

CHAPTER: 08

INTEGRATING GREEN HUMAN RESOURCE MANAGEMENT FOR SUSTAINABLE ORGANIZATIONAL DEVELOPMENT

PREETI VERMA

Assistant Professor, Dept. of Management, Management Education and Research Institute Janakpuri, Delhi-110058

Ch.Id:-NSP/EB/ RT21STCMTOCC/2025/CH-08

ABSTRACT

The purpose of this research is to study the "green" in human resources work, analyzing the latest environmentally friendly solutions and proposing the development of a new green human resource management model. Concerns about environmentally friendly strategies and actions are being emphasized around the world. The recent climate conference in Bonn, where heads of state came together to develop a roadmap, is a testament to the need to rethink our habits and make decisions that benefit society in the long run. Sustainable development has now become the necessity of the moment. To ensure that the world becomes a better place to live, it is necessary to adopt environmentally friendly policies. Organizations, public or private, can make a significant contribution to ensuring a greener environment if they integrate a number of grassroots environmentally friendly initiatives into their operations. This basic concept paper discusses the steps organizations can take to support the cause and need for sustainable growth or environmentally friendly missions. The purpose of this study is to adopt sustainable and environmentally friendly practices by human resource management departments in organizations in the form of green human resource management. Green HRM is a concept that has recently caught the attention of scholars, this concept paper further adds a basic understanding of this idea.

Keywords: *Human Resource Management, GHRM, Sustainable Development.*

1. INTRODUCTION

Organizational management practices have changed dramatically in recent years. Climate change is a fact, activists and environmental experts argue that the quality of our environment is deteriorating and that massive floods and climate change are evidence of global warming. It is now imperative to change our habits and engage in serious conscious efforts to address environmental issues as a major concern. The importance of sustainable development can be seen from the fact that the United Nations has provided a new roadmap for all countries to comply with it by 2030.

Sustainable development means, "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (Brundt and Commission, 1987).

Sustainable development has now become the need of the hour, governments should seriously consider developing mechanisms with the private sector to develop plans to protect the environment. Organizations under the name of Corporate Social Responsibility (CSR) claim to compensate the environment, but they need to go beyond normal activities and adopt more regular practices for better implementation of their green initiative, and this green initiative can be a part of it. Comprehensive CSR (Mandeep, 2012)

Institutions should not take such initiatives as an expense, but as a long-term investment The private sector is taking initiatives that positively contribute to sustainable approaches to the environment, one of the best-known emerging areas being Green Supply Chain Management, according to Lee et al. (2012), there is a vivid relationship between GSCM and the business performance of the organization.

Moving beyond green supply chain management, multinational corporations today are integrating the "green" idea into their management practices and making it part of their strategic goals. Referring to various scholars, Ahmad (2015) highlights the introduction of fields such as green marketing, green accounting, green retailing and others. Multinational companies such as LG, Toshiba and Sony are among the few brands committed to this mission. The Toshiba Environmental Report defines green management as "an initiative aimed at continuously improving the foundations of environmental management, such as the management of environmental activities, environmental management systems and environmental communications, as well as the management responsible for the conservation of biodiversity." There is a holistic approach to and has many aspects and dimensions.

As mentioned above, different parts of the organization can contribute to the achievement of larger ecological goals by reorganizing its basic practices or routine functions. Certainly, greater ownership or consolidation will have a greater impact on the larger organizational vision, but the organization's wings can bring innovation and lead. This document focuses on a section of the organization, namely human resource management, which has gained importance in recent decades with the recognition of strategic human resource management as a major discipline. The purpose of this document is the adoption and integration of the idea of green practice by human resource management and this idea is basically called Green Human Resource Management (GHRM). Jabbour and Jabbour (2016) provide an integrated framework of GHRM and GSCM in which the authors focus on areas of organizational stability. Mampra (2013) [17] defines green human resource management as "the use of human resource management policies to promote the sustainable use of resources in

enterprises and to promote the cause of environmentalism which further increases morale and employee satisfaction". According to Jabbar et al. (2010) "The functional parameters of human resource management such as job description and analysis, recruitment, selection, training, performance evaluation and awards are defined as Green HRM". With this basic introduction for the purpose of this paper, the authors now define the objectives of this study, followed by the actual approach or conceptual model towards simulating or adopting green HRM by organizations.

