

# A Study On The Effect Of Green Human Resource Management On Organisational Sustainability

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## **Abstract**

The research has focused on the impact of green human resource management (GHRM) practices on organisational sustainability. While a large body of research has examined how green initiatives impact sustainability, little is known about how GHRM explicitly influences organisational sustainability through KMP. In order to close this gap, the study looks at how GHRM affects worker performance and behaviour as well as how it supports organisational sustainability. The research assesses business communities' understanding of environmental challenges and knowledge management techniques, as well as the role that environmental values play in fostering corporate sustainability. According to the theoretical paradigm, KMP mediates the link between GHRM and organisational sustainability, which is directly influenced by GHRM. The results indicate that GHRM activities, such as hiring, training, and incentive programmes, have a beneficial effect on organisational sustainability by raising staff members' understanding of environmental issues. The study offers useful implications for companies looking to include green initiatives into their HR strategy and advances knowledge of how GHRM practices may support organisational sustainability.

**Keywords:** Green human resource management (GHRM), Organisational sustainability (OS) and Knowledge Management Practices (KMP).

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## **I. Introduction**

Green Human Resource Management (GHRM) is a vital component of HR practices that integrate environmental considerations, therefore supporting company sustainability. As businesses come to understand the value of sustainability, GHRM has become a prominent tool for coordinating HR procedures with environmental objectives. Fundamentally, green human resource management (GHRM) includes a range of HR duties, including as hiring, training, performance reviews, and employee relations, with an emphasis on encouraging environmentally conscious and pro-environmental employee behaviour. Organisations may successfully involve workers in environmental efforts and make contributions to their overall sustainability objectives by integrating sustainability concepts into HR policies and processes. The hiring and selection procedure is one important component of GHRM. Employers who are dedicated to sustainability look for candidates who not only meet the requirements in terms of education and experience, but also have a strong sense of environmental responsibility. This might entail choosing people who share the organization's sustainability principles, evaluating candidates' environmental knowledge during interviews, and including sustainability requirements into job descriptions. Moreover, GHRM stresses the need of training and development initiatives targeted at improving staff members' environmental knowledge and abilities. Giving instruction on energy-saving techniques, waste minimization, eco-friendly practices, and sustainable procurement procedures is one way to do this. Organisations may empower their workers to make environmentally responsible decisions in their daily operations by investing in these areas of employee training and development. Another crucial component of GHRM is employee involvement. Businesses use a variety of tactics to promote a sustainable culture and motivate staff members to participate in environmental projects. This might entail setting up green committees or teams, planning campaigns to raise awareness of sustainability, and honouring and showcasing staff members' contributions to environmental sustainability. Organisations may improve environmental performance, effectively engage people, and contribute to a more sustainable future by coordinating HR strategies with sustainability goals. Adopting GHRM improves organisational competitiveness, resilience, and reputation in a corporate climate that is becoming more and more sustainability-conscious while also benefiting the environment.

## **II. Literature Review**

Hameed et al. Z., (2020) conducted the study with the main objective to demonstrate the practices of green human resource management on the environment performance of the employees. The data collection regarding the research was done in a qualitative manner using the paper and pencil survey, a multi-source data was collected from 365 employees and 185 immediate supervisors in Pakistan. The data were collected through email to the participants. The research gaps which were identified were The research is done for the multinational

