



LITERATURE REVIEW ON GREEN HRM: A CRITICAL STUDY.

¹Dr. Ani Smriti, ²Mr. Rajesh Kumar,

¹Ph.D. in Commerce and Business Administration, ²F. O.,

¹Tilka Manjhi Bhagalpur University, Bhagalpur (Bihar), India

²Registrar Office, Bihar Agricultural University, Sabour, Bhagalpur (Bihar), India

Abstract: In the present scenario, Green HRM is an emerging topic. Green HRM was developed from the Green movement around the world. The term Green HRM is mostly used to refer to the contribution of HRM policies and practices towards the broader corporate environmental agenda. It refers to using every employee to support sustainable practices and increase employee awareness and commitments on the issue of sustainability.

"Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environmental sustainability". GHRM is directly responsible for creating a green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firm's human capital.

This paper presents a review of past literature on Green HRM in organizations. The purpose of the review is to identify research gaps and concepts of Green HRM. This literature review offers a synthesis of the past and contemporary studies about Green HRM.

Based on the review of Literature specifies that Green HRM can develop willingness, inspiration, and commitment to employees to contribute their efforts, ideas to the greening of their organization. Thus, the Green Human Resource Management has the responsibility to create green awareness among the new talent and the existing employee working for an organization, encourage their employees for helping the organization to reduce the causes of environmental degradation through green movement, green programs, and practices, retain the resources for the future generation.

Keywords: *Green HRM, Green HRM practices, green employee, organizational culture, organizational environmental culture, environmental management.*

I. INTRODUCTION

In the present scenario, Green HRM is an emerging topic. Green HRM was developed from the Green movement around the world. The concept of Green HRM has become popular worldwide. Its meaning differs from person to person. It attempts to boost energy savings or reduce the pollution created by industries and general living habits. The primary aim of greening is to minimize the possible adverse effects of energy consumption and pollution on the environment.

Green HRM extends its role in the promotion and achievement of sustainable objectives within a company. The word green HRM applies mainly to the contribution of policies and activities in the field of HRM. It is commonly known as green human resource management or GHRM.

The term Green HRM has become the buzzword within the business field at present and its significance is increasing manifold with the passage of time. This term has also secured a position as a hot topic in recent research works since the awareness of environmental management and sustainable development has been increasingly rising day by day all around the globe. Today the topic Green HRM not only includes awareness toward environmental affairs but also stands for the social as well as the economic well-being of both the organization and the employees within a broader prospect.

1.1 Definition and Concept of Green Human Resource Management (HRM)

Green HRM not only includes awareness toward environmental affairs but also stands for the social as well as the economic well-being of both the organization and the employees within a broader prospect.

According to **Marhatta & Adhikari, (2013)**. Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environmental sustainability".

Mathapati, (2013) defined that GHRM is directly responsible for creating a green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firm human capital.

Green Human Resources Management (GHRM) can be defined as a set of policies, practices, and systems that stimulate the green behavior of a company's employees in order to create an environmentally sensitive, resource-efficient, and socially responsible organization.

Ramachandran defines Green HRM as the integration of environmental management into human resources management.

Anjana Nath defines Green HR as environment-friendly HR initiatives leading to better efficiencies, less cost, and heightened employee engagement levels.

“Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environmental sustainability”. GHRM is directly responsible for creating a green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firm’s human capital. It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business.

Thus, one can state that the **Green HRM is**

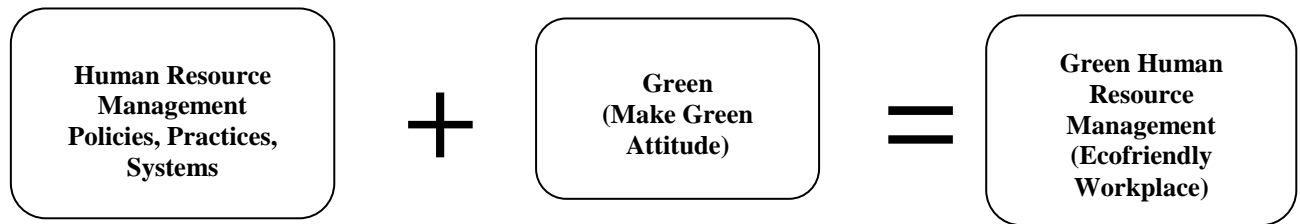


Figure No. 1.1 Diagrammatic Definition of Green HRM

II. OBJECTIVES OF THE STUDY

The major objectives of the review are:-

- To know the concept of Green HRM.
- To evaluate the kind of research undertaken and available in the field of Green HRM in the organizations.
- To identify the gaps in the current literature.

