



# POLICIES OF GREEN HUMAN RESOURCE IN INDIA

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## ABSTRACT

During the 1980s, the eminence revolution occurred, followed by the GHRM practices revolution in the 1990s, which swept throughout the ecological development literature. Integrating sustainable development techniques into the human resources department's daily operations shows that this is a best practice. For Mishra (2017), GHRM is a strategic tool for organizing human resource competencies and highlighting concepts that encourage organizations to adopt pro-environmental practices. This process is known as Human Resource Management (HRM) because it consists of human management strategies, processes, and techniques that are used in the company to help the company gain a competitive edge while also maximizing the performance of its employees. Like GHRM, which implements human resource approaches, processes, and procedures in the organization to achieve an economic advantage by minimizing harmful ecological impressions or by enhancing beneficial environmental effects, HRM is a process (Arulrajah et al., 2015). Despite the fact that green human resource management has become a significant cause for worry, only a small first-hand study has been conducted in India. Green HRM emphasizes the capture and retention of green initiatives to achieve corporate goals, whereas traditional HRM focuses on functions to gain a competitive advantage for a business. GHRM in India has a number of problems. Based on the current research, we've selected a number of characteristics that could be used to develop GHRM practices for environmental sustainability.

It makes sense that a modern corporation needs to be concerned about the environment (Jackson et al., 2010; Bombiak and Marciniuk-Kluska, 2018). According to a wide range of studies, environmental measures boost productivity and give businesses an advantage in the market (Faleye and Trahan, 2011; Bombiak and Marciniuk-Kluska, 2018). While environmental concern has grown steadily over the last decade, corporate responses "that went beyond pollution prevention and the reduction of environmental harm" (Renwick et al., 2013; Saeed et al., 2018) revealed its importance in the New Millennium Era. And now, companies are integrating their business goals with environmental ones (Renwick et al., 2013). This research was done by Saeed et al., 2018. Workplace culture must be balanced with financial well-being while also being attentive to environmental concerns. GHRM development takes this into account (Saeed et al., 2018). The "Triple Bottom Line" ideal is part of the green HRM concept, which integrates environmental, economic, and social sustainability as three pillars to stabilize and shepherd businesses while bringing advantages to a broad advantage (Opatha & Arulrajah, 2014; Mishra, 2017; Saeed et al., 2018). Border accounting ideas explain the "triple bottom line" concept, which integrates environmental, social, and economic issues as three sustainability pillars. Environmental management is an important activity (Elkington, 2006; Mishra, 2017).

Given the significance of GHRM practices and a sustainable environment that can lead to a paradigm shift from economic rewards to social benefits, many researchers throughout the world have taken these concerns into

account. To generate insight information that may leverage the adoption of sustainable practices, GHRM approaches to integrate environmental initiatives with human resource plans. Several GHRM investigations, on the other hand, are conceptual or empirical in nature. GHRM practices haven't been the subject of any rigorous analysis, according to a quick search in the scientific literature. Because of this, GHRM is looking into a variety of environmentally friendly strategic activities. To reverse the effects of environmental transition, specific treaties must be established (Renwick, Redman, and Maguire, 2013; Venturelli et al., 2017). When it comes to stakeholders such as customers or employees, many want to work in an organization that has higher environmental responsibility. Due to these issues, firms are being forced to change their traditional business models into eco-friendly ones by including environmentally friendly activities into their workflows. This can help them maximize their competitive edge. Green initiatives are GHRM strategic functions that need high worker performance in order to assist firms in achieving their environmental conservation goals (Shen, Dumont, and Deng, 2018). According to Renwick et al. (2016), GHRM is important for increasing employee participation in environmentally friendly activities that are linked to a company's concept. Company-wide Greenhouse Gas Reduction and Reuse Management (GHRM) is an established collection of operations designed to speed up environmental sustainability strategies (Jackson and Seo, 2010).

