives which can be achieved through the proper engagement and positive attitude of the employee working in the organisation. Green practices are considered to be one of the most important dimensions of human resource management making green staffing and engage employees in various green strategies which helps in organisational sustainability (Haddock-Millar, 2016). Green HRM plays an important role in the growth and development of an organisation and also acts as the driving force to change and restructure the businesses and also plays a distinct role in social and environmental business sustainability and it is found that there is a positive impact of the green human resource management on organisational sustainability (Ong & Riyanto, 2020). Environmental sustainability has become one of the major concern for every organisation

because of various environmental problems and fast exhaustion of natural resources. In this changing scenario, to deal with such problems and to become competitive and sustainable in the market, the organisation should adopt a new model of green human resource management. Further, while recruitment and training the new prospects employee, the HR manager should emphasize on environment knowledge as the study examines that only green recruitment and training leads to organisational sustainability (Yong et al. 2019),

Businesses are now more conscious about the environmental issues and took the green practices more further through the aligning of the policies and practices for the environmental concern with the existing policies of the companies and thus have led to competitive advantages for the company as it would reduce the carbon emission, reduced the costs to the company and increase the performance of the company (Renwick, 2012). Organisation sustainability can be adopted with the green behaviour of the employees and also with the effective use of green practices through various environmental strategies and reducing waste and also by promoting sustainability (Cherian & Jacob, 2012). Several academicians, politicians, practitioners are working towards this to ensure a safe environment (Longoni et al., 2016) and this has lead giving birth to the concept of Green Human Resource Management (HRM). Green HRM can be defined as a set of people-centred practices oriented toward developing and maintaining the workforce's abilities, motivation, and opportunities to contribute to an organization's economic and environmental sustainability (e.g., Martínez-del-Río et al.,2012; Renwick et al.,2013). If all the individuals, employees, as well as the organisation, are committed towards the green activities then an organisation can achieve organisational sustainability and also the environment sustainability (Mesmer-Magnus, 2012). And awareness and positive attitude behaviour of the employees towards the environmental issues is necessary or else it may create barriers for organisational sustainability ((Mesmer-Magnus, 2012). Sustainable human resource is the newly adaptable approach for managing employee in the firms. They also found that there is a positive relationship between sustainable human resource management and environmental management. Environmental sustainability is gradually acquiring its importance in any organisation.

Green practices can be implemented in the organisation through employee engagement and commitments. Further, an organisation having better environmental performance attracts talented people (Santana and Cabrales, 2019). A bridge can be built between the organisational sustainability with environmental sustainability with employees commitment and passion towards their jobs and organisation. The organisation should hire the employee who is interested in green practices and understand the environmental goals, such employees would be more determined towards the work with high productivity and supporting environmental sustainability and the perception of the employee has an also important role in the implementation of green practices in an organisation. The organisation should take various steps for creating awareness and positive perception for Green HRM. Besides, it was found that there is a positive linkage between Green HRM practices and organisational sustainability (Ren, 2018; Mesmer-Magnus, 2012). Carmona-Moreno (2012) examined that

an organisation can become cost-effectiveness and increase environmental performance by developing its employee with all the skills and making aware of environmental sustainability. The organisation should encourage its employee through various environmental activities combining it with the incentive to get a competitive advantage. Further, it is found that there is a positive relationship between Green HRM and environmental sustainability. Green HRM as all the practices of an organisation for the development of its system, implementation, maintenance, and its growth to make the employees' behaviour positive towards environmental sustainability (Opatha, 2014). With the accomplishment of green practices, an organisation can gain the enormous potential to be competitive in the market and the companies should realise and accept the importance of Green HRM process. Further to increase the environmental performance of an organisation, employers should develop a relationship between employee involvement and participation in environmental activities. An organisation giving more emphasis on the implementation of Green HRM results in better growth and development and also helps environmental sustainability. Further, Green HRM mainly requires two things for the conclusion namely Human Resource Strategy for knowledge preservation and sustainability actions for the environment (Deshwal, 2015). With the implementation of the Green HRM strategy, an organisation can improve its productivity, economical and ensures compliance and contribute to environmentally sustained the business. Further, the green practices also help in building companies' image and public relations which has a good impact on the organisation's profit (Mehta and Chugan, 2015). The ability, enhancement and opportunities of an employee can be increased through the implementation of green human resource management system in the organisation. An organisation can meet environmental sustainability by analysing the eight paradoxes identified by the researchers. Further, it is found that by implementing green practices a firm can improve its environmental management and also help in restraining financial shortage and negative image in society (Guerci and Carollo, 2016).