III. RESEARCH METHODOLOGY

The research paper is descriptive in nature. This study was carried out using secondary data listed in different databases of books, published research papers of reputed national and international journals, and related articles on the internet of Green HRM. For this purpose, articles were listed in the databases have been reviewed.

IV. REVIEW OF LITERATURE

Several methods and techniques related to Green HRM are discussed in books, technical papers, and articles. In this review, the research team has looked closely at the development of Green HRM as well as conceptual approaches and experiences that have occurred in this field of expertise.

An attempt has been made to put forward a brief review of literature based on a few of the related studies undertaken worldwide in the area of Green HRM as follows.

Schein, (1992). Organizational environmental culture and green HRM. Organizational culture refers to the values, beliefs, and behaviours of organizational employees. Beliefs are defined as the way individuals perceive something as true or false. Behaviours are the actual activities that individuals perform based on their values and beliefs. Integration of values, beliefs and behaviours forms an organizational philosophy or ideology that can be used as a guide to deal with different situations at the organization. Therefore, employees’ behaviours highly reflect the organization’s ideology, and over time these behaviours turn into habits, forming the organization’s culture.

Wilson, (1994), defined Human Resource Management System (HRMS), it is a group of happenings, processes, and functions that are distinct yet relates to each other with the determination of appealing, emerging, and retaining the organization’s human resources. HRM is designed in such a way that is associated with the objectives and strategies of organization culture and aim.

Wehrmeyer, (1996). Employees and their green activities lead to the organization’s success or failure in environmental performance.

Clair et al., (1996). There are four steps involved in implementing green HRM practices: have an environmental vision as a guide, provide training to employees to share their environmental goals and visions, assess the environmental performance of employees, and recognize and reward employees’ environmental activities.

Becker et al., (1998). Literature defines green HRM as a set of specific HRM practices that enable and sustain a proactive approach to environmental management and the achievement of high-performance outcomes in relation to environmental sustainability.

Sarkis, (2000). In his study of three different companies, he revealed that the continued decline in pollution is closely related to the consent and contribution of employees. They have received training in environmental management, incentive plans, profit sharing, and other activities, which will increase employee participation in the company. In addition, management ropes based on team perception, skill improvement, open interaction, and continuous improvement can also increase operational activities, reduce pollution, and are also very important.

Daily and Huang (2001) observed that posit four processes of implementing green HRM include managers’ support, training, empowerment, and rewards. The processes of implementing green HRM are in line with the core characteristics of the job defined by the job characteristics model.

Daily and Huang, (2001); Renwick et al., (2013). Green HRM is essential for the successful implementation of green strategies and environmental management practices and can positively contribute to an organization’s environmental sustainability.

Fernandez, (2003). Identified the relationship between the evaluation of environmental management and participation of Human Resource Management throughout the stages.

D_eniz et al., (2003); Dom_inguez-Falc_on et al., (2016). Green HRM is an essential resource to attain organizational goals and enhance organizations’ environmental performance via employee participation.

Collins CJ, (2006). Their study described that Human resource management tactics are considered as the main source which supports to influence and organizing the skills and motives of the staff to perform their task effectively to attain organizational goals.

Pinter, (2006). They stated that Environmental awareness of banking activities can build pressure on corporate partners to keep the globe green through green investment.

Renwick, (2008). Said in his research contribution Human Resource processes plays important role in explaining Green Human Resource policy into practice.

Santos, (2008), through his study contemplate that HRM may subsidies into the environmental management in companies if they follow basic HRM functions like Recruitment & selection is based on Compensating and providing a reward to the individuals who follow collective environmental management, motivating employees to get continuously improved environmental education as a Corporate Culture and promote interaction between teams in order to deal with environmental problems, to strive for continuous enhancement of environmental management activities.

L_opez-Gamero et al. (2009) provided support for the key role that proactive environmental management, known as green HRM, plays in escalating an organization's environmental performance.

Therefore, green HRM practices by promoting green activities from hiring to rewarding employees can contribute to an improved organization's environmental performance.

Sroufe et al., (2010), If an organization values green activities by going beyond merely profit-making goals, and seeking ways to minimize the negative and maximize the positive consequences of its activities on the environment, it creates a culture that promotes green HRM and its related practices.

