

Conceptual Framework of Green Human Resource Management (GHRM) for Corporate Sustainability

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Abstract: *The study aimed at synthesizing the existing literature on the concepts of "Green" and "GHRM" to propose a conceptual framework for accomplishing corporate sustainability. A total of 50 research papers (published in English language only) were selected with multistage sampling and content analysis was applied to reach the conclusions. The results of the content analysis showed that the term "Green" includes an extensive range of environmentally conscientious practices like waste reduction, energy efficiency, and sustainable procurement. The literature established GHRM as an important aspect of organizations' efforts to adopt "Green" practices with the fact that it helps to ensure employees' green character within the organisation. The study highlighted that implementation of "Green" practices in industry take strength from the employees' green behaviour towards different regulatory requirements, increasing consumer's demand for eco - friendly products, and the need for efficient uses of available resources. The major connect that the study could reveal was the crucial role that HR has to play in developing green employees. Further it was pointed out that Green Human Resource Management (GHRM) refers to the inclusion of environmental concerns into every aspect of human resource management within organisations.*

Keywords: environmentally friendly practices, GHRM, go green, green management, sustainability

1. Introduction

The Industrial revolution of 18th and 19th centuries caused degradation of the natural environment at a faster rate and to a greater extent than ever before. According to Loknath and Azeem (2017) the human activity indeed creates global impact in modern era. They asserted the fact that environmental degradation is a part of human history in general and of the business operations particularly. On the similar lines Lahiry (2017) stated that with the operating industries a 100 per cent pollution - free environment is just a myth; and in some specific industry clusters, it has not only been hazardous, but has caused irreparable damage to our ecology settings.

The climate change specific treaties such as Kyoto, 1997; Bali, 2007 and Copenhagen, 2009 all have projected environmentalism as most provoked facet of global agenda (Victor, 2001, as cited in Ahmad, 2015). The Paris agreement was adopted by 196 countries during the year 2015 which further strengthened the above cited agenda. The idea completely sustained with the statement that global concerns for environmentalism are due to the climate specific treaties (Jabbour et al., 2013; Renwick et al., 2013; Pinzone et al., 2016; Venturelli et al., 2017; Hartmann and Vachon, 2018; Latan et al., 2018; Fernando et al., 2019; as cited in Hameed et al., 2019). Dash and Kumar (2015) observed world's concern to the next level when believed that our survival requires environmental transformation. Ahmad (2015) presented corporate world as major stakeholder in discussions related to environment issues; and the most important constituent of the solution too. On other hand stakeholders expect a greater responsibility and sensitivity of business houses towards environment (Boiral et al., 2015; Boiral et al., 2018, as cited in Zahid et al., 2019).

Daily and Huang (2001) highlighted the significance of creating a balance between industrial growth and environmental wellbeing. Accordingly Lee (2009) as cited in Cherian and Jacob (2012) cited 'green management' as a strategy for environmental management. On the other hand Patnaik (2018) projected green approaches' implementation as a feasible solution for shifting on to eco - friendly industries as well as preserving the local natural resources to achieve sustainable growth. Further Basini and Shakila (2018) stated that companies in general have already initiated to work with different green initiatives i. e. green marketing, green accounting, green retailing, green products, green HRM practices, green brands, green consumers, green labelling, green packaging and green management to protect the environment. But for effective implementation of green management there is a great need of green teams (Machiba, 2010) as cited in Bangwal and Tiwari (2015); with sound technical and management skills (employee's green behaviour) for every employees at all levels of an organization (Daily et al., 2012, Unnikrishnan and Hedge, 2007). Rashid, Wahid and Saad (2006) as cited in Bangwal and Tiwari (2015) have stated that employee's participation in environmental management systems has positively contributed towards building up environmentally sensitive character amongst employees. Rothenberg (2003) as cited in Masri & Jaaron (2017) advocated specific efforts of department of human resource management (HRM) to ensure active participation and involvement of employees to achieve green targets.

