

# Exploring the Interrelationship between Green Human Resource Management and Corporate Social Responsibility

Seshapu Ramadevi

Guest Faculty,  
Andhra University, VIZIANAGARAM (2018-2019)

**Abstract**— Organizations are pressurized to reduce the impact on environment as well as society in order to become more sustainable. Human resource is the active resource in the organization and thereby occupies the first place among all other resources of the organizations. That is why, workers should be encouraged to reveal environmental behaviour in order to achieve competitive advantage. Corporate social responsibility practices can be implemented by motivating and encouraging the human resources of the organization. Purpose of this paper is to explore the interrelationship between Green human resource management practices and Corporate Social Responsibility. It is descriptive as well as exploratory research. Papers published on green Human Resource Management and corporate social responsibilities have been reviewed. Papers for review has been selected from Emerald, Web of science, Taylor and Francis, MDPI etc. Findings of the study indicate that Significant Positive relationship exists between Green Human Resource Management Practices and Corporate Social Responsibility as found out by Various Researchers. But still, only a few studies were found which have empirically analyses the relationship among the two.

**Keywords**— *Green Human Resource Management, Corporate Social Responsibility, Sustainable Organizations, Environmental Management, Encouragement*

## I. Introduction

Fulfillment of economic responsibility was earlier considered the key to success of the organization, but the perspective has changed now [1]. Organizations are pressurized to reduce the impact on environment as well as society in order to become more sustainable ([2], [3]). Due to this increased pressure from society, organizations are trying to become the part of the society by fulfilling their social responsibility to meet the expectation of the society [4–6] and thereby resulting in sustainability in business processes [7]. Human resource has to act in a strategic manner [8] in order to develop and implement true sustainable organizational strategy which is considered essential for global organizations [9]. Human resource is the active resource in the organization and thereby occupies the first place among all other resources of the organizations. That is why, workers should be encouraged to reveal environmental behaviour in order to achieve competitive advantage [14]. That is why a new area has been emerging called green Human Resource Management which can be defined as the integration of Human Resource Management and environmental management [10–13]. Corporate social responsibility practices can be implemented by motivating and encouraging the human resources of the organization [15–17]. A little attention has been given to the process of encouraging or triggering willingness of employees to engage in green practices in spite of importance of Human Resource Management practices in addressing environmental issues [18]. Engagement in corporate social responsibility activities by the organizations helps in achievement of competitive advantage ([19],[20]) and building reputation among stakeholders with the aim of gaining success ([19], [21–26]). Encouragement of employees can help in enhancing corporate social responsibility practices by the companies [27].

## II. Review of Literature

### A. *Green Human Resource Management*

Green Human Resource Management is an emerging concept which has been attracting the attention of professionals, scholars and Academics [28]. Research is being conducted on sustainable development strategies of the organizations which will help to enhance the contribution of employees in sustainable development strategies and improve the competitiveness and sustainable performance of the organizations ([29],[30]). Sustainability concept was firstly introduced by Reference [31] which is further being supported by government and explored by researchers. Well known definition of sustainability was given by [32], " Development that meets the current need without impacting the needs of future generation" is called sustainable development. Three dimensions of Sustainable performance discussed by [33] includes Social, Economic and Environmental performance. Economical performance includes financial matters, Environmental performance includes environmental issues and social performance delas with interest of stakeholders [34]. Environmental initiatives can be effectively implemented by human resource managers who act as business partners in effective adoption of the initiatives concerning environment [3]. Organizational initiatives concerning green human resource management practices should be in line with environmental objectives of the organizations so that they should be understandable and compatible by Human Resource professionals [8]. Green human resource management practices include Green Job design and description, Green Recruitment and Selection, Green Training and Development, Green Performance appraisal, Green Compensation and Rewards, Green Employee Empowerment etc. ([10],[12], [35–37]).

### A. *Corporate Social Responsibility*

Corporate social responsibility is not a new concept. It has existed since centuries [38]. Concept of Corporate Social Responsibility assumes that businesses are not and 'extrinsic elements' to the society [2]. Corporate social responsibility can be understood as engagement in proactive behaviour irrespective of legal demand [1] such as promoting business ethics, corporate citizenship and sustainability [38]. Four dynamics corporate social responsibility theories were discussed by Reference [39] includes:

- Generating long term profit for achievement of goals
- Responsibly use the business power and impact
- Social demand integration
- Doing ethically correct to contribute to the society

Sustainable development goals are an instrument which provide the guidelines for Corporate Social Responsibility, implications for strategic objectives of the organization [40–42]. "Corporate social responsibility encompasses the economic, legal, ethical and philanthropic expectations that society has of organizations at a given point of time" [43]. Prevention of pollution waste management recycling Re-utilization of by-products etc. under the purview of corporate social responsibility [44].