### Green HRM and Corporate Social Responsibility

Environmental performance of an organisation can be enhanced through the improvement of employee environmental sustainability passion with the help of green human resource practices. Green practices have a positive impact on environmental performance. Besides, higher the green values of the employees, better the CSR practices of an organisation (Gilal et al., 2019). And an organisation having employees socially active in various CSR practices helps the organisation in building a good image and also increasing financial performance. And human resources management strategy helps in implementing CSR practices smoothly. Further, the linkage between Green HRM and CSR has been found (Buciuniene & Kazlauskaite, 2012). Cheema & Javed (2017), examine that to have a sustainable environment, an organisation should have a significant implementation of green human resource management. And it was found that Green practices have a positive influence on corporate social responsibility. And for the green implementation, proper green education should be provided by the firm to its employees to improve sustainability. Sudin (2011),



examines that to achieve long term goals, an organisation should implement the Green practices which and improve the employee's environmental behaviour. The employees of an organisation must be inspired and make aware of environmental issues to have environmental sustainability. Also, the researcher focuses on an innovative model of strategic green human resource management which deals with the relation of employee involvement, environment sustainability, environment management and integration of environmental sustainability into green human resource management. Green HRM practices have an impact on the employees green behaviour and their intention towards environmental sustainability. And it is found that green human resource management is positively correlated with the green behavioural intention of employee and green creativity. Green policies and practices help in encouraging the employees and motivate them to generate innovative CSR practices towards environment sustainable ideas (Al-ghazali & Afsar, 2020). Green HRM strategies and practices help to increase the intellectual capital of an organisation. Corporate social responsibility activities should be aligned with HR policies and practices (Barrena-Martinez, 2019). As per the researcher O'Donohue (2016), it is suggested that to have long term business sustainability and financial benefits, an organisation should focus on the proper implication of green human resource management. Green HRM improves environmental performance and financial performance of the firm. And further, it was found that there is a positive relationship between environmental management and financial performance. Similarly, to achieve environmental sustainability and have sustainable growth, an organisation should integrate green practices into the long term strategy and plans. And employee must be aware of all the green activities and its benefits for the individuals and organisation. Further, it was found that there is a positive relationship between green human resource management practices and employees environmental behaviour (Saeed, et al., 2019). The positive relationship between the corporate social responsibility and Green HRM found and also there is a great impact of green practices towards the CSR activities of an organisation (Freitas et al., 2020). An organisation can promote its corporate social responsibility through the help of green practices. It is found that Green HRM practices create a good image in the mind of the stakeholders and also helps in the proper implementation of CSR activities (Chowdhury, 2017).

## **CONCLUSION:**

With the above review of the literature, it can be concluded that there is a relationship between human resource management and organizational sustainability. And to have growth and development, an organisation should align its policies and practices with environmental management and have a competitive advantage. Further, it could be analysed that there is a positive impact of Green HRM towards the competitive advantage of a business. And the direction of the business could be led with the positive attitude and behaviour of the employees towards environmental sustainability.

While reviewing the literature for the present study it was also found that various forms of green HRM are present in different organisation and it has a very vast scope in the field of

management such as green recruitment and selection of employees, green appraisal, green human resource planning, etc. With the help green human resource management, an organisation can increase environmental performance and improved its communication with the stakeholders by efficiently using the natural resources, reducing carbon footprints, innovative ideas, green initiatives and thus increase the productivity of the company.

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