Jabbour and Santos (2008); Zoogah (2011); Harvey et al. (2012); Marhatta and Adhikari (2013) as cited in Bangwal and Tiwari (2015) suggested HRM policies and practices for sustainable use of resources. Dutta (2012); Margaretha and Saragih (2013) as cited in Fayyazi et al., (2015); Fayyazia et al., (2015) as cited in Bangwal and Tiwari (2015) reported a

Volume 13 Issue 4, April 2024

Fully Refereed | Open Access | Double Blind Peer Reviewed Journal

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need for integration between human resource management (HRM) and environmental management as represented by GHRM. Shaikh (2010) as cited in Aggarwal and Sharma (2015) confirmed the major role of green HR to support the organizations for solving environment related problems. Dash and Kumar (2015) said that the well - defined policies which replicate fairness of HRM ensure sustainability amongst employees and stakeholders. The behavioural thinkers from HRM literature argued that HRM practices influence employees' behaviour towards 'green' actions (Dumont et al., 2016 as cited in Zahid et al., 2019). Tahir, Athar and Afzal (2020) as cited in Mendis and Welmilla (2021) proposed union of organisational goals and environmental goals and suggested to make it a usual practice. Employee's green behaviour is must to practice green within organisations (Shen et al., 2016) and GHRM is the necessity to ensure employees' motivation and engagement for implementing/ensuring green initiatives (Jackson and Seo, 2010; Renwick et al., 2016; Roscoe et al., 2019) as cited in Zahid et al., (2019). Opatha and Arulrajah (2014) as cited in Bangwal and Tiwari (2015) described GHRM as the use of the policies, practices, and systems which build green employees and benefit individuals, teams, organisations, society and the natural environment as a whole. Suba (2017) as cited in Basini and Shakila (2018) discussed the need of employee education regarding effective usage of energy, recycled papers and waste management; further directed to include GHRM in organisational policy. Hence the rising necessity of amalgamation between environmental sustainability and HRM practices i. e. GHRM has been acclaimed; even the employees' point of view as presented by Bangwal and Tiwari (2015) as cited in Basini and Shakila (2018) authenticated that the employees' adherence to green policy would lead organizations towards the achievement of

environmental goals. Ultimately GHRM has been supported for the conception of a green workforce that comprehends, welcomes, and rehearses ecological initiatives (Ahmad, 2015) as cited in (Bombiak and Marciniuk - Kluska, 2018).

Fayyazia et al., (2015) as cited in Bangwal and Tiwari (2015) narrated the blockades that challenged the achievement of GHRM goals. The most prominent obstacle was that the 'green value' has no plain meaning (Florida and Davison, 2001); since much of the existing research in this area has focused on environmental management and related systems, it is another barrier to developing a complete definition of green management. (Darnall, Jolley and Handfield, 2008) as cited in (Loknath and Azeem, 2017). Wirtenberg et al., (2007) as cited in Ahmad (2015) stated that the insertion of green in corporate strategy has happened because of the high sustainability concerns and to acquire top rank in corporate world. But most of the HR environmental practitioners are still uncomfortable with the topic. Walke, Joghee and Kabiraj (2010) found green as a new and not well defined phenomenon; further the understanding of the same varies with people and organisations. According to Basini and Shakila (2018) the 'Go Green' concept has revolutionised the world but in HRM literature more research is desired to build the concept with depth (Tomer and Rana, 2020). The next level of obstacles referred to the association of the concept with different nomenclature i. e. corporate environmentalism, environmental management, or corporate sustainability which headed towards more of the ambiguity. Hence the present synthesis of literature has been initiated to develop a conceptual framework for 'Green' in general and 'GHRM' in particular. The study hoped for gaining more clarity and theoretical understanding of GHRM to promote it for sustainable use of resources within organisations.