Chan and Hawkins, (2010). Protecting the environment is a worthy goal for organizations, and despite adding to the workload of employees, they still believe that organizations should focus on the environment. This is in congruence with green HRM goals to value environmental protection by focusing on activities that reduce negative effects and increase positive effects on the environment.

Chan and Hawkins, (2010). By emphasizing shared environmental goals and values, green HRM promotes an environment in which employees and employers feel that they are doing something meaningful. This will lead to developing a sense of meaningfulness through work which can ultimately result in job satisfaction.

Jackson, (2011), research shows that environmentally responsible employers can use green responsibility to recruit talented people who are suitable and contribute to the achievement of the organization's environmental goals. in his study indicated that Green responsibilities can be used by environmentally accountable employers to invite brilliant people that fits and contribute to achieving the organization's environmental goals.

Sudin, (2011). Research shows that green HRM is one of the best strategies for boosting firms' environmental performance because it provides an essential ground to efficiently manage firms' environmental impact.

DuBois and Dubois (2012), observed that organizational culture is one of the key antecedents of green HRM, and our study findings provide support for this relationship. Organizational environmental culture as a strategic orientation of the organizations provides the foundation for implementing green HRM. Research shows that organizational culture, structure, leadership, and strategy are among the important predictors of green HRM.

Dutta, (2012). In his examination presumed that GHRM is a stage that makes Green Workforce that can comprehend and appreciate Green Culture in an association. Such Green imaginativeness could keep up its green goals all through the HRM cycle of HRM capacities like Recruitment, Selection, preparing, pay, creating, and propelling the human resources of the firm.

Dutta (2012) states that one of the best ways for organizations to achieve improved environmental performance is via green HRM because it creates 'green employee' through focusing on green hiring, green compensation, and green training.

Verma M. K., (2012). Stated in his research outcome that as compared to global trends of Green Banking India is far behind the schedules. There is insignificant awareness of green banking amongst the customers, even bank employees are not that aware.

Mandip, (2012). His research said that Green Human Resources is nothing but the use of every employee's touch, interface to endorse sustainable practices, employee awareness, and employee commitments on subjects of sustainability. Basically, Human Resource Management involves the undertaking of Greening HR functions of an organization which result in greater efficiencies, lower cost, better employee engagement, retention of employees through which overall carbon footprint will get reduced.

Crotty and Rodgers, (2012) Studies on green HRM have provided evidence for its significant impact on corporate performance (i.e. environmental and financial performance) and employees' outcomes (i.e. well-being, commitment, satisfaction).

Arag on- Correa et al., (2013); Renwick et al., (2013). Green HRM practices concentrate on facilitating and sharing information with employees for the development of a proactive environmental strategy through developing green capabilities, encouraging green activities, and providing green opportunities for employees.

Al R. e., (2013). Found that, HRM practices empower organizations, to develop green abilities and provide employees different opportunities which include organizational efforts for ecological affairs, such HRM practices known as Green Human Resource Management.

Hussain, (2013). Their study stated that the organizations or corporate using and adopting the use of Green Human Resource Management guidelines, practices, policies provided have a lot of admiration for the importance of using green Employment.

Sathyapriya, J. (2013). Green Human Resource Management was founded by an attractive company in the practice of focusing on environmental protection and maintaining a sustainable ecological balance.

Opatha, (2013), explained in their research is that Green Recruitment is nothing but the procedure of attracting potential candidates with having behaviour, knowledge, skills of environment management system incorporated. It should include environmental criteria while sending recruitment messages.

Arulrajah, (2014). His study said that it is very important to alter normal employees into green employees. It is unavoidable for each organization to go green to accomplish the natural objectives of the association and make an important commitment to ecological manageability. Every organization in this 21st century needs to follow Green Environmental policies to leave the sustainable and safe business ground to future generations.

Dhingra, Gupta, & Gupta, (2014). The result of the study said that most of the employees knew and are aware of green HRM.

Jacob J. C., (2014). Their research outcome stated that a Green HRM practice mainly includes compensation, recruitment, selection, performance management, training and development, employee engagement, and participation.

Paill_e et al., 2014; Roscoe et al., 2019). Environmental performance refers to the organization's commitment to protecting the environment and demonstrating environmental care by defining measurable operational parameters.

Seo, (2014) stated that the recruitment process of every corporate should boost and endorse efficiency in green management by allowing the new recruiters new Candidates about the Green Culture of the company that they are enrolling themselves.