Environmentally friendly management, according to Elkington (2006), is part of a broader accounting framework known as the "triple bottom line," which encompasses sociological, ecologically friendly, and monetary aspects. The triple bottom line looks at an organization's performance from a broader perspective rather than only focusing on revenue-generating activities. To add to this, according to Daily and Huang (2001), environmental protection means stabilizing company growth while also protecting natural resources for future generations. There is no conventionality in the approach that the companies use to achieve the same prominence of conservation sustainability, even though that is the major motive. As a result, finding the company's conservational boundaries is critical for avoiding environmental disturbances and achieving sustainable growth. Many academics said that because this area hasn't been investigated to its full potential, it's important to identify the gaps and suggest possible solutions to fill them (Daily and Huang, 2001; Renwick, Redman, and Maguire, 2013). According to Opatha and Arulrajah (2014), the GHRM refers to an organization's strategies, policies, and arrangements for environmental activities that identify its employees and are geared toward the well-being of people, civilization, accepted environs, and corporations. When it comes to GHRM research, it's critical because it's a division of eco-friendly regulating viewpoints that reveals how an individual's conservation performance functions. Recent research has linked GHRM to a variety of EM (Environmental Management) aspects and conservation initiatives (Charbel Jose Chiappetta Jabbour and Santos, 2008; Dumont, Shen, and Deng, 2017). Workplace penalties for employees are improved by the GHRM (Boiral, 2009; Dumont, Shen, and Deng, 2017; Shen, Dumont, and Deng, 2018). There is some evidence to support Kim et al. (2017) that GHRM activities have an impact on the ecological performance of employees. The impact of GHRM activities on employees' in-role and extra-role environmental performances by psychological green climate was also explored by Dumont, Shen, and Deng (2017). However, studies on GHRM and its effects on workers have increased, research into environmental sustainability is currently at a standstill. GHRM must also be studied in more depth to uncover new sociocultural and psychosomatic practices that can be linked to improved worker performance (Dumont, Shen, and Deng, 2017). Due to such, this research focuses on GHRM practices' numerous environmental sustainability features.

Environmentalism is becoming increasingly popular as a result of the world's changing climate. Additionally, both customers and employees are calling for corporations to take environmental responsibility more seriously (; Boiral et al., 2015 & 2018). Companies are changing their traditional models to be more environmentally friendly by incorporating greener edges into their processes (Wagner, 2011), which can help them boost their bottom lines (Jackson

and Seo, 2010). In terms of GHRM, environmental benefits are important characteristics that need worker performances that assist organizations in achieving their environmental goals (Shen et al., 2016). Because of this, GHRM is critical in getting employees to get involved in environmental initiatives that are tied to the business's goals. To improve organizational performance, a methodology based on green management practices emphasizes avoiding waste, minimizing energy consumption, and developing and implementing new practices to reduce environmental impact across the organization. This methodology began without external agreement or justification. For HRM to be effective, HR professionals must have a higher status in the decision-making process, which may include redefining their roles as "business partners" or "internal consultants" (Wright, 2008). Human resource management (HRM) initiatives are designed to help companies improve their environmental practices, and this will demonstrate how well their employees perform in this area (Rimanoczy and Pearson, 2010). The future of HRM functions is decisively shared, according to Jackson et al. (2014)'s ecological supervision. Environmental-friendly management viewpoints such as Jackson and Seo (2010) and O'Donohue and Torugsa (2016) uncover the role of employees' performance in conservational management, which necessitates more investigation of GHRM. The GHRM as corporate strategies, policies, and plans that benefit people, humanity, the natural environment, and the company as a whole (Opatha and Arulrajah, 2014). Different HR responsibilities are considered in GHRM in order to develop a workforce that understands and supports environmentally friendly performance in the companies. Although progress has been made, it is necessary to investigate whether GHRM factors influence green HR practices, which have an impact on organizational employees' commitment to environmental study; this work is based upon the assumption that and its prompting influences need to be investigated to see if this is true.

There are numerous reasons to support the implementation of long-term initiatives in the business (Raut et al., 2017). The majority of the time, numerous corporations will work together to reduce the negative impact of environmental and societal factors (Yong et al., 2019). Because competitors can't copy human capital, it serves as the foundation for creating exclusive competitive advantages for the firm. This is what is known as the resource-based view (RBV) (Wright et al., 2001). It is possible to establish synergistic benefits by harmonizing the environmental components of human resources in the organization. Some actions range from attracting candidates with environmental awareness to investing in order to enhance the dedication of workers towards environmental protection (Saeed et al., 2018).