Table 1: Major environmental concerns and need for 'Green' practices and 'GHRM'

S. No.	Research study and its year	Major environment concerns of the studies	Contributions of the studies	Industrial Orientation
1.	Dashand Kumar (2015)	climate change	transform the environment to stay alive	save environment
2.	Loknath and Azeem (2017)	environment degradation	human activities and business operations are responsible	save environment
3.	Lahiry (2017)	environment/ecology and carrying capacity of the environment	industrial operations and pollution free environment is a myth	save environment
4.	Ahmad (2015)	corporate world & its operations majorly contributed in environmental issues	corporate worlds' participation in solutions to environmental problems is must	environmental health
4.	Daily and Huang (2001)	industrial growth with environmental well being	need to create a balance between industrial growth and environmental wellbeing	environmental health
5.	Lee (2009)	strategic application of green initiatives to environment management	implementation of green management	environmental health
6.	Patnaik (2018)	development of eco - industrial network	implementations of green approaches in management	sustainable industry
7.	Basini & Shakila (2018)	implementations of green initiatives in industries	green marketing, green consumers, green retailing, green products and green HRM	environment protection

The content presented in table - 1 displayed that the word 'green' is commonly associated with environmental issues and the need to preserve and protect our planet. Further the studies established a need for the green initiatives to be undertaken by corporate world as the human activities in general and the business operations (which too include the human activities) in particular have a major share in creating

environmental hazards. Research has shown that human activities, particularly those in the business sector contributed significantly to environmental degradation, making it necessary for corporations to take responsibility and implement green initiatives. It is believed that humans are both the cause and the solution to environmental problems, which has led to the concept of 'GHRM'.

Table 2: Preconditions of implementing ‘Green’ in an organisation

Sr. No.	Research studies/ Authors/Year	Preconditions of implementing ‘Green’ in an organisation	Industrial Orientation
1.	Unnikrishnan and Hedge (2007); Machiba (2010); Daily et al., (2012)	employees with technical & management skills to implement the green initiatives in corporate governance are desired	developing green teams
2.	Rashid, Wahid and Saad (2006)	environmentally responsible attitude and behaviour in employees	developing green employees
3.	Rothenberg (2003)	employees’ active participation and involvement is must to work with green initiatives for environmental performance	developing green employees
4.	Jabbour and Santos (2008); Zoogah (2011); Harvey et al., (2012); Marhatta and Adhikari (2013)	sustainable use of resources for environmental performance within organisation	developing green HRM policies and practice
5.	Dutta (2012); Margaretha and Saragih, (2013) Fayyazia et al., (2015)	integration between HRM and environmental management	GHRM
6.	Shaikh (2010)	major role of green HRM to support the organizations for environment related problems	GHRM
7.	Opatha and Arulrajah (2014)	to develop policies, practices & systems in organisation which create green employees	GHRM
8.	Basini & Shakila (2018)	include the green initiatives in policies of the organisation	GHRM

Table - 2 presented the preconditions to adopt ‘green’ initiatives within organisations. The studies discussed the integration of environmental considerations into the strategies and policies of human resource management. This approach focuses on fostering a culture of sustainability within organizations by promoting environmentally responsible attitudes and behaviours amongst the employees. To achieve this goal, HR functions play a crucial role in implementing, by organising sensitivity trainings, training and development programs that not only build technical and managerial skills, but also develop an environmentally responsible mindset. Additionally, GHRM work on the importance of employee engagement and involvement in

sustainable resource use. By integrating environmental management into HR practices, organizations not only improve their environmental performance, but also get benefited from increased employee green behaviour. This is achieved through policies and practices that align with the organization’s environmental goals, such as incorporating sustainable working practices into the recruitment and selection process (HR functions), and providing support and resources for employees to adopt environmentally friendly behaviours. Overall, GHRM represents a strategic approach to environmental protection that recognizes the critical role of HR in promoting sustainability within organizations.

Table 3: Factors influencing the ‘GHRM’ practices within organisations

Sr. No	Research studies/ Authors/Year	Factors influencing the practice of ‘GHRM’ in organisations	Research Gap identified
1.	Walke and Joghee (2010), Shanmugan and Kabiraj, Sajal (2010)	*found ‘green’ as a new and not well defined word; and interpretation for which varies with organisations and people	Need has emerged to specify the term ‘Green’ in general and ‘Green HRM’ in particular.
2.	Fayyazia et al., (2015)	*The term ‘green’ has not represent one obvious meaning	
3.	Florida and Davison (2001); Darnall, Jolley and Handfield (2008)	* It is difficult to decode and comprehend a comprehensive definition of green while implementing in the field of management *To draw a solid definition of the term green management is usually labelled with different nomenclature i. e. corporate environmentalism, environmental management, or corporate sustainability.	
4.	Wirtenberg, et al., (2007)	* Most of the practitioners in HR are still not comfortable with the topic as the concept is not well established.	
5.	Tomer and Rana (2020)	* More research is desirable for more understanding and increased awareness.	