2. OBJECTIVES

This conceptual paper has the following objectives that shall be met using the literature on subject under exploration:

- To establish the need for Green HRM
- To look at the basic concept of Green HRM
- To suggest basic measures to HRN department To Practice Green HRM

3. CONCEPT OF GREEN HUMAN RESOURCE MANAGEMENT (GHRM)

- **Green Human Resource Management (GHRM)** refers to the integration of environmental sustainability principles into traditional HRM practices to promote eco-friendly behavior, reduce environmental impact, and support organizational green goals.
- According to **Renwick et al. (2013)**, GHRM involves "the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, promote environmental sustainability."
- **Jabbour & Santos (2008)** emphasized that GHRM is not just about compliance but about embedding environmental values into the organizational culture through HR functions like recruitment, training, performance management, and employee involvement.
- More recently, **Xie & Lau (2023)** defined GHRM as a strategic approach that aligns HR practices with environmental management systems, aiming to foster green competencies, motivation, and organizational commitment to sustainability.

Key Components of GHRM

Component	Description
Green Recruitment	Hiring individuals with environmental values and competencies
Green Training & Development	Educating employees on eco-friendly practices and sustainability

	goals
Green Performance Management	Evaluating and rewarding green behavior and contributions
Green Compensation & Rewards	Incentivizing sustainable practices through bonuses or recognition
Green Employee Involvement	Encouraging participation in environmental initiatives and decision-making

(Chowdhury et al., 2025; Mousa & Othman, 2020)

Key Components of Green Human Resource Management (GHRM)

Green HRM integrates sustainability into core HR functions to promote environmental responsibility across the organization. Below are the **five widely recognized components**, each defined with supporting citations.

Green Recruitment and Selection (GRS)

The process of attracting and hiring candidates who possess environmental values, sustainability awareness, and green competencies and Aligns organizational values with employee mindset, fostering a culture of sustainability from the outset.

According to Renwick et al. (2013) emphasize that green recruitment involves “including environmental criteria in job descriptions and person specifications” to attract eco-conscious talent. Further Chowdhury et al. (2025) found GRS to be a foundational element in building green organizational culture.

Green Training and Development (GTD)

Educating employees on environmental practices, sustainability goals, and eco-friendly technologies to Enhances employee knowledge, skills, and motivation to engage in green behavior.

Jabbour & Santos (2008) argue that green training is central to embedding environmental values into organizational routines. Birbirs & Worku (2022) found GTD to be the most emphasized GHRM practice in empirical studies.

Green Performance Management (GPM)

Evaluating and rewarding employees based on their contribution to environmental goals and sustainable practices and reinforces green behavior and aligns individual performance with organizational sustainability metrics.Miah et al. (2024) highlight that GPM encourages accountability

and innovation in environmental initiatives. Also, Renwick et al. (2013) suggest integrating green KPIs into appraisal systems to drive eco-conscious performance.

Green Compensation and Rewards (GCR)

Its offering financial and non-financial incentives for employees who demonstrate environmental responsibility and motivates employees to adopt and sustain green practices. **According to** Stephenson et al. (2025) note that GCR remains underexplored but has strong potential to reinforce sustainability goals. Chowdhury et al. (2025) recommend linking rewards to measurable green outcomes.

Green Employee Involvement (GEI)

Encouraging employees to participate in environmental decision-making, initiatives, and sustainability programs and builds ownership, engagement, and bottom-up innovation in green practices.

Shoaib et al. (2021) introduced the concept of Green Intellectual Capital, where employee involvement is key to leveraging green human capital.

Renwick et al. (2013) advocate for participatory approaches to embed sustainability into organizational culture.

