

GREEN HUMAN RESOURCES MANAGEMENT: THE ROLE FOR SUPPORTING ORGANIZATIONAL SUSTAINABILITY

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ABSTRACT

This paper discusses the integration of Green Human Resource Management (GHRM) as a strategy for supporting organizational sustainability. With growing environmental concerns and the need for companies to adopt eco-friendly practices, GHRM emerges as a critical component in embedding sustainability into organizational operations. The topic is interesting because it aligns with the global push towards sustainable development, emphasizing the role of human resources in achieving environmental goals. The research investigates how GHRM influences economic, environmental, and social sustainability in organizations, asking how GHRM practices support the broader sustainability agenda. The novelty of this paper lies in its comprehensive review of GHRM's role in promoting sustainability across multiple dimensions, a topic inadequately explored in previous research, which often focused only on isolated aspects of GHRM. This study employs a qualitative research approach, analyzing existing literature and reports on GHRM to examine its implementation in areas such as recruitment, training, development, performance management, and compensation. The results indicate that GHRM has a significant positive impact on organizational sustainability by fostering eco-friendly behaviors, improving resource efficiency, and promoting employee well-being. However, it also highlights challenges such as the high cost of implementation and the need for organizational commitment. The findings suggest that GHRM not only contributes to better environmental outcomes but also enhances economic performance and social responsibility. In conclusion, GHRM is an essential tool for organizations aiming to align with sustainability objectives, though its successful implementation requires strategic investment, leadership support, and a culture of continuous learning. This research implies that organizations can gain a competitive advantage by adopting GHRM, provided they overcome the associated challenges.

Keywords: Green Human Resource Management (GHRM), Organizational Sustainability, Green Recruitment, Green Training and Development, Green Compensation Management, Green Performance Management

INTRODUCTION

Sustainability has become a crucial aspect of organizational strategy, reflecting a shift towards integrating economic, environmental, and social goals. Organizations, in response to the growing complexity of the environment, are seeking ways to embed sustainability as a dynamic capability within their strategies and business models. To serve as a competitive advantage, sustainability must be an integral part of the strategy dynamic, innovative, and aligned with adaptation and resilience (Amui et al., 2017). This sustainability strategy considers the environmental, social, and economic impacts of its operations (Ogotu et al., 2023). To achieve sustainability, organizations must overcome challenges related to environmental, social, ethical, and economic factors. In order to create sustainable value, companies need to address issues like pollution and industrial waste, while responding openly to the increasing concerns of civil society (De Matos & Clegg, 2013). Some of the major issues facing the world today in the context of global sustainability include climate change, air and sea pollution, and social inequality are pressing challenges for global sustainability efforts.

Manufacturing companies that supply products for global demand play a significant role in

exacerbating these issues. They contribute to various environmental and social problems, including greenhouse gas emissions, waste generation, and poor labor conditions (Zarte et al., 2022). These environmental issues have driven the rise of the "green movement," which promoted ecological and social responsibility, sustainable management and practices, including sustainable human resource management (SHRM), exemplify how this movement's ideals are translated and applied within business operations (Chams & García-Blandón, 2019). Company implemented this movement by incorporating environmental concerns into their missions, objectives, and policies across all areas, including human resource management (HRM). When HRM integrates eco-friendly practices and policies into its operations, it is referred to as Green Human Resource Management (GHRM). This approach ensures that environmental sustainability is aligned with HR functions, promoting greener business practices throughout the organization (Tsymbaliuk et al., 2021). Green Human Resource Management (Green HRM) focuses on minimizing the use of paper and other resources in HR functions like recruitment, selection, training, and performance reviews. It aims to promote sustainability and environmental responsibility within an organization (Sajjad & Sadiqur, 2016).

The purpose of this study paper is to explore and analyze the role of Green Human Resource Management (Green HRM) in supporting organizational sustainability. Specifically, this literature aims to identify Green HRM concepts and practices that contribute to organizational sustainability.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Organizational Sustainability

Organizational sustainability is increasingly being recognized as a critical component of business success, as customers, investors, and employees are increasingly demanding that companies operate in a socially and environmentally responsible manner (Ogutu et al., 2023). Sustainability in organizations refers to a business strategy focused on generating long-term value by considering the organization's impact on ecological, social, and economic factors. The practices adopted by organizations to achieve sustainable development are known as sustainable organization management (Ogutu et al., 2023). According to Yin & Chang (2022), sustainability organization refers to either a structured group of individuals working to promote sustainability, or efforts aimed at organizing processes in a sustainable manner. Organizational sustainability goes beyond adopting sustainability strategies that yield economic and cultural advantages; it also encompasses a commitment to environmental responsibility.