Table - 3 highlighted the factors which influence the implementation of GHRM within organisations. The studies found that ‘green’ is a new and not well defined word; interpretation for which varies further with organisations and people; the utmost obstacle is not having one obvious meaning of green value; hence the concept of ‘green’ is multi - faceted, making it challenging to define and implement in a comprehensive way. Further the term green management is usually labelled with different nomenclature i. e. corporate environmentalism, environmental management, or corporate sustainability and most of the practitioners specifically in HR are not having the clarity of the term till date, therefore more research is desirable for in - depth understanding of the concept and increased awareness. The literature begins comprehensively with a review of the

concept of ‘Green’ in general and ‘GHRM’ in particular as Sajeewanie et al., (2019) comprehended that there is lack of research to examine the ‘Green’ as a concept which is making its application worse. Hence the following objectives have been framed for the present study:

- Examining the concept of ‘Green’ and gaining a deeper understanding of its meaning for future use.
- Enhancing the understanding of ‘GHRM’ by examining its components for more clarity of the term for its organisational use.
- Investigating the factors that support the adoption of eco - friendly and sustainable initiatives within industries.
- Suggesting a conceptual framework for ‘Green’ and ‘Green Human Resource Management’ (GHRM) execution to achieve sustainability.

2. Materials and Methods

In contemplation to above set objectives the study has followed the four potential templates of conceptual writings i. e. theory synthesis, theory adaptation, typology, and model as discussed by Jaakkola (2020). Literature for review was downloaded from Google scholar database as recommended by Halevi, Moed and Bar - Ilan (2017). Snow ball technique and cross references were followed to ensure the maximum studies of the cited time period of (last ten years, 2012 - 2023). Afterwards the specific keywords have been used to

reach the desired research papers. The study adopted following steps of multistage sampling for final sample selection (Creswell, 2018) and (Faisal, 2023).

Step - 1: Scope of research: the study focused exclusively on defining the 'green' and 'GHRM', hence all related terms like go green, GHRM, green management, green business, green workplace and environmentally friendly practices were used as key words. All other studies are removed.

Step - 2 Article selection process:

Table 4: Article selection Criteria

S. No.	Particulars	Details
1.	Period	2012 – 2023
2.	Language	Published in English only
3.	Key Words	Go green, GHRM, green management, green business, green workplace, environmentally friendly practices, and sustainability
4.	Publication	The articles published by reputed publication houses only were included in the study i. e. Research Gate, MDPI, Emerald, Academia, Taylor & Francis, Web of Science, Elsevier and Science Direct

Step - 3. Classification and final selection of articles: Total 100 documents were extracted for the given period, including 35 articles, 39 review articles, 5 research papers for methodologies and 21 conceptual framework papers. Finally, 50 articles with listed publication and identified criteria were selected for analysis.

Step - 4. Generation of results: content analysis referred in Hsieh and Shannon (2005) as cited in Parveen and Showkat (2017) for subjective interpretation of data has been used for detailed understanding of the word green and concept of GHRM. Further Zhang and Wildemuth (2009) as cited in Parveen and Showkat (2017) supported that qualitative content analysis provide thick descriptions of particular settings or phenomena. Berelson (1952) reported content analysis as objective, systematic, and quantitative. The research questions that followed the content analysis were: (i) do the terms 'green' & 'GHRM' need more clarity? (ii) what are the factors that support the adoption of environmentally friendly and sustainable practices in corporate sector? (iii) how is the understanding of green and GHRM important to promote sustainability and achieve environmentalism. The identified themes for analysis were green and GHRM and sub themes were (a) composites of 'Green' Value, (b) composites of 'GHRM', (c) preconditions of implementing 'Green' in an organisation, (d) factors influencing the practice of 'GHRM' in organisations.