As a result of accounting principles known as "triple-bottom lines," which include social, environmental, and financial aspects, ecological management is evaluated (Elkington, 2006). Instead of focusing solely on producing a profit, companies should consider their triple bottom line performance. Environmental sustainability and organizational growth are intertwined, and conservation is a key part of both (Daily and Huang, 2001; Jennings and Zandbergen, 1995; Ramus, 2002). As a result, learning about the company's varied efforts to reduce environmental impact while making gains that can be sustained is critical. To get to the best environmental outcome, more study is needed in the under-researched sector. However, only a small number of businesses place emphasis on examining how employee performance shields against and mitigates environmental problems (Mishra, 2017). One of the reasons for emphasizing GHRM is that it provides perspectives on branch green management that examine human behavior's role in environmental management (Jackson and Seo, 2010). To understand and develop green behavior in firms, the idea of G-HRM considers a number of different human resource activities, including R&S, T&D, PM, C&R, and WA (Mathapati, 2013; Mishra, 2017). People management as it pertains to the environment has been characterized as "GHRM practices," where all environmental issues are included in HRM tasks like recruitment, training and development, compensation and benefits, performance management, and work environment assessment. (Jabbour et al., 2010). After that, we'll have a look at green HRM practices, an emerging area of research devoted to figuring out what causes GHRM practices and what those

consequences are (Tariq et al., 2016). The present work is based on existing literature that both GHRM practices exploration and its stimulating influences have not yet been fully investigated, even if modern advancement in this field is still advancing.

## PROBLEM STATEMENT

Environmental Management is a big buzz globally with increasing environmental ramifications and is projected to take the responsibility. Increasing industrialization, entrepreneurial nature, foreign investment is essential for a country's economic development; simultaneously, it will demand more resources and contribute to environmental pollution. The inclination of demands towards sustainability-oriented and environmentally friendly activities in India has faced a multitude of impacts; hence a country needs to adopt green practices to minimize the after-effects of pollutions. Human Resource Management deliberated great potential for the incorporation of sustainability (Jabbour & Santos, 2008). A myriad of concerns towards environmental management has been rooted in the human resource development models and frameworks. Likewise, green human resource management has emerged to support the ecological management concern in organizations. This comprises a new challenge to the manufacturing enterprises. They need to develop new ways to balance industrial development and environmental protection. Following organizational sustainability entails consideration of human management aspects.

Accountability towards environment and society and future generation boast the concern of business organization towards the environment. There is a vital need for a holistic approach to the business process. Therefore, to dodge future environmental decline owing to the destruction of natural resources, business organizations require to plan sustainable development way-out and to sidestep the exploitation of resources and facilitate ecological growth. This approach calls for establishing the relationship between human resource management and environmental management. Green human resource management is vigorous from the ethical and moral viewpoint. 'Triple bottom line' merges the ecological, social, and financial aspects of environmental management in a broader perspective to analyze the organizational performance, not merely the profit-making agenda (Elikinton, 2006). A report was generated by World Bank, which reveals that environmental degradation costs India about \$80bn a year. India queued 13<sup>th</sup> out of 20<sup>th</sup> most polluted cities, and the child death percentile also increased to about 23%, which could be accredited to environmental factors (Mallet2013 Financial Times). The struggle between the economy and the environment is supposing critical proportion. However, a business organization may also benefit from implementing green management. Many reports reveal that pro-environmental concerns positively relate to employer branding, improved sales, marketing opportunities, and competitive advantage (Khanna and Anton, 2002; Christmann, 2000; Shrivastava, 1995). There is the urge to address the subject of essentially unmanageable outlines of construction in the business organization. It is imperative to address these issues. The present study is a step in this direction. It aims to understand the green practices which inclined the relationship between environmental management and human resource management in India.

## RESEARCH OBJECTIVES

With increasing figures of scholarly work on green management, it has become apparent that business needs the sustenance of HRM practices for the successful implementation of green practices in the organization in the context of India. The approach of corporate environmental management practices aided the deliberate contribution of HR in strategic implementation of green practices in the business organization is significant. Rapid industrialization, entrepreneurial development, foreign investment increase not only the economic growth but also consumption of natural resources, waste generation, ecosystem disruption, etc. This study attempts to comprehend the status of environmental awareness and green practices in industries in India. Based on the existing literature, this study endeavors to recommend approaches to establish a connection between green human resource management practices and organization sustainability

in select Indian companies. The study's main objective is *to study the relationship between green human resource management practices and organization sustainability in select Indian companies.*

Precisely, the study attempts:

- 1.To gain an insight status of green human resource management practices in select Indian companies
- 2.To yield the degree of prevalent environmental sustainability approaches in selected companies of India
- 3.To explore how Green HRM functions by its policies and procedures can contribute to environmentally sustainable practices
- 4.To recommend conceptual model by developing relationships between green human resource management and organization sustainability
- 5.To determine the validity of a conceptual model forming a correlation between GHRM and organization sustainability in select Indian companies.
- 6.To propose suggestions for executives, policymakers, and recommendations based on the conclusions of the current study

### **SIGNIFICANCE OF THE STUDY**

Aspiration and good intentions become reality with the implementation of green human resource practices employees' behavior and attitudes in the company, which helps to develop a more environmentally friendly staffing procedure aimed towards promoting environmentally friendly human resource practices around the world.

