

Eco-Friendly HRM: Investigating Green and Sustainable Practices in Indian Enterprises

Ch. Chandana^{1*}, NageswaraRao Iragaraju² MRS Suryanarayana reddy³, D. Swathi⁴, Gazal Sharma⁵

¹Department of MBA, KG Reddy College of Engineering & Technology Telangana, India

²Department of Management Studies, B V Raju Institute of Technology, Narsapur, Medak District, Telangana, India.

³Department of MBA, KG Reddy College of Engineering & Technology Telangana, India

⁴Department of CSE, GRIET, Hyderabad, Telangana, India

⁵Lovely Professional University, Phagwara, Punjab, India.

Abstract. In order to accomplish more United Nations Sustainable Development Goals (SDGs) by 2030, Green HRM (GHRM) regulations are essential. All future GHRM policies and initiatives should prioritize sustainability and the protection of the environment. Green HRM practices demonstrate how eco-friendly solutions are being integrated into day-to-day operations in nearly every industry. The current state of Green HRM (GHRM) implementation across processes, issues, and limitations, as well as the impact of the COVID-19 pandemic on workplace adoption of GHRM, are all investigated in this study. For this, a thorough literature review is conducted for the years 2019–2021. The four service sectors—education, banking and financial consulting, healthcare, and banking and financial consulting—were each represented by a senior HR specialist who was interviewed in depth for the purpose of primary data. Resources can be used more sustainably with the help of IDIs. The evaluation takes into account the level of adoption, readiness, issues, and general status of GHRM practices. Only a tiny fraction of the Indian population is familiar with Green HRM, according to our research. GHRM has a lot of potential for HR processes, but it isn't getting enough backing from both the government and business executives. Businesses in India have been slow to adopt GHRM due to a number of factors. Environmental goals and morals of employees have an effect on and can be used to forecast GHRM, according to the research. The promotion of environmentally friendly management should begin with small initiatives and be gradually improved upon.

Keyword: Strategic Human Resource, Eco-Friendly, Sustainability, Green HRM,

Introduction:

The Sustainable Development Goals (SDGs) are being pursued on a worldwide scale in preparation for 2030. Global corruption and pollution endangers ecosystems, making sustainability a low priority. However, more international groups are supporting this cause. "Green Human Resource Management" (GHRM) increases resource efficiency to assist businesses in achieving environmental sustainability. HR-related operations must comply with GHRM in order to meet the corporate ecological aim of insurance and asset

* Corresponding author: chandnadithya@kgr.ac.in

preservation. Green HRM necessitates the protection of intellectual capital as well as environmentally sustainable human resource policies. Second, sustainable development is "meeting the needs of the present generation without compromising the ability of future generations to meet their own needs"¹.

Sustainability and environmental protection have just lately gained importance in policymaking. GHRM is one of numerous industries introducing sustainable environmental practices. However, industrialized, developed, and developing countries may use GHRM at different rates. Even within a country, the manufacturing, retail, consulting, and service sectors have varying levels of application. There is limited evidence from India on long-term HRM model readiness or issues. We must also investigate the problems of GHRM implementation and adoption, as well as create strategies to reduce our environmental imprint. The purpose of this study was to evaluate GHRM implementation, identify barriers to its widespread adoption, and devise strategies to improve its financial feasibility and operational performance.

2. Methods

Mixed-methods research was conducted from June to October 2021. Subsequently, we conducted a thorough analysis of the present findings. The online discussion focused on topics such as HRM, Green HRM (GHRM), processes, challenges, industry performance, readiness, environmental awareness, adoption, modeling, economic effect, organizations, carbon footprints, benefits, and advantages. Scholars conducted an analysis of Google Scholar and Pubmed to study articles published during the academic year of 2019-2020, using either primary data or models. This study examined the impact of processes, awareness, hurdles, restrictions, and the COVID-19 epidemic on the deployment of GHRM. Only book chapters, conference proceedings, and review articles that are related to Green HRM will be considered for review. Here are the conclusions from the literature review. We classified selected materials based on contemporary literature.

The second element of the study involved conducting structured qualitative In-Depth Interviews (IDIs) with leading HR professionals from the Indian banking and financial consulting, healthcare, and HR consulting sectors. The IDI study encompassed the understanding of GHRM among HR professionals, the readiness of Indian firms to adopt Green HRM, the impact of the COVID-19 epidemic on the adoption of GHRM, the most effective HRM functions for GHRM, future strategies and plans, and the reduction of carbon footprint through GHRM.