environmental degradation, climate change, biodiversity loss and unsustainable uses of natural resource. Further Daily and Huang (2001) as cited in Dash and Mishra (2015) recognised the presence of sustainability elements within the concept of green when referred to the need to create a balance between industrial growth, wealth creation and safeguarding the environment for generations to come and flourish. On the similar lines Walke, Joghee and Kabiraj (2010) discussed the green business which consists of the green life cycle i. e.; Titley (2008) as cited in Walke, Joghee and Kabiraj (2010) stated that to establish a green business (1) inputs consist of renewable sources and recycled materials, (2) processes work with energy intensity and resources intensity, (3) outputs are green products and green services, and (4) marketing considers green labels and voluntary standards. Further it has been extended to environmental externalities which contemplate Carbon (GHGs) and emissions waste. The research results presented green business as C1: production of environmental friendly goods and services, C2: the firms have set a substantiality agenda for them and have identified the gaps to change their products and/or process to manufacture environmentally safe, and C3: the firms that desired to change their brand image sought to improve the process efficiency to appear greener. Aggarwal and Sharma (2015) discussed four meanings of 'green' or 'greening' in managing people at work such as: (i) natural environment preservation (ii) natural environment conservation (ii) preventing or reducing of environmental pollution and (iv) generation of more natural - like places and gardens. Dash and Mishra (2015) stated that going green means fulfilling the life needs in a way that sustains current resources for future generations. The study suggested five focuses to a green way of life such as (1) concerns towards the environment by keeping use of few essential resources; (2) concentrating only on the food and energy needed for survival; (3) participating in recycling to reduce solid waste; (4) adopting different forms of green energy which are effective to combats pollution; (5) participating in community programs which are designed to ensure high - quality life for future generation. Basini and Shakila (2018) have related green to nature and natural environment, consisting protection of the environment,

3. Results and Discussions

3.1 Concept of Green

The New Oxford Thesaurus 2000 presents several other meanings of 'green' such as verdant, eco friendly, unripe, unseasoned, inexperienced and naive. According to United Nations (2020) as cited in Mendis and Welmilla (2021) green means to meet the current needs but without sacrificing future generations' rights to fulfil their needs. Golub Kauffmann and Yeres (2011) recognised the serious environmental threats and defined green growth as the pursuit of economic growth that seeks to prevent costly

maintaining the natural resources, avoiding the pollutants substance and so on. Sajeewanie et al., (2019) used the term green for environmental friendly and sustainability interchangeably. Barling (2013) as cited in Hameed (2019) hinted the meaning of green when referred it as prohibition of pouring toxic water into nearby canals/river. El - Hagggar and Samaha, (2019) as cited in Naga and Leelavati (2020) asserted that going green means conservation of earth's natural resources as well as supporting the 'preservation of your personal resources' with your family, friends, lifestyle and communities. Mendis and Welmilla (2021) discussed green as a set of principles that includes sustainability, full retrieval or reuse, reduction in waste and pollution, and use of those technologies which benefit the environment.

in environmental context; as the American Marketing Association (AMA) conducted its first workshop on 'Ecological Marketing' in 1975 and the proceedings of this workshop were compiled in a book entitled 'Ecological Marketing'. It was considered as the first book on green marketing (Henion and Kinnear 1976) as cited in Polonsky (1994). Further Grant (2008) defined green in reference to eco - advantage while explaining green brands. Höhne et al., (2012); Zadek and Flynn (2013); Pricewaterhouse Coopers Consultants (PWC) (2013); Bohnke et al., as cited in Lindenberg (2014) discussed 'green finance' and referred to green as achieving environmental objectives and sustainability. Polonsky (1994) as cited in Aryanto (2012) defined green with reference to the no adverse impact on natural environment.