In the business world, corporate sustainability can be defined as fulfilling the needs of a company's direct and indirect stakeholders (including shareholders, employees, clients, advocacy groups, communities, etc.) in a way that does not compromise the company's ability to meet the needs of future stakeholders (Dyllick & Hockerts, 2002). Three circles measurements of sustainability can be identified as economic, environmental, and social sustainability.

Economic Sustainability

In his study, Dyllick defines economic sustainability as the ability of a company to ensure sufficient cash flow to maintain liquidity at all times, while generating stable and above-average returns for its shareholders (Dyllick & Hockerts, 2002). According to Batista and de Francisco (2018) in the realm of economic sustainability, key practices highlighted include the creation of strategic plans, investments in digital security, IT infrastructure, and human resources. The reports also emphasize indirect economic impacts such as the development of new markets, potential job creation, increased efforts towards accessibility, and adaptation to the evolving economic landscape.

Environmental Sustainability

Environmental sustainability can be described as the integration of various organizational skills and practices aimed at enhancing the organization's overall performance in reducing the carbon footprint of its products (Lam & Lai, 2015). A company's contribution to environmental sustainability includes monitoring its impact on local air quality to ensure healthy air resources. Water usage and pollution are controlled to maintain access to clean, safe water. Additionally, both direct and indirect effects on land resources are managed to minimize their environmental impact (Rahman et al., 2022).

Social Sustainability

Modern companies are increasingly focusing on the social dimensions of sustainable development due

to pressure from various stakeholders, addressing both environmental and societal concerns. Social sustainability can address both internal and external human resource issues. Internally, this may involve factors such as job security, workplace accommodations, health and safety, and opportunities for capacity building (Rahman et al., 2022). As businesses increasingly acknowledge the importance of sustainability, the role of HR professionals becomes pivotal in advancing this agenda. The HR department plays a critical role in fostering a comprehensive approach to cultivating a culture of sustainability within the organization. Acting as the company's moral compass, HR can promote policies and practices that prioritize both the well-being of employees and environmental sustainability (Priyadarshini, 2020).

Green Human Resources Management

While traditional HRM focuses on improving organizational performance and profits, GHRM can encourage employee commitment and involvement in environmentally friendly practices. This can strengthen their sense of belonging and pride, thereby motivating them to work harder (Tang et al., 2018). Green Human Resource Management (GHRM) encompasses all practices that support an organization's sustainability goals across economic, environmental, and social dimensions. These social aspects include employee safety, health, equity, and well-being, aligning with the broader corporate sustainability requirements from the employees' perspective (Xie & Lau, 2023). According to Renwick (2023) Green Human Resource Management (GHRM) integrates various HRM practices to meet environmental objectives. It develops policies aimed at raising employees' environmental awareness, playing a crucial role in guiding the organization towards sustainability. The most frequently used factors in Green Human Resource Management are Green Training and Development, Green Recruitment and Selection, Green Compensation Management, and Green Performance Management (Renwick, 2023).

Green Recruitment and Selection

Modern organizations should leverage advanced technology in their recruitment processes. Using company websites and online job portals allows candidates to search for jobs and submit resumes electronically, reducing the waste associated with printing and mailing physical resumes (Sharma, 2016).

Green Training and Development

Green Training and Development involves introducing training on environmental management and integrating eco-friendly values into the learning process. The training should focus on developing skills and competencies relevant to sustainable practices. This includes building expertise in environmental management and utilizing "green teams" to train employees at all levels. These teams help staff conduct green audits of the workspace, ensuring long-term environmental sustainability (Sharma, 2016).

Green Performance Management

Green performance management plays a crucial role, as employees are evaluated and either rewarded or penalized based on their adherence to environmental principles (Martins et al., 2021). Green Performance Management (GPM) seeks to motivate employees to align their actions with the organization's environmental goals. It integrates environmental responsibilities into the performance management system by setting green objectives and providing employees with clear guidance on their roles in environmental management (Anwar et al., 2020).