company that is established in Pakistan, so it lacks the data of the local companies. The data is collected from cross sectional method, the study is restricted to the green employee empowerment, in future it should expand using the various social and psychological factors including the human capital and some of the motivation aspects. The study's findings demonstrated that, via the mediating role of green employee empowerment, green human resources have a major impact on workers' organisational citizenship behaviours towards the environment. It also resulted in a positive relation between green employee empowerment and OCEB through a moderating effect of individual green values. Amjad et al., (2021) conducted a research to find out the strategies for enhancing "organisational sustainability." From the past decades the environment has faced destruction but in recent times eco-friendly product and corporate social responsibility have become an important component that is to be integrated within the process. Environmental issues have a diverse effect on the performance of the employees. Every domain in the company has a need of environmental management. The research data was collected from 165 managers in Pakistan's textile industry; a quantitative research approach was adopted in lieu of a qualitative one for this study. Convenience sampling and snowball sampling methods were employed in this study to get data from participants. From the standpoint of administering a questionnaire survey, the textile industry presents challenges as the management is reticent to divulge their information. There are several gaps that has been examined while doing the research. The organisation sustainability of different sectors must be taken into consideration by using green human resource management techniques because of the diversified and dynamic culture. Enhancement in the generalizability or the "population-based" research and the detailed research must be done in both textile and manufacturing industries. The research has shown how important green HR practices are for an organization's sustainability, including performance reviews, pay scales, and training and development. It also shows how employee and environmental performance act as a mediating factor, lending support to the mediation model. Richa Choudhary (2019) conducted the research to foster the employee performance. The study underlines the critical importance of incorporating a sustainability feature into HRM to achieve environmental sustainability. Most of the organisation lack sustainability as for any company to sustain requires the supply of natural resources. In the study the areas like employee behaviour, gender, organisational identification has been examined. Organisations are opting for green human resource management in their operations in order to make the employees environmentally responsible and a sustainable workplace. Employee behaviour and attitudes are necessary as human resource management practices have contributed to the organisational performance. The methodology is the data collection of the research that has been done with 301 employees from the automobile sector in India. There is a lack of understanding around how GHRM influences employee motivation to get involved in environmental activities. The gap identified is the generalizability that the study lacks. The study is required to be dynamic in nature. In the study it has proved that green human resource management has promoted the green attitudes, behaviour, and the green policies to accomplish the green performance goals

Saeed et al., (2018) conducted the study is to examine effects of green human resource management practices on the proenvironmental behaviour of employees to minimize the negative impact of the organisation actions on the environment. The issue is to examine how environmental knowledge and awareness of employees moderate the effect of green HRM practices on employees' proenvironmental behaviours. The aim of the two waves of data collection was to reduce common technique bias. T1 polled 456 workers about green HRM, demography, and other topics. Three months later, on T2, 347 supervisors reported the pro-environmental behaviours of their subordinates, accompanied with employee codes. The coal, electricity, food, chemical, and pharmaceutical industries were among those polled. The future research should use more of the objective measures of proenvironmental behaviour. CMV was not found to be a serious problem inhibiting the adequate testing of the hypotheses and interpretation of results. The other gap found is that the research is done on the employees proenvironmental behaviours, but the future research should look into other mediators (e.g., green commitment, job satisfaction, and green lifestyle) and moderators (e.g., environmental consciousness and green self-efficacy). The study has driven the employees' intentions to participate in sustainable practices. It has looked into how employee awareness and environmental knowledge have mitigated the impact of green HRM practices on employees' pro-environmental conduct. Cheema et al., (2017) studied the effect CSR toward GHRM with the aim of having a green environment is a vital part that has an impact on the processes of green hiring and selection, performance evaluation techniques, the incentive and compensation system, and an encouraging green culture. The questionnaire was sent out to the four textile industries in the district of Faisalabad as a means of gathering data. For additional research, a sample size of 273 respondents was used. The entire questionnaire was collected, and its total number of items was multiplied by 5, 7, or 15 to provide a sample size large enough to meet SEM analysis requirements. The research gap indicates that in order to improve the sustainable environment in organisations, particularly in the textile industry, green practices should be used. This would enhance the environment and support the development of a strong sense of corporate social responsibility across all industries. As a conservation motive the study has identified green human resource practices as a crucial role to secure the environment. It has ensured to meet social and ecological benefits from the sustainability