Staffing that is environmentally friendly

involves the appointment of individuals with high levels of technical and managerial expertise as well as organizational sustainability ability to raise awareness about environmental issues among other people. Training is what transforms a regular employee into a green employee.

Encouraging the employees' attitudes toward the company's success as a whole sustainability in society, organization, and environment (Sharma & Gupta, 2009). When it comes to hiring eco-friendly employees, environmental aspects such as environmental reporting duties are typically the focus of the analysis procedure.

According to some, successful environmental management requires top-level management support, environmental training and development, teamwork, employee empowerment, and a reward system (Daily & Huang, 2001). An important strategy to increase employee involvement and participation is to look for eco entrepreneurs, or social or ecologically conscious business owners, within the company. Because of their alignment with organisational sustainability goals that represent a shift toward eco-focus, Green HRM practises will become a key driver for environmental sustainability inside the organisation (Jain, 2015).

### **STATEMENT OF HYPOTHESES**

As per the objectives formulated in accordance with the review of literature, the hypotheses were divided into the two broad categories, hypotheses based on the

multivariate association between the variables and demographic hypotheses. The statement of the hypotheses was represented in the below mention section:

H1: There is a significant positive influence of Green CSR on perceived environmental practices of organizational sustainability in Indian manufacturing industries.

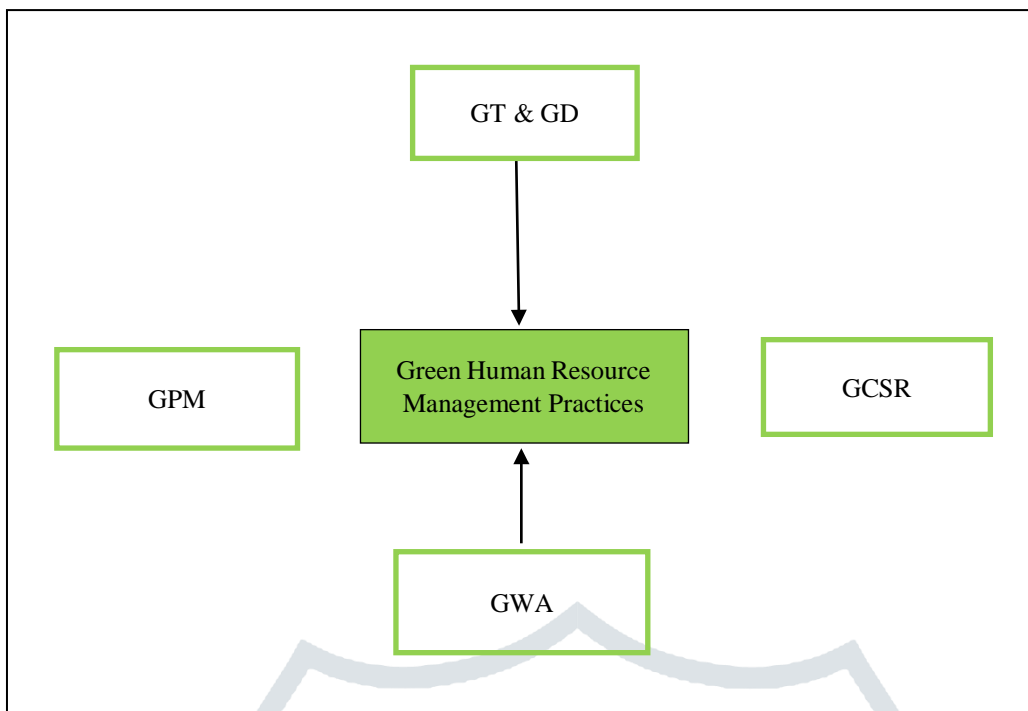
- H2: There is a significant positive influence of Green CSR and perceived economic practices of organizational sustainability in Indian manufacturing industries.
- H3: There is a significant positive influence of Green Performance and perceived environmental practices of organizational sustainability in Indian manufacturing industries
- H4: There is a significant positive influence on Green Performance and perceived economic practices organizational sustainability in Indian manufacturing industries.
- H5: There is a significant positive influence on Green training & development and perceived organizational sustainability in Indian manufacturing industries
- H6: There is a significant positive influence of Green training & development and perceived economic practice organizational sustainability in Indian manufacturing industries.
- H7: There is a positive significant influence on Green welfare aspects and perceived environmental practices organizational in Indian manufacturing industries.
- H8: There is a significant positive influence on Green welfare aspects and perceived economic practice organizational sustainability in Indian manufacturing industries.