4. GREEN MANAGEMENT AND EMPLOYEE BEHAVIOUR

- **Green management** is a proactive organizational approach that integrates environmental sustainability into business operations, aiming to reduce ecological impact while enhancing efficiency and profitability. "Green management involves adopting strategies and practices that reduce waste, conserve energy and natural resources, and minimize pollution. It goes beyond compliance, taking a leadership role in environmental stewardship"
- **(Francis, 2023) Employee Green Behavior (EGB)** refers to individual actions within the workplace that support environmental sustainability, such as conserving energy, reducing waste, and participating in green initiatives. "Employee green behavior is environmentally friendly behavior in the workplace that reflects concern and actions toward environmental sustainability" **(Ones & Dilchert, 2012a, as cited in Bashirun et al., 2025)**

Over the last decade, environmental awareness" has been introduced into the working cadre as a method of controlling the situation through "planned activities" (Hayden et al., 2009) [9] In doing so, managers have created natural management frameworks and guidelines and "being green" (Elic and Unnu, 2012) (2009) [9] describe the Green Administration as a company-wide process for applying advances to gain competitive advantage, waste reduction, sustainability, and social responsibility. The

"green management system" is the dynamics of administration and the provision of continuous exercises and procedures. Avoid and control nature's pollutants (Abbaspur, et al., 2006) /// While green management can exert strategic and economic benefits as a source of competitive advantage, the association should accept it as a moral concern, not as a reactionary process (Molina-Azorin et al., 2009) As a result, scholars have argued for the company's "green concern." Table I discusses the views of various researchers on green management over the years.

Table 1: Green Management Literature

Ansar, Munizu & Ansar (2025)	Green management and green bonds are strategic tools for sustainable development; literature shows increasing integration of financial instruments in environmental strategy
Sharma, Gunasekaran, Sharma, Luthra & Joshi (2025)	Green innovation and green premium significantly enhance competitiveness and sustainability in Indian SMEs.
Al-Faouri (2023)	Knowledge-based leadership mediates the relationship between green knowledge/technology and organizational sustainability.
VASS Company (2025)	Digital tools, lifecycle assessments, and green digital products are reshaping environmental accountability and strategic sustainability
Bansaland Roth (2000)	Use data from 53 firms in the United Kingdom and Japan to reveal three motivations competitiveness, legitimation, and ecological responsibility of green movement under the context of individual concern, organizational consensus and social formal and informal network ties between constituents on environment issue in an organizational field"
Walterand Bruch(2005) and Porterand.Kramer (2006)	Recommend for a more close alignment between a company's core strategy and its social responsibility efforts"
Abbaspour,et.al (2006)	Discuss how implementation of green management in sport complexes of Iran can ensure the continuous arrangement and assessment of activities from the environmental perspective to control and prevent contaminations"
Sarkar (2008)	Points out that business practices related to the environment are now seen a transition from environmental management to

	environmental strategy".
Hadeneral (2009)	Suggest that green achievement can be made via continuous learning and development through embracing environmental goals and strategies into the goals and strategies of the organization
Babiak and Trendafilova (2011)	Deliberate the role and relevance environmentally focused corporate social responsibility plays in professional organisation in North America and presents suggestion for future research in this area
Khan, et al. (2013)	Notice many businesses organisation have re-branded their core values including social responsibility in environmental excellence

The basic premise of the structure outlined below is that performance is the work of an individual in the surrounding environment. According to Norton et al. (2015) , contextual factors are very important in shaping individual performance, including organization, organizational leader and team performance, as these factors shape a person's performance-based behavior in the flow. Furthermore, individual factors also play an important role in the functioning of Employee Green Behaviour (EBG). "Inside the person factors such as jobs, attitudes and behaviors and "inside the person" factors such as motivation and intentions can play an important role in determining EGB. Furthermore, the stimulus modalities can be controlled or autonomous with respect to the EGB.

However, autonomous status is considered relatively more important because there appear to be no personal obligations or interests to motivate EGB. Moving forward, it is argued that conditions of controlled motivation led to the required EGB in organizations while autonomous motivation becomes the basis for voluntary EGB. Finally, the results of each situation are positive. As an institutional lever, an individual with a GBE can envision a competitive advantage. At the institutional level, by joining EGB it is possible to save additional costs. Leaders can also be effective in this situation. Additionally, teams display positive social norms as they perform in the organization. Everything ends positively with the employee's intentions towards career advancement.