Souza Freitas et al., (2020) used the traditional approach of the company was to achieve economic performance but in the current scenario or in the 21<sup>st</sup> century the companies have been more focused towards the social and the environmental changes. The various key issues discussed were to create a sustainable organisational strategy, it has created challenges for the Human Resource to act as a frontier between the knowledge frontier. The authors of the paper have used a quantitative method to collect the data. The questionnaire was sent to the HR and CSR managers of 853 Brazilian companies via mail. The managers were from metallurgical, automotive, and chemical industries. The research has been restricted to three industries it does not have a wide range so it was unable to get different results and insights. The adoption of CSR in company depends on factors like legal and environmental while in future other factors should also be examined and analysed. The research has been performed in a single emergent economy as the proposed model was not tested in the developed and developing countries with different methodologies. The study's conclusions were that green HR practices improve corporate social responsibility initiatives and that improved CSR performance is mostly dependent on green HR practices, collaboration, and green recruiting and selection.

Al-Minhas et al., (2020) aim of the paper to not only to examine the green human resource practices not only for corporate sustainability but it also includes sustainable green logistics. In the study it has discussed sustainable corporate environment management using two mechanisms which include green human resource management and sustainable green logistics. The research study has gone through the five stage before the methodology which included problem identification, reviewing, commonalities, integration and presentations and suggestions. It conducted preliminary online searches for papers. The study lacks green logistics and training and development link Further research is necessary in order to test the effectiveness of the approaches which is vertical and horizontal. The findings analyse how environmental performance has a crucial role in order to enhance their csr performance. The employee attitude, knowledge and skill mediate the relation between green HR practices and sustainable logistics. Ansari et al., (2020) has examined the underlying mechanism which is done for the purpose of analysing the green practices or aspects used in the organisation. It shows the positive impact towards organisational commitment. The paper includes the pro environmental behaviour relation with green human resource management. The key issue discussed a comprehensive understanding of the mechanisms and processes through which Green human resource management has influenced employee's green behaviour which is lacking. SmartPLS was employed to test the theoretical framework from 342 valid responses. The data collection for the research was done from the manufacturing companies in diverse sectors like chemical, fertilizer, pesticides which were situated in Pakistan. Gaps identified in the study were that does not have a dynamic view as it is only limited to chemical and fertilizer industry. The result is collected from a quantitative data. In order to get more wider insights, the study should include more moderators. The research findings revealed that how the green HR practices influence the employee green environment and employee's green commitment. It showed a significance of green commitment and it acts as a mediator between green human resource practices and pro- environmental behaviour. Yi Yong et al., (2019) conducted the research with the aim to align the human resource with the environmental issues in order to create synergy in the organisation. The issues discussed were claims that the firms which are proactive in terms of greening or sustainability have a competitive advantage, while the firms with no green human resource program have an ineffective environmental management. The data collection was done from about 661 close ended questionnaires were distributed to the HR director or HR manager who were actively present in the HR activities of the large manufacturing companies in Malaysia. The research gaps were that practitioners may develop and improve green-oriented human resources and embrace green HRM as a strategy to achieve company sustainability by utilising this model. A cross country study is necessary in order to provide generalizability in the findings of the study in order to provide a wider aspect. The findings were to show a positive significance of green recruitment and training on sustainability. Thus, the study has focused on emerging economy with limited variables. Basheer M. et al., (2020) published the article with the objective to literature study is to examine the effect of green human resource management on the employee's green creativity. The study has explored the employees' green values as the boundary of condition to create a link between green human resource management and employee's green creativity. The key issue discussed in the study is not only restricted to employee's green creativity but also includes dual effects of employees' green psychological climate and green behavioural intention. The data was collected from Saudi Arabia with a stage sampling process. In the first stage the researchers got the consent from HR units of 37 companies and in the second stage, the distribution of questionnaires took place in which a questionnaire based- survey method was used. The total questionnaires that were received from the respondents were 431 with a response rate of 67.2%. As the data is restricted in Saudi which limited the generalizability for other countries which is the gap. The longitudinal study is required to be used in order to discard the causality in the data collection. The study has shown how green innovation has a positive impact on green HR practices. The association between green HRM practices and green inventiveness as well as between green HRM practices and green behavioural intention was also shown to be modified by the individual green values. Roscoe et al., (2019) did the research with an objective of the study is to enhance the environmental performance of the organisation and to develop the relation between green human resource