#### **DEMOGRAPHIC HYPOTHESES**

- H9: Significant differences exist based on gender with respect to GTD in Indian manufacturing industries.
- H10: Significant differences exist based on gender with respect to GTD in Indian manufacturing industries.
- H11: Significant differences exist based on gender with respect to GPM in Indian manufacturing industries.
- H12: Significant differences exist based on gender with respect to GWA in Indian manufacturing industries.
- H13: Significant differences exist based on gender with respect to ENV in Indian manufacturing industries.
- H14: Significant differences exist based on gender with respect to ENC in Indian manufacturing industries.

#### **CONCEPTUAL FRAMEWORK**

This chapter is divided into two parts, i.e., Theoretical Framework and Research Methodology. Theoretical Framework covers the topics like problem statement, research variables, research objectives, formulation of hypothesis, and the conceptual model of the study. Additionally second part covers the research methodology describes the research design, research strategy, and pattern of analysis employed in this study.



**Figure 1: Dimensions of Green Human Resource Management**

## KEY FINDINGS

The key findings of the present study related to Green HRM and organizational sustainability. First of all, this work adds original evidence to the body of knowledge on the adoption of green HRM in light of the RBV theory (Barney, 1991). The contribution is based on findings that confirm the relevance of there is a significant and positive relationship between Green HRM and environmental factor and economic factor of organizational sustainability. The researcher has developed a conceptual model of Green Human Resource Management and organizational sustainability. The findings of the study lead to support for the conceptual model. The key conclusions are as under:

## IMPLICATION BASED ON CONCEPTUAL MODEL

The study identified as a possible HR factor to impact the businesses towards adopting green HRM practices. Our results provide positive sustenance between green HRM practices and organizational sustainability in the manufacturing sector in India. It also suggests that pollution and conservation of resources can be achieved by adopting the *Green CSR* practices by the companies. The present study highlights the important role of green CSR practices in harnessing organizational sustainability among Indian companies. These findings are in line with the findings of the earlier study like (Boyle, 2004); (Gunasekaran et al., 2004); (Daub and Ergenzinger, 2005); (Digalwar and Metri, 2005); (Gosselin, 2005). As regards social outcome, the finding corresponds with the findings by (Preuss 2000), which states that a company adopting social/ environmental standards can leverage sustainability in the organization. Organizations have been discovered to be employing a number of Green HRM strategies in order to promote sustainability. However, a more serious approach to implementing them, communicating them to employees, and encouraging employees and other stakeholders to adhere to such green initiatives, as well as appropriately rewarding them, is required. Furthermore, the green HRM strategy must be integrated into other HRM tasks, including recruiting and selection, training and development, performance and pay management, and employee participation in green HR projects. The research also reveals by focusing on waste management, recycling, maintaining health and safety standards, and integrating learning from training modules, you may play an essential part in ensuring organizational sustainability as well as developing

an environmentally responsible corporate culture. Organizations would benefit as a result of this indirectly bringing value to their organization's identity, paving the road for a cleaner, safer, and more sustainable future employees and company stakeholders will benefit from a more environmentally friendly working environment. Employers and practitioners can determine the value of tying employee involvement and participation in environmental management programs to enhance organizational sustainability, with a particular focus on waste management, recycling, and the development of green products. Employees and unions can work together to encourage businesses to implement Green HRM policies and practices that protect and improve worker health, safety, and well-being.

In particular, we demonstrated that green HRM might be correctly viewed as a set of activities utilizing a firm-specific resource (i.e., employees), as claimed by Guerci et al. (2016), and as explained by green employee empowerment in our study. Employee empowerment is used to ensure that green chores are completed and that good environmental practices are followed (Tariq et al., 2016). (Digalwar et al., 2013; Liyin et al., 2006). Green CSR practices like the adoption of environmental auditing programs, providing environmental awareness seminars, providing training sessions for the protection of the environment, top management support, and adoption of environmental rules & regulations issued by the Government are helpful in the conservation of resources and controlling pollution generated by selected manufacturing companies. Green CSR is new value addition in green human resource management practices and will be helpful for CSR. They are aware of the fact that any degradation of the environment would be harmful to society as a whole. Hence, they are concerned about the prevailing environmental problems and want to be part of the solution of these problems. As a result, they consider green CSR practices as a viable option to get themselves involved in environment protection activities. This is reflected in their positive attitude towards society.