3. Assessment and situational analysis

3.1 The results of the literature review

In order to identify the factors that are associated with the implementation of GHRM, we conducted a comprehensive literature review that covered the years 2019 to 2021. Our goal was to identify the elements that are linked with the adoption of GHRM. There will be a substantial void in the body of knowledge concerning GHRM and the factors that are linked with it in the years that will follow the year 2019. There were 131 items that were found as a result of the online search. Of these, 29 were books, chapters, or conference papers. Twenty of the items were completely unrelated to Government Human Resource Management, and 38 of the items were reviews or meta-analyses. Because of this, we grouped the published works in accordance with the key areas of interest, and we included forty-six articles in the final review. This was done at the conclusion of the evaluation.

Following is a list of the conclusions that have been reached as a consequence of the analysis and observations that have been made².

3.1.1 Investigating Green HRM (GHRM) in Different Industries and HR Functions

Global health and reproduction are vital to both developed and developing countries. Green HRM increases environmental performance in both developed and developing countries. Many studies have shown that GHRM can have an impact on a variety of important areas. In this concept, GHRM has an impact on all HRM functions. The assessment procedure is described by the framework's three GHRM pillars—green competence, attitude, and conduct. According to the facts, green HRM benefits all career levels. We believe that GHRM happens in HRM procedures.

3.1.1.1 Sustainability in Human Resource Management

This approach assesses the collaboration on employment plans, cross-practical groups, organizational planning, and execution. One researcher conducted an extensive investigation on the impacts of ISO 14001 standards⁴.

3.1.1.2 Eco-Friendly Hiring Process

This entails attracting and maintaining top people who are devoted to environmental sustainability, as well as retaining innovative employees. This entails recruiting people who are knowledgeable about and interested in environmental concerns, as well as conducting interviews in which they are questioned about environmental issues.

3.1.1.3 Eco-Friendly Focus

Choosing the most qualified candidates for the available positions and providing them with accurate information regarding the organization's environmentally responsible policies and procedures should be the objectives of orientation.

3.1.1.4 Training, Education, and Development in Green HR Practices

GHRM develops and implements initiatives, seminars, workshops, and continuing education programs related to resource regulation, environmental malfeasance elimination, and vitality maintenance. To develop a successful green management system, it is vital to raise environmental awareness and provide ongoing training⁵.

3.1.1.5 Sustainability in Performance Evaluation and Green Pay

In order to fulfill their environmental responsibilities, businesses may establish sustainability goals and offer incentives for achieving them. Green pay may encompass not only monetary incentives or benefits, but also familial favors, special holidays, or other forms of acknowledgment for accomplishments.

3.1.1.6 Emerald Departure

Distribute electronic certificates for environmental activities to departing employees, engage them in talks about the company's green aims, and explain any unmet targets during farewell interviews or on the corporate website. As a result, GHRM is a popular

methodology with the potential to improve financial and environmental performance. Asian studies have dominated scholarship on rising countries. According to one study, Pakistanis' lack of information about GHRM lowered adoption rates. A separate Malaysian examination found that hotels had embraced ecologically friendly methods in recruitment, development, performance assessments, and pay. Egypt claimed that staff benefited from GHRM, whilst Malaysia and Nigeria stressed its implementation and promotion. A study from Bangladesh suggests integrating GHRM throughout all HR departments, which may be impractical. The resources-based viewpoint idea links environmental performance to green recruiting, selection, training, and development. In Malaysia, HR administrators and executives at star-rated hotels must have GHRM certification. This study⁶ found no statistically significant relationship between green performance ranking and ecological efficacy.

According to Sri Lankan study, GHRM, Green Recruitment, and Green Job Design all help to promote sustainability. GHRM aspects including hiring, training, empowerment, incentives, career opportunities, cooperation, work-life balance, and decision-making participation all help to achieve sustainability. Green performance management had a greater environmental impact than green training and development. The Green Award had the most significant impact on environmental sustainability. Competence, knowledge, aptitude, behavior, viewpoint, and consciousness were all considered green motivators. Green training affects environmental effectiveness. According to research, GHRM could be incorporated into long-term succession planning plans during the recruiting process. The goals of whole-behavior modification, training and development, and GHRM within the Performance Management System are to raise the environmental consciousness of typical employees. Sustainable human resource management and development are inextricably linked.

3.1.2 Capital and GHRM

Competence, knowledge, and abilities make up SHC. Human capital, which includes an organization's workforce's skills, competencies, connections, training, and insights, provides a long-term competitive advantage. The human capital and worldwide skills of managers may benefit the economy.

GHRM aids organizations in reducing their environmental footprint by increasing productivity, conserving resources, and developing human capital. GHRM are critical for eco-friendly activities and green intellectual capital, according to Malaysian Green Hotels research.