management, enablers of the green culture which are credibility, leadership emphasis, peer involvement and employee empowerment and its green environmental performance. In order to select the data from the respondents a stage sampling process was used. In the first stage the researchers got the consent from HR units of 37 companies. The pro-environmental human resource practices which support the development of green organisational culture which include leadership, credibility, involvement, and employee empowerment. Wenhao Song et al., (2021) conducted research to enhance of the green capacity of the organisations depends on the green human resource management. It has examined the effect of green human capital and the management environment concern. The key issue discussed was to do the rapid economic development the environment issues have been increased. It recognised the importance of sustainability for both social and environment development. To explore the green innovation outcomes of green human resource management which has not been investigated. The data was collected in China by the MBA students. Who were at middle or higher level of position. The survey included all the variables, size of the organisation, age, traits, ownership. A total of 220 questionnaires were circulated. . The study can be restricted to one sector to enhance or discover more green innovation in its process. A longitudinal study can be more effective in analysing the relation between green human resource management and green innovation. The future study should focus on organisational factors, strategy, and climate. The findings of the study is that Green human resource management has positively influenced green innovation and green human capital. It also mediates the relation between GHRM and green innovation. It explores the indirect effect of GHRM on green innovation through green human capital. It is significant for the firms which have high management environment concern. Jawad Abbas (2019) studied the Aim is to investigate the relationship between total quality management (TQM) and corporate sustainability (CS). To examine the role of knowledge management practices in the relationship between TQM and CS. The issues discussed were dynamic organisation follows strategies to achieve the sustainable goals in an effective and efficient manner. The data was collected from large and medium sized organisations which were manufacturing and service located in Pakistan. The survey was distributed through e-mail and personal visit. The distribution done was a total of 612 questionnaires out of which 331 responses were received. The study restricted only to lower, middle, and higher level of managers. There is a lack of generalizability. The findings tell that valuable insights into the management of manufacturing and services sector and how they ensure sustainability in the organisation using TQM and KM. Shahzad et al., (2020) has studied for enhancement of green innovation is necessary for global sustainability. To explore the importance of knowledge management process for a corporate sustainable performance. The issues discussed were that more dynamic and agile organisation focuses on adopting knowledge management process, organisation. Knowledge management process assists organisation to build up capabilities which is necessary green innovation and enhances corporate social performance. A cross-sectional approach used to collect the data through online and offline self-administrated survey. A total of 475 respondents were included 46% of the respondents were managers and supervisors and 42% held the master's degree. The data was analysed using the structural equation model. The gap identified were there is a need of generalizability and there is a longitudinal and experimental study is major gap identified in the study in order to get more conclusive outcomes. Personal capabilities and personality traits are not used for an effective knowledge, management process. According to the report, knowledge management and all of its components have sparked green innovation, which in turn has boosted the sustainability of business performance. Although this specific lesson focused on how businesses engage in cutting-edge technology and implement environmentally friendly practices, the research also highlighted the significance of knowledge management and organisational agility. Lopes et al., (2017) studied how to explore how open innovation plays a key role towards effective strategic sustainable management. Businesses use knowledge management as an asset to foster sustainable innovation, which in turn influences organisational sustainability, in order to investigate open innovation. Examining the relationship processes between open innovation, knowledge management, and organisational sustainability were the topics of discussion. Five focus group sections were developed throughout the rubber segment gathering process. First, they employed a funnel form of inquiry that included both broad and open-ended inquiries. Since the present firm is concentrating on shifting its business focus. This had an impact on the respondents' data collecting from that specific firm since it was exploring new markets and suppliers with no prior expertise. The study's conclusions examined businesses' extensive experiences implementing the strategic organisational sustainability.