## **B. Green Human Resource Management and Corporate Social Responsibility**

Human resource plays a key role in implementing environmental initiatives which are a part of Corporate Social Responsibility activities. Financial and sustainable results can be achieved via human resource management [45]. Human resource management practices provide support to corporate social responsibility activities thereby creating synergy between corporate social responsibility and human resource management [46]. As corporate social responsibility activities are implemented by human resource manager or by human resource manager in Association with other teams in the organization [5]. Increased demand for corporate social responsibility has enabled enhanced use of green Human Resource Management [47]. So, interrelationship between green Human Resource Management and corporate social responsibility should be explored. Green human resource management practices implementation results in voluntary green behaviour of employees which helps in fulfilling strategies concerning corporate social responsibility [48]. Similar results were provided by the studies conducted by various researchers ([37],[49],[50]).

### **III. Methodology**

it is descriptive as well as exploratory research. papers published on green human resource management and corporate social responsibilities have been reviewed. papers for review has been selected from emerald, web of science, taylor and francis, mdpi etc.

### **IV. Discussion**

On the basis of literature review available on green human resource management practices and corporate social responsibility, it can be said that green human resource management practices have significant positive impact on corporate social responsibility ([54],[56]) which in turn positively influences sustainable performance of the organizations [55]. Study conducted by Reference [56] revealed that green human resource management practices have direct as well as indirect effect on corporate social responsibility. Corporate support for employee volunteering moderates the relationship between green human resource management practices and corporate social responsibility. Human resource management plays a critical role in making the organizations green ([19],[37],[48],[51],[52],[53]) which helps in effective implementation of Corporate Social Responsibility practices. Research gap between green human resource management practices and corporate social responsibility was explored by Reference [46], [3] & [11] which was fulfilled by the researchers like [54–56] etc. But still there is a need for empirical study on the relationship between these two through moderator and mediating variable or in particularly Industrial and service sector or in developing as well as developed countries context.

### **V. Conclusion**

In conclusion it can be said that corporate social responsibility practices are positively influenced by Green human resource management practices as found out by many researchers. But there is still a great need of empirical studies that are to be conducted by incorporating various moderator as well as mediating variables and in different context as discussed earlier such kind of study will be very helpful for policymaker's strategist human resource managers as well as organizations also. Government can take initiatives to promote sustainable development practices and environmental management. Managers can consider the relationship among the two while formulating and implementing their strategies in order to achieve the competitive advantage. So, in this article authors have reviewed the literature available on green human resource management practices and corporate social responsibility and explored the interrelationship between green human resource management practices and corporate social responsibility. There exist of positive relationship between the two as highlighted by various researches in their studies.

### **References**

1. R. Kumar and P. Gupta, "Recent green innovation in organizational HR practices for technological development", *Journal of International Business Innovative Research in Economics and (JIRBE)*, Vol. 2 No. 1, pp. 14–20, 2018.

2. L. Levkivska, and I. Levkovych, “Social responsibility in Ukrainian agriculture: the regional issue”, *Eastern European Journal of Studies*, Center for European Studies, Alexandru Ioan Cuza University, Vol. 8, pp. 97–114, 2017.
3. M. Yusliza, N.Z. Othman and C.J.C. Jabbour, “Deciphering the implementation of green human resource management in an emerging economy”, *The Journal of Management Development*, Vol. 36 No. 10, pp. 1230–1246, 2017.
4. Voegtlin and M. Greenwood, “Corporate social responsibility and human resource management: A systematic review and conceptual analysis”, *Human Resource Management Review*, vol. 26, pp. 181–197, 2016.
5. P. Mishra, “Green Human Resource Management: a Framework for sustainable organizational development in an emerging economy”, *International Journal of Organizational Analysis*, Vol. 25 No. 5, pp. 762–788, 2017.
6. S. Tiba, F.J.V. Rijnsoever and M.P. Hekkert, “Firms with benefits: a systematic review of Responsible entrepreneurship and corporate social responsibility literature”, *Soc Corp. Resp Env Ma.*, pp. 1–20, 2018.
7. S. Fiandrino, A. Devalle, and V. Cantino, “Corporate governance and financial performance for engaging socially and Environmentally Responsible practices”, *Social Responsibility Journal*, Vol. 15 Issue 2, pp. 171–185, 2019.
8. J.Y. Yong and Y. Mohd-Yusoff, “Studying the influence of strategic human resource competencies on the adoption of green human resource management practices”, *Industrial and Commercial Training*, Vol. 48 No. 8, pp. 416–422, 2016.
9. M. Gholami, G. Rezaei, M.Z. Mat Saman, S. Sharif and N. Zakuan, “State-of-the-art System HRM Green: sustainability in the sports center”, *Journal of Cleaner Production*, Vol. 124 No. 15, pp. 142–163, 2016.
10. Jabbour, C.J.C. and Jabbour, A.B.L.S. (2016), “Green and green human resource management supply chain management: emerging linking two schedules”, *Journal of Cleaner Production*, Vol. 112 No. 3, pp. 1824-1833.