According to Sri Lankan studies, green hiring, training, and job design all help to promote environmental sustainability. Environmental sustainability has a negative impact on green performance and rewards management. Malaysian research identifies three primary GHRM components: environmental sustainability acceptance, environmental sustainability implementation in building design, and environmental sustainability itself. Investments in human capital can improve the majority of these activities, with an emphasis on sustainability and greening the organization. These are the key GHRM integration considerations for HR operations.

3.1.3 Obstacles to Widespread Use of GHRM and Their Contributing Elements

It's possible that a thorough investigation of the literature will reveal prerequisites and obstacles to the implementation of GHRM. The public's lack of familiarity with the GHRM standard was found to be the most significant obstacle to its implementation, according to a poll conducted inside the Nigerian hotel industry. It has been found through study carried

out in the Gulf and the United Arab Emirates that the expansion of GHRM is contingent on the initiative and ambition of senior management. According to the findings of additional research, the conflict between employees and managers is the primary reason why GHRM programs are unsuccessful. Methods that are beneficial to the environment both have a functional delay and take a low amount of effort. According to the findings of research, senior management makes use of GHRM in order to recruit and keep talented workers whose environmental and ethical goals are congruent with those of the firm.

A leadership style that is defined by new words such as "Green Boss" drives employees to improve their connections with customers, suppliers, and partners by increasing their environmental consciousness and output. A decrease in employee turnover is something that The Green Boss wants to achieve in order to improve the overall pleasure and well-being of employee workforce. In addition, the organization's disregard for ecologically friendly procedures and the indifference of the government are also elements that contribute to the negative impact. A lot of studies have found that the most important aspects of green performance and culture are the commitment of staff members and the innovation that they bring to the table. There is a lack of GHRM utilization among travel organizations, according to research conducted in Egypt. This lack of utilization can be attributed to insufficient training, ignorance of software, and malice on the part of senior management.

An investigation of the textile sector in India found that the implementation of GHRM is problematic due to the fact that it leads to an increase in emissions, water contamination, and carbon footprint of the industry. According to the findings of a study, the higher education industry in India is unable to fully adopt GHRM because of the extensive amount of documentation, rules, and processes that regulate both students and professors.

The GHRM is necessary for reducing pollution and living in a manner that is environmentally friendly. According to the findings of research, there is a positive association between green employee empowerment (GEEM) and organizational citizenship behavior improvement (OCBE). Despite this, the positive impact that GEM has on the green values of employees is altered. There is a significant and favorable link between PMN and employee green behavior (EGB) and green human resource management (GHRM). Changing the behavior of employees takes time, and there is a possibility that the program will be met with resistance. It is difficult to recruit workers to support the organization's green human resource management (HRM) initiatives because GHRM is ongoing.

There is no legal requirement for organizations to comply with GHRM, according to the findings of one study. "Industry dynamism," "uncertain career growth," and "lack of training programs" were recognized by academics as the three most significant impediments toward integrating people management with long-term human resource strategy. Hotel owners are obligated to enforce green standards and penalize those who violate them in order to solve environmental concerns. Hoteliers in Jordan have voiced concerns that are comparable to those discussed above. Employee perceptions are an essential component in the process of creating environmentally conscious behaviors, attitudes, and practices in the workplace. Because of this, the worldview and environmental knowledge of an individual are extremely subjective, and the convictions and green goals of that individual have an effect on the degree to which a corporation is able to realize its green aims.

3.1.4 The Connection Between Green HRM and Carbon Footprint

Green HRM practices are becoming more popular in developed and developing countries as a way to minimize operational expenses and carbon emissions while also promoting a more environmentally friendly workplace. GHRM practices like as electronic documentation,

vehicle sharing, job sharing, remote coordination, virtual meetings, work-from-home options, and energy-efficient office buildings can enhance efficiency, cost, worker commitment, and maintenance. This reduces worker carbon emissions. These strategies are critical for lowering business and employee carbon emissions. Automation for meeting GHRM standards saves energy and resources in paper product transportation, recycling, shipping, processing, and related processes.

GHRM may reduce company carbon emissions. Reduce paper use, implement Low Carbon Technology (LCT), control travel fuel, and monitor human resource management practices to ensure leadership, employee behavior, and sustainability.

According to this article, GHRM is critical for lowering the carbon footprint of both the firm and its employees. Because of significant pollution, water contamination, and a large carbon footprint, Indian scientists are working on GHRM. The green approach is GHRM.