### **III. Research Methodology**

The primary data is collected for the particular from the employees working in the organisation. The data was collected from the questionnaire which was forwarded via mail and through LinkedIn to the employees working in an IT sector. The sample size was collected from 132 respondents. The questions were asked from a standard scale for each variable which is for independent variable green human resource management from (etal. Tang; 2017), for dependent variable which is organisational sustainability (etal. Carroll; 1999) and the mediator knowledge management practices the scale used was (Zaltman et al., 1973). Multiple choice questions were made by using a 5-point Likert scale with a total of 25 questions. The snowball sampling method was used to collect

the responses from the employees. To analyse the data of the respondents SPSS software was used. The various tests included: Reliability analysis, Correlation, Regression, KMO Test, Hayes process. The reliability analysis was done to check the construct reliability which is done to check the internal consistency of the 25 items used in the study. The correlation has been used for three variables which are green human resource management, knowledge management practices and organisational sustainability in which the relationship is indicated between all three variables. Regression is a statistical variable between the independent variable and dependent variable. The KMO test was done to measure the sampling adequacy for all the items which were used for the research model. As the mediator has been used for research so to establish the relationship between green human resource management and organisation sustainability with a mediation effect of knowledge management practices. This was done to establish to relationship between mediator and the other variables.

#### **IV. Research Objectives**

- To identify the various green human resource practices followed in the organisations.
- To identify how the environmental values and employee attitude play a vital role in achieving the sustainable goals.
- To assess whether the business communities aware about the environmental issues and knowledge management practices.

#### **V. Theoretical Background**

##### **Independent Variable- (Green Human Resource Management)**

GHRM is utilised as an HRM strategy to encourage sustainable usage inside a company in order to accomplish the aim of environmental sustainability. Organizations implement GHRM strategies, that shows they have a strong corporate social agenda and value the environment and the social priorities of current and prospective employees, both leading to external prestige, with the firm likely to become more “appealing” to workers with improving their employee’s performance and environmental values. Green Human Resource Management is most frequently used to indicate the concerns of individuals and executives in establishing strategies and procedures.

##### **Dependent variable- (Organisational Sustainability)**

Organisation sustainability creates the employee’s awareness about its environment and attitude of employees. It examines the alignment of organisation objectives with the environment goals which involves green training, green recruitment and selection and the social well-being of the employees. The sustainability of the organisation highly depends upon the employee’s green behaviour and their awareness about the sustainability practices which are carried by their organisation. There is various green model which all the companies are implementing in their operations to make the employees socially and environmentally aware of nature and to increase their commitment in protecting the nature.

##### **Mediator- (Knowledge Management Practices)**

It acts as a link between the green human resource management and organizational sustainability. It shows the attitude, behavioural practices of the employees and helps to direct the employee’s vision and efforts towards the environmental management. It is used to measure the employee’s ability in preserving the environment, solving the issues regarding the organisational sustainability. It includes the sustainable innovations, new green practices, and ideas which involve in creating a green culture and sustainability in the organisation. These practices result in employee outcomes, organisation identification, favourable employee attitude and behaviour and also the employee performance and organisational sustainability.

#### **VI. Limitations**

- The study has been done by collecting the data from the employees working in the IT sector but for further research the data can be generalized as it can be done in manufacturing sector to determine the sustainability in this sector and implementation of green HRM.
- The time was a major constraint in the data collection due to which the sample size is less.
- The study has focused on knowledge management practices of the employees further the GHRM can ensure more towards the employees’ green attitude and behaviour.
- The single data collection method is used by collecting data from the questionnaire for further research which can include interviews, observations and focus groups.

#### **VII. Future Implications**

- The implications can help as a roadmap for further initiatives to advance environmentally conscious corporate practices and corporate environmental stewardship. For the future study the study can include other green

practices such as (green marketing and green finance) which will give an in-depth study for all the departments of the organisation.

- Secondly, the study should focus more towards the environment performance and value which can align with the organisational sustainability.
  - Thirdly, the future study should focus on the green practices which encourage the green commitment and employees' behaviours and attitudes towards the green.

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