On the other hand if a short review of intra management discipline has to be taken, that too has characterized 'green'

Table 5: Composites of 'Green' value in general

Sr. No.	Research studies/Authors/Year	Composites of 'Green' value
1.	New Oxford Thesaurus 2000	*verdant, *eco friendly, *unripe, *unseasoned, *inexperienced and *naive
2.	United Nations (2020)	*sustainability
3.	Golub, Kauffmann and Yeres (2011)	*eco system prevention, *end environmental degradation, *check climate change, * block biodiversity loss and *stop unsustainable use of natural resource.
4.	Daily and Huang (2001)	*need for balance between industrial growth, *wealth creation and *safeguarding the natural environment so that the *future generations may flourish
5.	Aggarwal and Sharma (2015)	* preservation of the natural environment * conservation of the natural environment * avoidance or minimization of environmental pollution and * generation of gardens and looking - like natural places
6.	Dash and Mishra (2015)	* concerns towards the environment by keeping use few essential resources; * concentrated only on the food and energy needed for survival; * participating in recycling to reduce solid waste; * adopting different forms green energy which is effective to combats pollution; * participating in community programs which are created for ensuring high - quality life for future generation
7.	Basini and Shakila (2018)	*protection of the environment, *maintaining the natural resources, * avoiding the pollutant substance
8.	Sajeewanie et al., (2019)	*environmentally friendly and sustainability
9.	El - Hagggar and Samaha, (2019)	*conservation of earth natural resources and * preservation of personal resources
10.	Mendis and Welmilla (2021)	*that includes sustainability, *full retrieval or reuse, *reduction in waste and pollution, and *use the technologies that benefit the environment
11.	Robertson Barling (2013)	*prohibition of pouring toxic water into nearby canals/river or instructing. (Reverse boring).

Table - 5 above presented the different constituents of green value. It is evident that the word green value is related to climate change, environmental protection, eco - friendly practices, prevention of biodiversity loss with a concern to use natural resources for crucial need and to safeguard the

future generation's right to flourish. The figure - 4 below displayed the attributes of green value in terms of actions desired i. e. to initiate, process, sustain; and add to the objectives of environmental protection within corporate world.

Table 6: Composites of 'Green' value in various fields of 'Management'.

S. No.	Research studies/Authors/Year	Composites of 'Green' value
1.	Walke, Joghee and Kabiraj (2010)	* inputs consist of renewable sources and recycled materials, * processes work with energy intensity and resources intensity, * output are green products and green services, and * marketing considers green labels and voluntary standards *extended to environmental externalities that take care of Carbon (GHGs) and emissions waste
2.	AMA (1975); Henion and Kinnear (1976)	*ecological initiatives
3.	Höhne et al., (2012); Zadek and Flynn (2013); Pricewaterhouse Coopers Consultants (PWC) (2013); Bohnke et al., (forthcoming)	*achieve environmental objectives, *new energy, *environmental factors and environmental impact *to enhance environmental sustainability
4.	Grant (2008)	* eco - advantage
5.	Polonsky (1994)	* no impact on natural environment

Table - 6 above discussed the different uses of ‘green value’ in various fields of business management. It is evident that the word green has been practiced in relation to climate protection concerns and consists of ecological initiatives adopted by the industry. The attributes presented above

focused on renewable sources, recycled materials, energy intensity & resources intensity, green products & green services, and marketing to consider green labels & voluntary standards, further extended to environmental externalities that take care of Carbon (GHGs) and emissions waste.

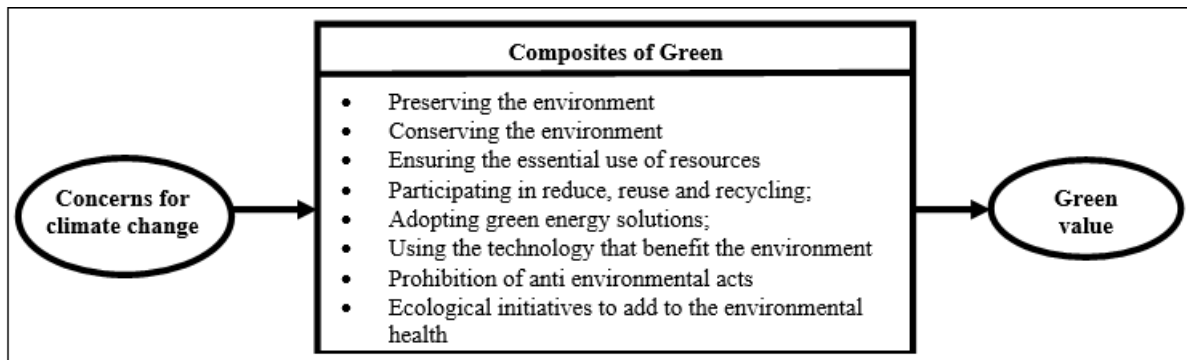


Figure 1: Composites of Green (conceptual framework)