3.1.5 The Benefits of GHRM Implementation and How It Connects to the SDGs

In addition to its significant financial and environmental benefits, GHRM is now required. GHRM application has been shown to minimize waste, energy consumption, refuse disposal, recycling, and paperless workplaces. According to an Indian study, GHRM is primarily seen as an environmental preservation strategy, with a move away from profit maximization and toward the reduction of ecological harm and carbon footprints in order to gain a competitive advantage. All employees must understand the "organizational rationale for sustainability"—the basis for the company's commitment to sustainability. According to one study, younger employees demand green training, whereas older employees require green recruiting. Unexpectedly, green remuneration was poorly received. Research has proved the application of paperless purchasing, recycling, green messaging, and refuse assembly.

3.1.6 Green HRM and the Realization of the SDGs

Sustainable Human Resource Management (SHRM) and other similar terms link GHRM to the SDGs. Environmental awareness, Employee Green Behavior (EGB), and GHRM all correspond to the ideas of capability, incentive, and opportunity, according to a Malaysian education sector survey. This is critical for creating SDG models and strategic frameworks. The scientific community aggressively encourages environmental awareness. A Malaysian manufacturing and a Palestinian hotel study discovered a link between GHRM and improved corporate citizenship and job effectiveness.

Limited study has found a link between GHRM, CSR, and CSEV programs. The GHRM is critical to the environmental and employee performance of sustainable companies. This improves the organization's sustainability and alignment with the SDGs. GHRM may support proactive, task-related green recovery performance, green verbal conduct, and other environmentally friendly practices valued by the organization. A poll of UN employees indicated that green performance is linked to SDG awareness and environmental stewardship. Thus, people training on sustainable practices may improve green performance. Education should be encouraged, and organizations should hold seminars on the SDGs.

3.2.1 Understanding and Implementation of GHRM

The study's four industry representatives represent areas that require a lot of documentation. These and other industries should use GHRM if they want to safeguard the environment and reduce their carbon footprints. All four have a grasp of GHRM. According to our

interviews, all organizations value GHRM's environmental preservation activities. According to a higher education human resource specialist, "Green HRM contributes to environmental performance and helps create an environmentally conscious and socially responsible organization." Additionally, it makes it easier to create comprehensive systems. The finance industry has recommended that HR policies that have the potential to effect the environment implement Green HRM. It is general knowledge that the banking industry involves several procedures and documents. Thus, environmentally friendly methods are important. "Green HRM is founded on a green movement aimed at protecting the environment and saving the planet Earth from future tragedies caused by organizations, according to him.

Nonetheless, according to one HR consultancy industry representative, management had little understanding of GHRM or its principles. During her early career, she stated, "At my level of management, the company has yet to discuss GHRM and green practices." Perhaps their abroad offices or top management share the same sentiments, and the word will spread after a few years.

A healthcare sector representative claimed that he is unaware of any hospitals that are vigorously implementing GHRM. Several hospitals, particularly new ones, are currently under construction with IGBC-compliant architecture. Regrettably, enterprises are not ready for GHRM. This shift will require time and significant political will from business magnates and government leaders.

3.2.2 Points of View on How COVID-19 Will Influence the Uptake of GHRM

All respondents, with the exception of one from the financial industry, concurred that COVID-19 did not accelerate GHRM adoption. Even though it is a novel concept in Indian markets, few are aware of it. Environmental protection and resource efficacy are additional GHRM-related concerns. COVID-19 has a significant impact on green HRM adoption. The implementation of paperless transactions, electronic reports and circulars, SMS, and social media. Familiarity with mobile applications that facilitate financial transactions and flow of funds. A respondent from the financial sector stated this.

A number of business regions have experienced an acceleration in the implementation of GHRM due to the COVID-19 pandemic. Efficiency gains and sustainability requirements motivate its adoption.

3.2.3 Implementing GHRM for HR Operations and Reducing Carbon Footprint

Although GHRM deployment may assist almost all HR processes, an analysis of the root reasons has found that the issues stem from other domains. "A GHRM perspective is required for all HR operations, but they must begin earlier," the healthcare respondent remarked. The sharing and promotion of knowledge about resource conservation and sustainability is necessary. People will understand GHRM and other related topics if they support and identify with the cause.

This illustrates the need of GHRM in improving the organization as a whole due to a lack of effort and comprehension among senior management. "Conducting video-conferencing and telephoning for online interviews and recruitment; carpooling to reduce the carbon footprint of travel; performance appraisal; and training and development" are all areas where a financial sector expert advocates going paperless. SMS, AI assistants, WhatsApp, and e-reports are all forms of digital media. Printing in green with "pre-ton" software can cut paper and toner ink consumption by 20% and 50%, respectively.