Lampkin, (2015). Green Human Resource management creates utmost that effective human resource person to adopt a variety of green processes and practices in their different functions like Human capital recruitment, training, and performance management, which will reduce the long-run impacts of agriculture on the environment. Pro Green employees understand the essence of adopting green farming methods such as the assumption of organic farming, which reduces the use of pesticides and consequently reduces greenhouse gases discharge which is associated with it.

Sheopuri and Sheopuri, (2015). Therefore, green HRM practices including environment-friendly HR activities lead to increased efficiencies, lower costs, and improved employee engagement and retention. This will ultimately benefit organizations by dampening employee carbon footprint.

Fayyazi et al., (2015). Moreover, green HRM helps organizations improve their environmental performance through enhancing employee awareness about environmental issues.

Ahembd, (2015). In their research, they observed growing alertness within business communities on the significance of practicing environmental awareness and tolerating numerous administration strategies. Green Human Resource Management (GHRM) is a key business technique for the significant associations, where the HRD office has a functioning impact in becoming environmentally viable in the workplaces.

Ahembd, (2015). Defined employee involvement is the contribution of the workforce to provide assistance in organization fulfillment like Mission, vision, etc. It helps to meet the objectives and aims of employees' own ideas, expertise, efforts towards solving problems and making decisions. Employee contribution to the Green initiative will increase the probabilities of green management.

Aggarwal & Sharma, administration. (2015). Green HRM is the need of the hour to survive in the modern biz world by having an advantage over the competitors, developing a distinct green image within the market, keeping to corporate social responsibility, and fulfilling the basis of being a business person by the generation of employment opportunities for the talented eco-friendly workforce.

Bte. Alias. His study mentioned that Green training and development programs improve the knowledge of employees with respect to different features and values of environmental management.

Shikah, (2015). Studied the influence of human resource management features on environmental performance in manufacturing companies. This study used regression analysis for data analysis. The outcome of the study shows that the variables like top management commitment, employee training, and green programs have a substantial positive relationship with the observed performance of the environment.

Auranzeb, (2016). Did study about the effects of Green Human resource management on performance. This study was conducted in Pakistan. In this study data analysis is done with regression analysis. The result of the study specified that all the HRM functions meaningfully affect on the performance of the firm.

Al A. E., (2015). His study revealed that in demand to create, practice, and maintain environmental-related advanced actions of employees, it would be combined with the right attitude of greening. Green Human Resource Management practices are very critical.

Arulrajah et al., (2016). Both formal and informal institutional contexts have cascading effects on the organization's culture and environment, making culture one of the key antecedents of green HRM. Specifically, green HRM practices are programs, techniques, and processes that help organizations diminish their environmental effects while increasing their positive environmental effects.

Gholami et al., (2016), Prior research supports that green HRM builds an environment, in which green initiatives and activities are considered as shared values among employees. This can lead to green empowerment.

Cheema & Javed, (2017). The majority of employees felt the importance of green HRM in building a good image of the organization. Most of the employees believe that best green practices include 3R'S- Reduce, Recycle and Reuse but they are not aware of how to contribute.

Doumant, Shen, & Deng, (2017). Green Behavior – The study shows that green HRM straight forwardly and by implication identified with in-job representative work environment green behaviour, yet simply in a roundabout way identified with extra-job green conduct, through the intercession of the mental green atmosphere.

Given the importance of green HRM in achieving environmental sustainability, there has been a surge in green HRM research (e.g. **Dumont et al., 2017; Nejati et al., 2017; O'Donohue and Torugsa, 2016; Pham et al., 2019; Renwick et al., 2016; Yu et al., 2020).**

Nejati et al., (2017); Teixeira et al., (2016), facilitate organizations' environmental performance, increase engagement in sustainability management, and improve green supply chain activities.

Amini et al., (2018); Dyllick and Hockerts, (2002). Therefore, organizational environmental culture, by building an environment in which green activities are highly valued, encourages green hiring, training, appraisal, and incentivization, which are the dimensions of green HRM.

Ren et al., (2018). However, the extant research still remains largely undefined in terms of green HRM antecedents and how it influences organizational outcomes. The lack of such research results in an unclear understanding of the factors which give rise to green HRM (i.e. antecedents) and the intermediate process (i.e. mediator) through which green HRM leads to positive outcomes. Moreover, as stated by Ren et al. (2018), an improved understanding of green HRM and its mediating processes is needed to properly guide the design of a green HRM system to gain long-term benefits. Another area of concern is a paucity of research and insights into how green HRM influences employees. This is crucial as understanding the impact of green HRM on employees is an essential step in creating an effective green HRM system in organizations.