This study's findings also have some managerial implications for business professionals. "Managers and employees need to have a shared vision and a common understanding of the organization's mission so that strategies may be transformed into organizational goals and objectives," according to York (2010). If one of the firm's purposes is to cause as little damage to the environment as possible, it's critical to involve employees at the strategic level by implementing proper HRM practices.

Employees who, on the one hand, accept the responsibility to act for the good of the environment beyond the demands of the job task, and who, on the other hand, accept the responsibility to act for the good of the environment beyond the demands of the job task, must be able to rely on their employers. Individuals may believe that HR experts play a positive role as Business Cohorts in the corporate (Boudreau and Lawler, 2014; Lawler and Mohrman, 2003; Pereira and Anderson, 2012; Ulrich, 1997; Ulrich and Brockbank, 2016; Welch and Welch, 2012; Wright, 2008), imperative businesses to entrench their approach in green HRM practices and would improve the significance of a company's business by greening its practices. In order to attain environmental performance (Molina-Azorn et al. 2009), it is critical for enterprises to be supported by motivated employees. As a result, motivated employees who are willing to go the extra mile might be a valuable asset as a source of competitive advantage for companies in environmental protection.

The current study's impression is based on findings that validate the importance and relevance of four HR factors: green CSR, green performance management practices, green training & development practices, and green welfare aspects to green HRM practices, and the model's focus on the impact of GHRM practices on organizational sustainability. We identified green employee CSR as a feasible HR element that could influence organizations to adopt green HRM practices in our first and second hypotheses. Our findings show a positive correlation between green HRM practices and organizational sustainability. Workforces may be able to assist HR experts in affluence the application of green HRM practices at the firm level, based on the premise that capacity workforces have additional rights and accountability. However, in the context of India, the foregoing observation does not support the existing research.



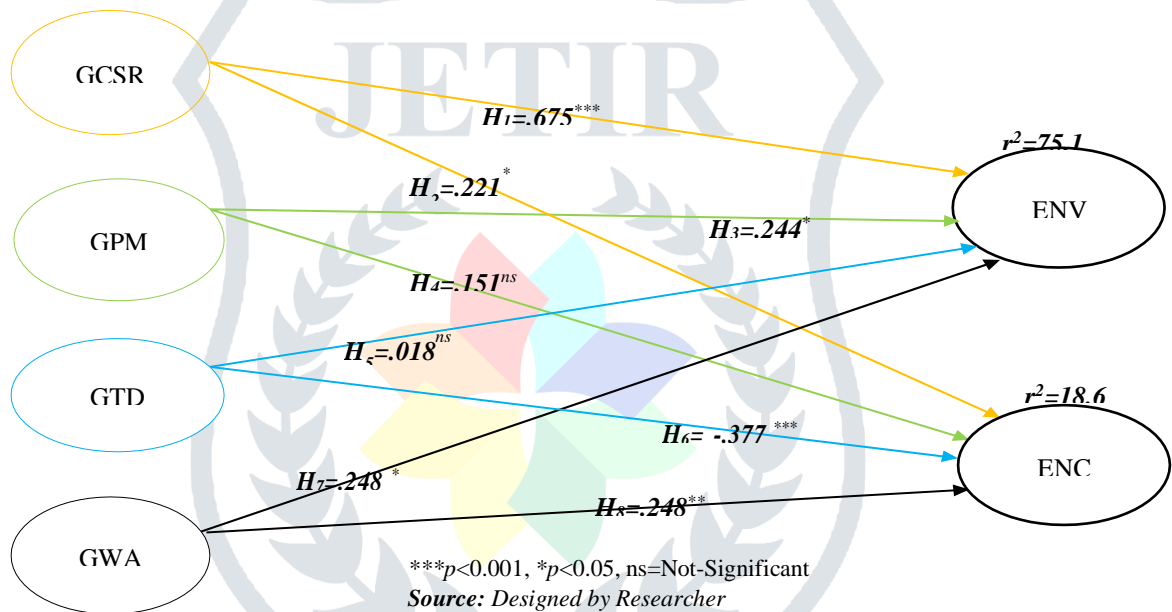
Companies must invest in increasing employee empowerment, such as operational participation in decision-making (Jabbour et al., 2017), particularly the decision to accept green HRM practices. As vital aspects in satisfying a cohesive point of view that will later be advantageous to both parties, workers' participation in decisions and debates about green-related HRM practices is unaffected. This is reasonable and consistent with previous literature on employee empowerment and green practices (e.g., Daily and Huang, 2001; Daily et al., 2012; Digalwar et al., 2013; Ramus, 2001, 2002; Tariq et al., 2016). In the course of the last few decades, corporate social responsibility has been accelerated among the corporate world in