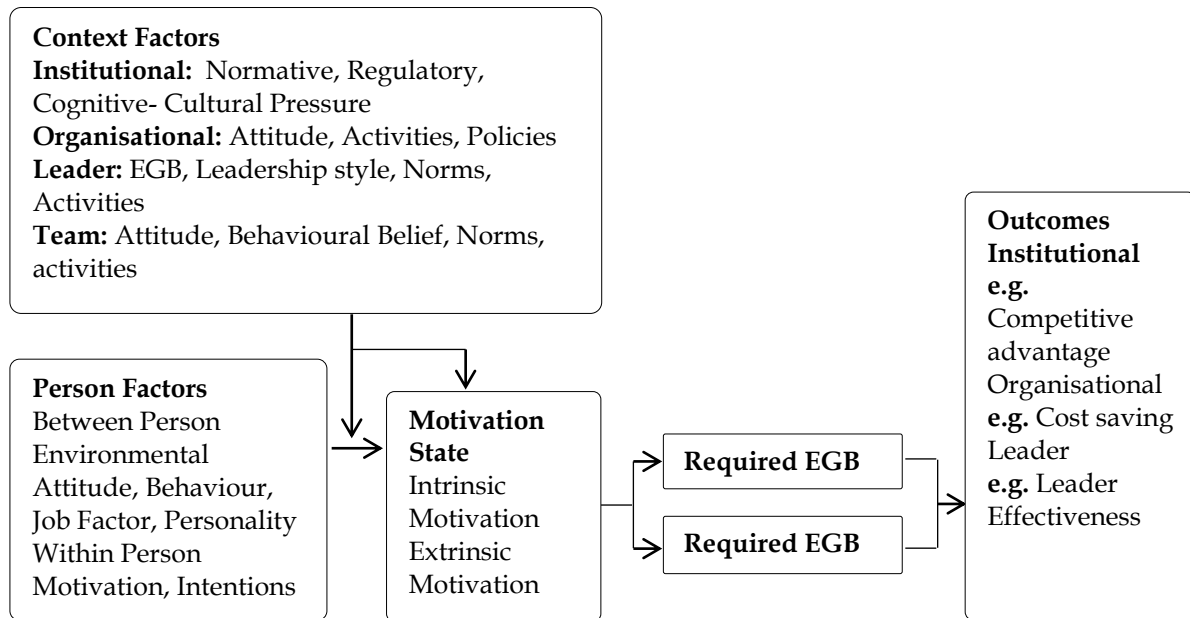


Fig 1: Model for Employee Green Behaviour

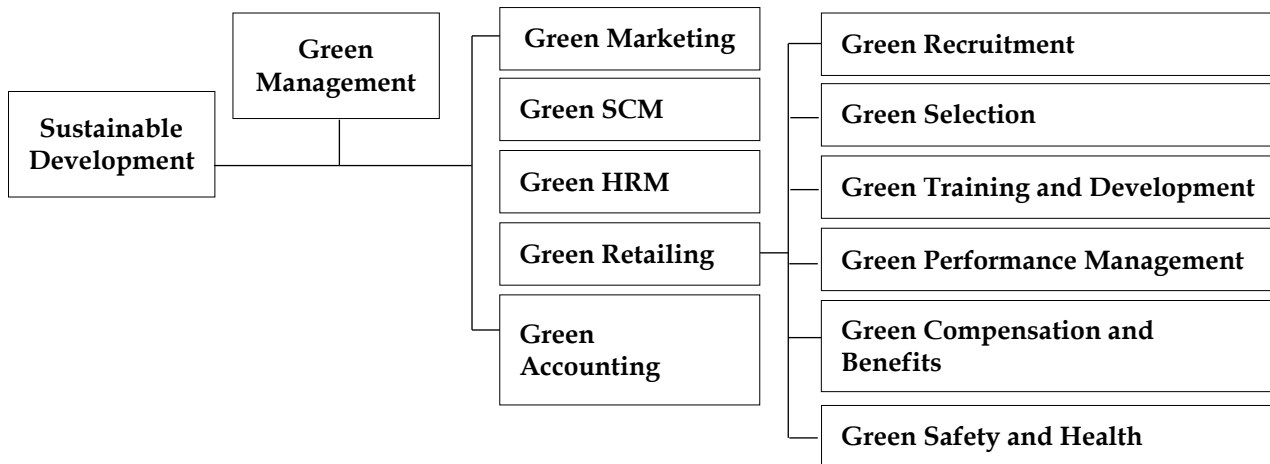
5. CONCLUSION AND RESEARCH IMPLICATIONS

Green HRM is a growing field. The adoption of GHRM by various public and private sector organizations can alleviate some of the environmental concerns and the need for greening. The green HRM structure is not complex in nature and does not require a fundamental change in the structure of HRM functions, but at the same time has a positive long-term effect. Green HRM can be more fruitful if it is adopted by organizations as part of a broader philosophy of sustainable development or green management, but rather a small isolated step limited in time Ahmed (2015) reiterates that GHIM's efforts have resulted in "greater efficiency, employee retention, reduced costs and improved productivity, as well as other tangible benefits". Organizations need to be proactive and adopt practices that can help them develop while enabling organizations to pay society. Institutions can also choose the ISO 14001 certification path, which can also help these institutions move significantly toward environmentally sustainable processes

It is important to note that the literature on green HRM and its implementation is mainly available in the context of developed economies and not in developing countries. Now is the time for developing countries to recognize the importance of a green and sustainable environment and to address the growing problems of global warming Green HRM can be a small but effective strategy as part of a larger mission. Despite the many advances on the subject. Hosain and Rahman (2016) point

out that there is still room for the concept of green HR management in terms of theoretical and practical development.

In terms of research implications, more research is needed to test the current application of this concept by identifying factors that could facilitate or hinder the implementation of green HR management as an integral strategy by various organizations. A tool developed by Teng et al. (2017) can be used to measure and test the GHRM concept for further research on the above topic. The following framework can lead to effective use and implementation of GHRM:



REFERENCES

1. Jabbour, C. J. C., & Santos, F. C. A. (2008). The central role of human resource management in the search for sustainable organizations. *The International Journal of Human Resource Management*, 19(12), 2133–2154
2. Xie, X., & Lau, A. K. W. (2023). Green human resource management and environmental innovation: The mediating role of green dynamic capabilities. *Journal of Business Research*, 158, 113674.
3. Chowdhury, M. M. H., Quaddus, M., & Islam, M. S. (2025). Green HRM for sustainable performance: A systematic literature review and future research agenda. *Journal of Cleaner Production*, 412, 137289.
4. Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organizations: A conceptual framework. *Journal of Cleaner Production*, 243, 118595.
5. Stephenson, L., Ahmad, S., & Khan, M. A. (2025). Strategic green HRM and organizational sustainability: A resource-based perspective. *Human Resource Management Review*, 35(1), 100872.

6. Cosenza, B., De Angelis, M., & Gualtieri, L. (2025). *Green HRM and employee engagement: The role of environmental values and organizational support*.
7. Renwick, D. W. S., Redman, T., & Maguire, S. (2013). *Green Human Resource Management: A Review and Research Agenda*. *International Journal of Management Reviews*, 15(1), 1–14.
8. Chowdhury, S. R., Sakib, M. N., Sanju, N. L., Sabah, S., & Rahman, M. M. (2025). *Aspects and practices of green human resource management: A review of literature exploring future research direction*. *Future Business Journal*, 11, Article 147.
9. Jabbour, C. J. C., & Santos, F. C. A. (2008). *The central role of human resource management in the search for sustainable organizations*. *The International Journal of Human Resource Management*, 19(12), 2133–2154.
10. Birbirs, Z. A., & Worku, M. A. (2022). *Green Human Resource Management: A Systematic Literature Review and Future Research Directions*. *International Journal of Organizational Leadership*, 11, 357–383.
11. Miah, M., Rahman, S. M. M., Biswas, S., Szabó-Szentgróti, G., & Walter, V. (2024). *Effects of green human resource management practices on employee green behavior: The role of employee's environmental knowledge management and green self-efficacy*. *International Journal of Organizational Analysis*.
12. Stephenson, S., Tank, S., & Das, S. (2025). *The Impact of Green Compensation and Reward Systems on Employee Motivation for Sustainability*. *Kalahari Journals*.
13. Shoaib, M., Zámečník, R., Abbas, Z., & Nawal, A. (2022). *Promoting Environmental Performance through Green HRM: Mediating Role of Employee Green Involvement*. *Academy of Strategic Management Journal*, 21(S4), 1–12.
14. Bashirun, S. N., Noranee, S., & Hasan, Z. (2025). *Employee Green Behavior at Work: Toward Organizational Environmental Sustainability*. In *Sustainable Green Infrastructure* (pp. 269–283). Springer.
15. Ansar, F. A., Munizu, M., & Ansar, M. C. (2025). *Green management and green bond in academic literature: A systematic review*. In *Proceedings of the 9th International Conference on Accounting, Management, and Economics 2024 (ICAME 2024)*. Atlantis Press.
16. Sharma, R., Gunasekaran, A., Sharma, M., Luthra, S., & Joshi, S. (2025). *Building a sustainable future: The role of green innovation and green premium in transforming Indian SMEs*. *Environment, Development and Sustainability*.