Yusoff et al., (2018). In other words, green HRM is defined as HR practices that focus on environmental sustainability through creating green employees, who can recognize and appreciate the organization's environmental initiatives. It concentrates on green selection and recruitment, green training and development, green performance management and appraisal, and green pay and reward system that expands an organization's human capital.

Arda et al., (2019); Daily et al., (2012); Jabbour et al., (2008); Roscoe et al., (2019). Moreover, we have found evidence for environmental performance as the outcome of green HRM. This finding coincides with a number of studies in green HRM literature.

Kim et al., (2019); Paill_e et al., (2014). Green HRM as an instrumental strategy helps organizations accomplish their environmental goals through creating a green environmental culture and green employees who are concerned about environmental issues.

S.M & K., (2020). According to ISO14001, many companies have their own formal environment system and also they are ready to implement new green policies anytime without any restrictions.

V. CONCLUSION AND SUGGESTIONS

This study addresses this gap by looking at the Green HRM literature from multiple perspectives and from different disciplines, including place of publication, frequency of publication, research approach and method of study, focused level of Green HRM, and research areas and topics. This paper is organized as follows. The following section presents the method of this study, which is followed by a detailed review and analysis of selected articles. Some suggestions for future research directions are then presented.

This article includes a literature review of books, research papers, related articles, organizational reports, dissertations, and literature available on the internet pertaining to Green HRM in the organization. This paper includes the perspectives of various researchers pertaining to Green HRM. According to the literature review not only HRM, but Green HRM is also an important predictor of organizational success.

The majority of the research has been made on the organizational culture as well as organizational environmental culture. Some of the authors studied that organizational philosophy or ideology, environmental performance, environmental vision, environmental goals, environmental sustainability, environmental management, Green culture, Green investment, Green Banking, Greening HR functions, Green Employment, Green Recruitment, Green initiative, Green empowerment, Green responsibility, Green workforce, green goals as well as management ropes based on team perception, skill improvement, open interaction, and continuous improvement.

Some studies explained to four processes of green HRM viz. managers' support, training, empowerment, and rewards; green strategies and environmental management practices; determination of appealing, emerging, and retaining the organization's human resources; improved environmental education; green HRM goals to value environmental protection; HRM cycle of HRM capacities; HRM practices concentrate on facilitating and sharing information with employees as well as profit-making goals and seeking ways to minimize the negative and maximize the positive consequences.

Some of the studies also focused on the relationship between the evaluation of environmental management and participation of Human Resource Management; Environmental awareness of banking activities; organizational efforts for the ecological affair, adopt a variety of green processes and practices; adopting green farming methods; Green Environmental policies as well as an environmental performance via employee participation.

Some of the studies related to creating 'green employee' through focusing on green hiring, green compensation, and green training; Green training and development programs as well as green performance management and appraisal, and green pay and reward system that expands an organization's human capital.

A few were related to environment-friendly HR activities as well as 3R'S- Reduce, Recycle and Reuse.

Some of the studies also pertain to organizations diminish their environmental effects, environmental-related advanced actions of employees; sustainable ecological balance, efficiency in green management, enhancing employee awareness about environmental issues, environmentally viable in the workplaces, environment green behavior, Environmental sustainability as well as effective green HRM system in organizations.

The review of Literature specifies that there were studies carried out in respect to Green Banking and Green HR Practices at Banks and other industries to measure the awareness of facilities and implementation. There was no study identified between Private and Public Sector Banks in Indian Context with respect to Green Banking and Green HR Practices. Hence, the gap was identified to find out the various Green HR Practices in Banking Business.

Green HRM can develop willingness, inspiration, and commitment to employees to contribute their efforts, ideas to the greening of their organization. Thus, the Green Human Resource Management has the responsibility to create green awareness among the new talent and the existing employee working for an organization, encourage their employees for helping the organization to reduce the causes of environmental degradation through green movement, green programs, and practices, retain the resources for the future generation.

This study will helpful for HR managers in applying and creating GHRM practices to enhance employees' behaviour. This research provided empirical support for the significant association between organizational environmental culture and green HRM. Thus, this study expands our understanding and knowledge about green HRM antecedents and outcomes.

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