India Environmentally sensible customers, government regulation, environmental activists immensely pressure the Indian organization to modernize their CSR strategies to prompt their accountabilities towards the environment and society. Particularly, the company may work to moderate their behavior in line with treaties and regulatory framework towards sustainable development. The CSR activities are elucidated as the commitment of the organization towards a society that can outline how effectively companies accomplish their relationship with society, its social impressions, and the outcomes of its CSR policies and actions (Wood, 1991). Mehta & Chugan (2015) highlighted the point in their research environmental-friendly agendas aid the business to encourage HR social responsibility among workforces. As human resource management aids in accelerating economic and social goals and performance of the organization, so implementation of CSR activities through HR functions is significant and enhances the outcomes of the plan (Buciuniene & Kazlauskaitė, 2012). The green CSR activities emerge from the visualization, assignment, and purpose of the organization, as the companies are operated within the society, so the accountabilities towards the society induced the idea of developing green CSR (Shaikh, 2012). The CSR activities focus on the business; however, it is sternly associated with sustainable development (Bombiak & Marciniuk-Kluska, 2018). Employing the notion of sustainable development at the organizational contains the generally implicit environmentalism of the working procedures, though endeavoring to encounter the prospects of all investors, both the financial prospects of holders and investors, as well as the essentials for safety and permanence on the measure of workers and other sets enduring in associations with the organization (Bombiak & Marciniuk-Kluska, 2018). Thus the present study develops the following hypotheses:

The third and fourth hypotheses also elucidate the importance of green performance management, which aid the organization in leveraging the environmental and economic factor of organizational sustainability. As a result, the findings show that green training and development have a minor impact on the adoption of green HRM practices. HR professionals, one would think, play a constructive role. Businesses must root their approach in green HRM practices in order to develop in the corporation (Boudreau and Lawler, 2014; Lawler and Mohrman, 2003; Pereira and Anderson, 2012; Ulrich, 1997; Ulrich and Brockbank, 2016; Welch and Welch, 2012; Wright, 2008). Earlier studies (Jabbour et al., 2010; Jabbour and Santos, 2008; Yong and Yusliza, 2016) have supported the concept that HR has a role in conservation behaviors. Nonetheless, the current study contends that HR specialists play a significant role in advancing HR green efforts in firms. According to the authors, the reasons for the limited reach of Green HRM concept implementation may be traced back to a lack of understanding about it among the management of young Polish businesses. The spread of knowledge about the area in corporate circles plays a vital role in overcoming the aforementioned obstacle. Manager qualification development is thus a necessary condition for HR to become a strategic partner in sustainable growth. The authors believe that measuring and reporting business activity in Green HRM are important activities for efficient GHRM concept implementation, even if they are not acknowledged by the study management.

This is because, without measurement or reporting, there can be no effective management in any sector. Though, according to our fifth and sixth hypotheses, green training and development have a negligible impact on the achievement of organizational sustainability's environmental and economic factors. The current study is based on determining the link

between GHRM activities and environmental sustainability. The role of GHRM in environmental management has been stressed in the literature (Renwick, Redman, and Maguire, 2013; Renwick et al., 2016). Jiang et al. (2012) and (Nishii, Lepak, and Schneider, 2008) pointed out that this study adds to previous work by empirically examining the relationship between GHRM and worker outcomes, and behavioral HRM is used to do so. The role of GHRM in environmental management has been stressed in the literature (Renwick, Redman, and Maguire, 2013; Renwick et al., 2016). Jiang et al. (2012) and (Nishii, Lepak, and Schneider, 2008) pointed out that this study adds to previous work by empirically examining the relationship between GHRM and worker outcomes, and behavioral HRM is used to do so. The current study is based on determining the link between GHRM activities and environmental stability. Moreover, grounded on the SVF concept, this research work studied the GHRM and environmental sustainability relationship. Our seventh and eighth hypotheses signify that green welfare aspects have a positive impact on the environmental factor and economic factor of organizational sustainability in the Indian context. The present result reveals that GHRM practices have the highest significant impact on the environmental factor of organizational sustainability with the betacoefficient of (0.414). The least significant relationship was demonstrated by the economic factor of organizational sustainability with the beta coefficient of (0.324).