Green Compensation Management

Green compensation refers to both financial and non-financial incentives provided to employees for engaging in environmentally friendly behaviors. Green compensation and rewards involve a system designed to attract, retain, and motivate employees to actively contribute toward achieving environmental sustainability goals (Bisheem, 2024).

RESEARCH METHOD

This paper utilizes a qualitative research approach based on an extensive literature review to explore the concept of Green Human Resource Management (GHRM) and its role in supporting organizational

sustainability. The methodology involves literature Review, the paper systematically reviews relevant academic articles, books, and reports to gather insights into the practices and principles of GHRM and examines GHRM's integration into recruitment, training, development, and performance management.

RESULTS

The Role of Green HRM for Organizational Sustainability

Green Human Resources Management (GHRM) plays an important role in organizational sustainability through several main aspects of GHRM's role in organizational sustainability such as:

Green Recruitment and Selection

Green Human Resource Management (GHRM) practices can serve as a form of employer branding, enhancing an organization's attractiveness to job seekers, especially those from the younger generation who are increasingly conscious of environmental issues (Renwick et al., 2013). Green recruitment goes beyond merely highlighting environmental values to attract candidates with expertise in ecology. It also emphasizes adopting eco-friendly practices throughout the recruitment process, such as minimizing paper use. Environmentally conscious organizations should establish clear rules and principles that promote sustainable employee behavior and encourage adherence to environmental protection standards (Bombiak & Marciniuk-Kluska, 2018).

Green Training and Development

Green training and development practices are widely recognized as effective tools for tackling environmental challenges. They also play a crucial role in fostering a culture of environmental conservation in the workplace. Over time, these practices create a win-win scenario for both management and employees. Green training and development practices involve reducing waste, promoting efficient and effective use of resources, conserving energy, and preventing environmental degradation. These practices aim to foster sustainability and minimize the negative impact on the environment (Moradeke et al., 2021).

Green Involvement

With Green training and development employees can be provided with opportunities to participate and build skills in environmental management and sustainability. It involves creating "green teams" that train staff at all levels and conduct green audits in the workspace (Sharma, 2016). Beside train employees and perform green audits in the workspace, GHRM also provides a green learning environment, supported by diverse communication channels, helps keep employees well-informed about environmental concerns within their workplace, and collaborative learning atmosphere encourages employees to care about one another's eco-friendly behavior and environmental awareness. This can foster a sense of shared responsibility, where employees monitor each other's actions, thereby increasing their overall environmental consciousness (Tang et al., 2018).

Green Performance Management

Green HRM plays a crucial role in attaining sustainable environmental performance and gaining a competitive edge by aligning employee behavior with the organization's strategic goals (A C, 2024). Green performance management aligns employees' various activities and outcomes with the organization's predefined environmental objectives. Without this alignment, measuring long-term performance becomes challenging (Opatha & Arulrajah, 2014).

Green Compensation Management

In the context of Green HRM, rewards and compensation can be viewed as effective tools for promoting environmental initiatives within organizations.

Contemporary companies are designing incentive systems to motivate employees to engage in eco-friendly practices (Mandago, 2018). A study by Jyoti (2019) reinforces these findings, highlighting that reward systems can enhance an organization's efforts to implement sustainable practices. These systems extend beyond merely offering financial incentives.

Green Human Resources Management (GHRM) Challenges in Promoting Organizational Sustainability

Organizations Need to Make a Huge Commitment to Environmental Maintainability

Green human resource management aims to foster, enhance, and sustain environmental consciousness among all employees within the organization. The objective is for individuals to fully commit to four key roles: protector, intermediary, non-polluter, and innovator (Chapol Ali Research Fellow et al., 2020).

Companies Must Create a Functioning Supporting Environment

Organizations should actively invest in environmental management and strive to create an eco-friendly image to attract like-minded job seekers. To inspire employees' green energy and creativity, companies need to establish a supportive environment by providing financial backing, implementing advanced environmental management practices, and developing a system that fosters green innovation among employees (Chapol Ali Research Fellow et al., 2020).

Recruiting Talent Who Is Familiar with The Green Practices

Green recruitment must ensure that new talent is knowledgeable about eco-friendly practices and environmental systems, which will contribute to effective environmental management within the organization, therefore companies must also identify effective ways to attract individuals who are both creative and innovative (Management & 2017, 2017).