3.2 Concept of GHRM

Aggarwal and Sharma (2015) found the roots of GHRM in the green movement which surfaced for the environmental protection and saving the planet. Further in organisational context ‘Go Green’ is sheltering the natural resources, nurturing the natural habitat, detracting the pollution of the atmosphere and engender greenery. Renwick, Redman, and Maguir’s (2008) as cited in Naga and Leelavati (2020) comprehended GHRM in a broader sense and reported that it start with the entry of an employee in an organisation and continue until their exit. The results of the study further explained adoption of green practices in context of being ecological, economical and practical at the same time. Sathyapriya et al., (2014) as cited in Naga and Leelavati (2020) discussed that green workplace consists of environmental sensitivity, resource efficiency and socially responsible behaviour. Jabbour (2010) as cited in Dash and Mishra (2015) defined GHRM as greening of the functions of human resource management (HRM) i. e. job analysis, job description, job specification, recruitment, selection, training, performance appraisal and rewards. Zoogah (2011) and Mampra (2013) as cited in Ahmad (2015) described GHRM as the use of HRM policies, philosophies, and practices to encourage sustainable use of business resources and prevent environmental harms caused due to organisational operations. Mandip (2012) as cited in Ahmad (2015) stated that GHRM essentially presents two major elements i. e. (1) eco - friendly HRM practices, and (2) knowledge capital preservation.

According to Lee (2009) as cited in Aggarwal and Sharma (2015) green management is the strategy which is adapted by an organization in order to protect and gauge

environmental aspects of a business. Aggarwal and Sharma (2015) concluded GHRM in reference to an employee who is aware of environment friendly activities and committed to solve environmental issues with green habits in his personal and professional life. The study further necessitated four roles to be performed by an employee (manager or non - manager) for becoming a green employee like: (i) Preservationist: who maintain the natural environment in its original form; (ii) Conservationist: who use the natural environment very carefully to retain it forever; (iii) Non - polluter: the one who prevents its components (water, air and atmosphere) from contamination, and (iv) Maker: who create gardens and the likely natural places and work for its extension. Further on the basis of the above dimensions of green HR the four different roles are defined for the employees (managers and non - managers) of the organisations i. e. (1) preservationist, (2) conservationist, (3) non - polluter, and (4) maker. Ahmad (2015) GHRM work as a manifesto with an objective to develop a green workforce; which understand and welcome green work culture in organizations. Prasad (2013) as cited in Mendis and Welmilla (2021) defines GHRM in terms of those HRM policies and practices which contributes towards protection and preservation of natural resources through corporate environmental agenda. Bombiak and Marciniuk - Kluska (2018) stated that GHRM is the insertion of environmentally friendly work practice in the policies related to human resource management within organisations. Ulrich (2005) as cited in Bombiak and Marciniuk - Kluska (2018) shared that GHRM is to include ecological objectives in sub - areas of HRM. Hence GHRM is a practice targeting at transforming the regular employees into green, i. e. environment friendly employees (Zoogah, 2011) as cited in Mendis and Welmilla (2021).

Table 7: Composites of ‘GHRM’

Sr. No.	Research studies/Authors/Year	Composites of ‘GHRM’
1.	Aggarwal, S., and Sharma, B. (2015)	*GHRM has its roots in green movement emerged from environment protection and saving the Earth * Green employee
2.	Sathyapriya et al., (2014)	*Green workplace is (i) environmental sensitivity, (ii) resource efficiency and (iii) socially responsible behaviour
3.	Renwick, Redman, and Maguir, (2008)	*GHRM starts with the entry of an employee continue until their exit.