**Figure 2: Final Research Model**

The present study elucidated those outcomes by progressing the knowledge that the technical developments in HRM are fetching an inclination and an essential for the companies in accelerating processes and minimizing expenditures of the entire company. Green training and development aim to raise employee awareness and knowledge of environmental issues, foster a positive attitude, encourage employees to take a proactive approach to environmental challenges, and develop competencies in energy conservation and waste reduction (Zoogah, 2011). One of the most important parts of human resource practices is environmental training, according to reports (Jabbour et al., 2013). According to a study conducted in Brazil, "environmental training for climate change mitigation" is important for the systematic creation of low-carbon products (Saturnino Neto et al., 2014). Furthermore, employee training had both direct and moderating effects on the organization's long-term development (Ji et al., 2011). Employee training is essential for the successful implementation of the environmental management system and the development of an environmentally friendly culture within the company (Teixeira et al., 2012). Environmental training leads to improved environmental management system performance (Sarkis et al., 2010). Perron et al. (2006) conducted a multi-case study and discovered that doing specialized and personalized environmental training, i.e., according to the needs of the company, is

critical. They also underlined the importance of using a valid tool to assess the efficiency of training programs. The performance management system aids in analyzing an employee's current efficiency, identifying gaps, determining improvement measures, and setting future goals. Green performance management is advocated because performance management is considered one of the key human resource practices for promoting environmental behavior and sustainable development (Gholami et al.). (2016). Green performance appraisal is important because when behavior is used to judge an individual, its perceived value rises, and efforts to comply with it rise as well. As a result, including green behaviors in the performance appraisal system will make it easier for employees to adopt them.

Employees are rewarded for their performance through the compensation and reward system, which is an important human resource process. This system aligns with the goals of individuals and organizations. It encourages employees to go above and beyond the call of duty in order to achieve deadlines. Green compensation and reward systems refer to aligning the system with the organization's green behaviors and activities. While a performance management system ensures that green behaviors are evaluated, a green compensation system ensures that the assessment's findings are linked to awards and benefits. According to a study of 469 US firms operating in high-polluting environments, CEOs of environmentally friendly firms were paid more than CEOs of non-environmentally friendly firms. Furthermore, in accordance with pay, long-term company results were linked to greater pollution prevention success (Berrone and Gomez-Mejia, 2009).

As a result, a green compensation and reward system might be used to encourage green behavior in the workplace. The goal of the study was to learn more about GHRM practices in the Indian manufacturing sector and to look into factors that might encourage people to go green. According to the data analysis, the organizations have some existing GHRM practices, but they are not formally organized under GHRM initiatives or diligently followed. Only three organizations provided environmental training, despite the fact that all organizations made efforts to raise awareness through informal means such as posters and internal campaigns.

Furthermore, no information on the budget for environmental training was available. The fact that informal methods of raising awareness are less expensive than formal environmental training is likely one of the reasons for their widespread use. Furthermore, no attempt was made to assess the efficacy of such a non-formal approach to raising awareness. Barr (2003) questioned the extent to which informal methods can influence employee behavior. Regardless of the potential cost, it is critical that businesses provide formal education and training to their employees in order to promote pro-environmental behavior. Formal training program evaluation and feedback should also be documented. Only those aspects of production and machinery were considered during the performance appraisal. Green behaviors aren't measured in the assessment process; therefore, there's no purpose in mentioning them. Green key performance indicators (Kurdve and Wiktorsson, 2013) provide a comprehensive perspective of a manufacturer's environmental performance as well as a mechanism to gather, visualize, and prioritize improvement activities. It was also discovered that only those parts of the machinery's good operation and maintenance were linked to compensation.

Furthermore, the data indicate that there were flaws with the green team's conception, which could be valuable in coordinating efforts across departments. Employees' pro-environmental conduct is a type of change that they are supposed to bring to their actions. Any change that is to be successful requires the acceptance and willingness of those who will carry it out. Though involving individuals can increase willingness, the results show that few efforts were made to solicit comments and suggestions from employees.

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