High Costs of Practicing

A study conducted by Islam, et al. (2020) found that the high costs associated with implementing Green Human Resource Management (GHRM) practices were recognized by all participants in the study as a significant obstacle within the Ready Made Garment (RMG) industry. They highlighted that business owners tend to evaluate the financial returns of each initiative or function. If the results from these expenditures do not appear to be feasible or cost-effective, the owners are generally unwilling to approve such expenses.

DISCUSSION

The rise of Green HRM is driven by a global consensus over the past two decades on the importance of realistic environmental management. This has become a priority due to the destructive impact of various pollutants, especially industrial waste, which has increasingly accelerated the degradation of natural resources and their quality (Sharma, 2016). According to Opatha and Arulrajah (2014) Green Human Resource Management (Green HRM) is vital for several key reasons, including the following:

1. It helps reduce or prevent global warming.
2. It plays a role in minimizing natural disasters such as acid rain, red rain, tsunamis, floods, hurricanes, and droughts, which often result from unsustainable and exploitative use of natural resources for production and consumption.
3. It aids in reducing pollution-related health issues.
4. It works to prevent harm to animals and other living organisms in nature.

This discussion focuses on how GHRM supports these pillars of sustainability and the challenges it faces.

Environmental Impact

GHRM directly contributes to reducing the environmental footprint of organizations. By promoting eco-friendly practices, such as minimizing paper usage in recruitment and using sustainable materials, GHRM ensures that HR functions are aligned with environmental goals. A study conducted by Surahman & Andriyani (2024) found that Green Human Resource Management (GHRM) practices have a positive and significant influence on a company's environmental performance. This confirms that incorporating sustainable practices into HR management can be a powerful strategy for improving environmental outcomes.

Economic Sustainability

Green Human Resource Management (GHRM) plays a significant role and positively influences

organizational performance. As an integral part of an organization's Standard Operating Procedures (SOP), GHRM can contribute to enhancing economic, social, and environmental outcomes (Astuti et al., 2023). The economic aspect of sustainability is supported by GHRM through its focus on efficiency and resource optimization. By encouraging resource efficiency, minimizing waste, and fostering eco innovation, Green Human Resource Management (GHRM) practices result in cost savings and boost operational efficiency, ultimately enhancing the organization's economic performance (Sidique & Pereira, 2023).

Social Responsibility

GHRM fosters a work culture that values employee well-being, inclusivity, and health, contributing to social sustainability. A study by (Martínez-Falcó et al., 2024) show that Green Human Resource Management (GHRM) plays a key role in promoting employee well-being by fostering an inclusive and participatory work culture. It actively involves employees in sustainability initiatives and decision-making, creating a sense of ownership and empowerment. This approach enhances the work experience, strengthens commitment, and encourages pro-environmental behaviors, contributing to the organization's sustainability performance.

Benefits of Green HRM

According to Sharma (2016), the benefits of Green Human Resource Management (GHRM) include:

1. Sustainability focused employees can find creative solutions to a variety of business challenges, including those related to climate change.
2. Green-oriented companies are more attractive to talent that understands the concept of sustainability, providing a competitive advantage.
3. Employees who are committed to sustainable careers often choose non-monetary benefits, such as alternative transportation or flexible work schedules, that help them manage their budgets better.
4. Green companies tend to have better employee retention rates.

CONCLUSION

The paper on Green Human Resource Management (GHRM) highlights the crucial role that GHRM plays in promoting organizational sustainability across economic, environmental, and social dimensions. By integrating eco-friendly practices into HR functions such as recruitment, training, performance management, and compensation, organizations can foster a culture of environmental responsibility. GHRM not only improves environmental outcomes, like reducing waste and minimizing the carbon footprint, but also enhances economic efficiency by optimizing resources and reducing costs. Socially, it promotes inclusivity and employee well-being, contributing to a holistic sustainability framework.

Despite its benefits, the adoption of GHRM faces several challenges. High costs associated with green initiatives and limited awareness or expertise among HR professionals often hinder implementation. Additionally, creating a supportive environment that encourages innovation and eco-friendly practices requires significant investment and commitment from top management. Recruiting talent with knowledge of environmental management systems and ensuring organization-wide involvement in green initiatives remain difficult.

Overall, GHRM is a vital tool for organizations seeking to achieve sustainable development. By integrating green practices into HR functions, organizations not only meet environmental and social objectives but also gain a competitive edge in a market increasingly focused on sustainability. However, overcoming the associated challenges requires long-term commitment, strategic investment, and continuous learning across all organizational levels.

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