4.	Jabbour et al., (2010)	*GHRM is greening of the functions of HRM i. e. (i) job description and analysis, (ii) recruitment, (iii) selection, (iv) training, (v) performance appraisal and (vi) rewards
5.	Zoogah, (2011)	*GHRM includes HRM policies, philosophies, and practices which endorse use of business resources in a sustainable manner.
6.	Mandip, (2012)	*GHRM consists of (i) eco - friendly practices in HR, and (ii) knowledge capital preservation.
7.	Mampra, (2013)	*GHRM imitates those HRM policies that prefer the sustainability within business enterprises.
8.	Lee, (2009)	*Green management is the strategy adopted by an organization in order to protect and measure environmental aspects on a business.
9.	Ahmad, S., (2015)	*GHRM work as a manifesto with a focus to create green workforce and to develop an understanding and appreciation for organisational green work culture.
10.	Prasad, (2013)	*GHRM replicates HRM policies and practices which ensure the achievement the organisational environmental protection and preservation agenda.
11.	Zoogah, (2011)	*GHRM represents a practice that target at transformation of regular employees into green employees.

Table - 7 discussed green human resource management and its building blocks. It is evident that the green objectives are to be achieved when included in HRM policies. The analysis of the content further recognized that to fabricate a green work culture within organisations, there is a great need of

developing green human resource; and here the HR department has a privilege to achieve it by ensuring employee awareness, engagement, motivation, commitment, environmentally sensitive attitude & behaviour; and the skills for resource efficiency.

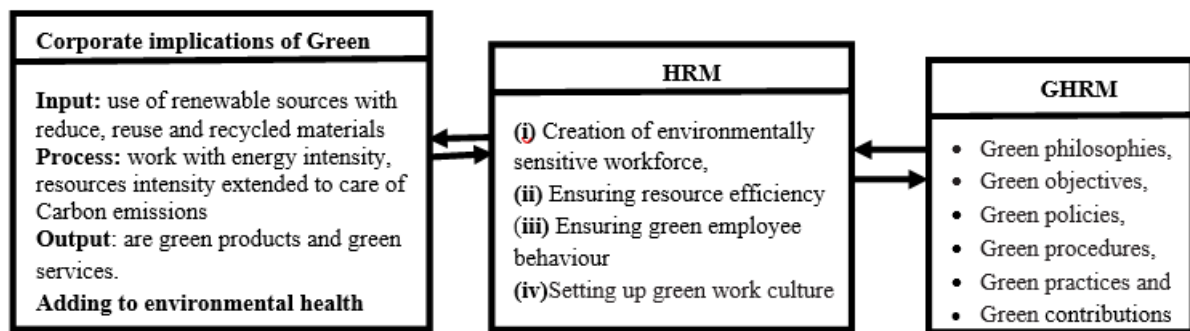


Figure 2: GHRM (Framework)

Blake Local Environ (1999) as cited in Sam et al., (2016) reported individuality (personal barriers), responsibility (barriers related due to the belief that they cannot change the situation), and practicality (constraints that come from society and institutions) as major barriers to employees' green behaviour in an organisation. Kollmuss and Agyeman (2002) as cited in Sam et al., (2016) concluded that the green behaviour is a multifactor impact and these factors represent demographic factors as well as internal and external factors. The internal factors consist of motivation, environmental knowledge, values, attitudes, environmental awareness, environmental involvement, locus of control, and responsibility & priorities, whereas external factors included economic, social, institutional and cultural factors. On the similar lines the present study suggests that the concept of GHRM must be researched in relation to the social conditioning theory and the possible moderators.

4. Conclusion

The study concludes that the concept of 'green' and 'GHRM' is a growing area of research and has the potential to play a significant role in promoting environmentalism and addressing the global climate challenges. The study highlighted the importance of incorporating GHRM practices in the organizations and emphasizes the need for organizations to take a holistic approach to address environmental concerns in their operations. The results of the study concluded that the word 'green' has its roots in the global agenda for climate change. The composites of green

consists of 'save the environment' apprehension as focal point. Further the study provided that the idea of green in general and GHRM in particular focuses on the eco - friendly working stakeholders. Overall, the study emphasizes the need for organizations to build green personnel; and further accentuated the potential of GHRM in addressing global environmental challenges. Finally, in terms of the evaluation of the outcomes of GHRM, researchers have noted that GHRM can lead to a range of benefits for both the organization and the environment, including improved employee commitment & engagement, increased environmental awareness, and reduced overall environmental impact.

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