17. Al-Faouri, A. H. (2023). *Green knowledge management and technology for organizational sustainability: The mediating role of knowledge-based leadership*. *Information & Technology Management*, 11(3), 2262694.
18. VASS Company. (2025). *The Green Revolution: Emerging Trends & Challenges in Environmental Management*. Retrieved from
19. Renwick, D. W. S., Redman, T., & Maguire, S. (2013). *Green human resource management: A review and research agenda*. *International Journal of Management Reviews*, 15(1), 1–14.
20. Abbaspour M. Karbassi AR, Khadivi S. *Implementation of green management concepts in sporn complexes* *International Journal of Environmental Science and Technology* 2006, 3(3):213-219
21. Ahmad S. *Green Human Resource Management Policies and practices*. *Cogent Business & Management*, 2015, 21(1)
22. Babiak K. Trendafilova S. *CSR and environmental responsibility motives and pressures to adopt green management practices* *Corporate Social Responsibility and Environmental Management*. 2011: 18(1):11-24
23. Bansal P. Roth K. *Why companies go green: a model of ecological responsiveness*. *Academy of Management Journal* 2000, 43(4):717-736
24. Bergmiller GG. McCright PR. *Parallel models for lean and green operations*. Paper read at *Proceedings of the Industrial Engineering Research Conference*, Miami, FL 2009
25. Brundtland Commission Report *World Commission on Environment and Development* (Oxford: Oxford University Press, 1987.
26. Clarke E *Power Brokers*, *People Management*, 18th, 2006, 40-42
27. Denisi Angelo S. Ricky Griffin W. *HRM. An Introduction*. Houghton Mifflin College Cengage Learning India, 2009.
28. Haden SSP, Oyler JD. Humphreys JH. *Historical, practical, and theoretical perspectives on green management an exploratory analysis*. *Management Decision*. 2009, 47(7):1041-1055.
29. Hosain MD, Rabiman MD. *Green human resource management: A theoretical overview*. *Journal of Business and Management*. 2016; 18(6):54-59,
30. Jabbour CJC, de Sousa Jabbour ABL *Green human resource management and green supply chain management: Linking two emerging agendas*. *Journal of Cleaner Production*. 2016; 112:1824-1833.

31. Jabbour CJC, Santos FCA, Nagano MS. *Contribution of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil*. *The International Journal of Human Resource Management*. 2010; 21(7):1049-1089.
32. Khan MT, Khan NA, Ahmed SU, Ali M. *Corporate social responsibility (CSR) -Importance, impacts and benefit (A Review)*. *Editorial Advisory Board*, 2013; 37(1):160-170.
33. Electronics LG. *Electronics Sustainability Report (pp.)*. Seoul, Republic of Korea: Retrieved CSR Group. 1-86. 2010. http://file:///C:/Users/TQM/Downloads/LGE_2010ENGfull.pdf from
34. Liebowitz J. *The role of HR in achieving a sustainability culture* *Journal of sustainable development*. 2010; 3:50-57.
35. Ilic DK, AyyildizUnnu NA. *Web sites as a tool of creating value and green image the case of istanbul stock exchange* *International Journal of Contemporary Economics and Administrative Sciences*. 2012; 2(2):94-116.
36. Mampra M. *Green HRM. Does it help to build a competitive service sector? A study* In *Proceedings of tenth AIMS International Conference on Management*, 2013, 1273-1281.