Adoption of the GHRM appears to be promising. This is applicable to a wide range of organizational levels and procedures. When feasible, software should be used to implement long-term models.

The majority of respondents believed that the government is currently developing carbon footprint laws. Significant drives, endorsements, incentives, and support are necessary for industrial percolation and deployment. Banking could benefit from GHRM practices such as green printing, automated operations, less business travel, environmentally conscious personnel, green audits, and energy audits.

3.2.4 How Do We Proceed?

The strategic planning of future GHRM adoption, according to survey respondents, necessitates the involvement of all pertinent stakeholders. One participant stated, "Sustainability is the green culture that unifies the human and environmental communities." When senior management is completely committed and involved, the participation of environmentally conscious employees has the potential to substantially enhance the organization's capacity to manage its sustainable environment.

4. Conclusion

The current investigation incorporates both quantitative and qualitative data into its analysis. Based on our research, green human resource management is still in its infancy in India. The lack of promotion and incentives for government and corporate leaders continues to be the key impediment, despite the fact that the GHRM has a multitude of applications in the field of human resources and offers large economic benefits. Another obstacle is that the Global Health Risk Management (GHRM) system cannot be implemented until its presence is acknowledged by everyone. Research indicates that Gross Human Resource Management (GHRM) can be anticipated by the ecological objectives and morality of employees. In order to encourage the adoption of GHRM and to improve one's understanding of environmental sustainability and green management, it is necessary to start from the ground up and go forward. Therefore, the participation of the staff is guaranteed. It would be beneficial for them to further their studies in order to make progress in the areas of ecological management and sustainability. Consciousness campaigns are another method that can be utilized to encourage business participation.

5. Scope for Further Research

This study offers direction for the recommendations that we have for further research. Determine the effect that GHRM activities, such as green recruiting, employment, and training and development, have on the final product before moving on with the implementation of these activities. By banding together as a driving force, those who share similar values can work toward the promotion of environmentally sustainable activities. Secondly, executives in both the private sector and the public sector need to develop plans to encourage the implementation of GHRM. When it comes to GHRM adoption and practices, the morals and goals of employees might be a significant factor. Conducting an analysis of successful models is the third step in determining where the training and development efforts should be placed. It is absolutely necessary for corporate magnates, government officials, and industry specialists to collaborate in order to develop this research on the achievement of the Sustainable Development Goals (SDGs). At the same time, research needs to be carried out in India in order to determine the industrial drivers of

GHRM adoption across various business sectors. After all is said and done, the identification of the motivators and drivers of green hiring, recruitment, and training and development may ultimately be of assistance to their success. It is necessary to conduct deeper research in order to identify what it is that brings together people who have similar values in order to boost the acceptance of GHRM. In addition, research conducted by GHRM needs to take into account the green goals and values of workplace personnel.

References

1. Aboramadan, M., and Karatepe, O. M. (2021). Green Human Resource Management, perceived green organizational support and their effects on hotel employees' behavioral outcomes. *International Journal of Contemporary Hospitality Management*. 33(10):3199–222. <https://doi.org/10.1108/IJCHM-12-2020-1440>.
2. Adesola, M. A., Yahaya, Y., and Abodunde, S. M. (2021). An exploratory study of Green Human Resource Management and environmental performance of Nigerian manufacturing companies. *Indiana Journal of Humanities and Social Sciences*. 2(7):50–7.
3. Al Kerdawy, M. M. A. (2019). The role of corporate support for employee volunteering in strengthening the impact of Green Human Resource Management practices on corporate social responsibility in the Egyptian firms. *European Management Review*. 16(4):1079–95. <https://doi.org/10.1111/emre.12310>.
4. Kamal, R., Kokila, M.S. (2023) Big Data in I-O Psychology and HRM: Progress for Research and Practice. In: Alareeni, B., Hamdan, A., Khamis, R., Khoury, R.E. eds *Digitalisation: Opportunities and Challenges for Business*. ICBT 2022. Lecture Notes in Networks and Systems, vol 620. pp 240–25.
5. Al Rawashdeh, M. M. S., and Khaled, A. S. (2021). A study of Green HR practices and its effect of implementation in Five Star hotels in Jordan. *Psychology and Education Journal*. 58(2):6452–9. <https://doi.org/10.17762/pae.v58i2.3176>.
6. Ali, M. C., Islam, K. A., Chung, S. J., Zayed, N. M., and Afrin, M. (2020). A study of Green Human Resources Management (GHRM) and Green Creativity for Human Resources Professionals. *International Journal of Business and Management Future*. 4(2):57–67. <https://doi.org/10.46281/ijbmf.v4i2.857>.