**Traditional HRM to Green HRM – The Path for Transformative Sustainability Practices- A REVIEW**

**Abstract-**

Aim- Aim of this paper is to understand difference between traditional Human Resource Management Practice and Green Human Resource Management Practices. In this paper Meaning, importance and barriers of Green Human Resource Management Practices are discussed. This paper also focuses on the recent trend of Green Human Resource Management Practices.

Methodology- In this paper systematic review of literature has been done from various sources. Secondary source of data i.e. Book journals and publications from the year 1983 to 2024 have been used to understand the meaning of Green Human Resource Management.

Findings- In this paper it is found that the traditional human resource management practices and Green Human Resource Management Practices can be aligned at the same time to achieve organizational sustainable objectives. Our study also shows that Green Human Resource Management Practices has positive relation to the environmental sustainability.

Implications- further research can be done to find out the ways of elimination of barriers of Green Human Resource Management Practices by the authors.

Discussion- Rapid Industrialization and pollution has arisen the need of sustainability, many protocols and conventions are being introduced by government of different countries. Human Resource of an organization can play significant role in objectives of sustainable business practices; still there only functional factors of Green Human Resource Management have been focused. There should be further research which focuses on development of tacit knowledge of employees.

**Keywords-** Sustainability, Human Resource Management, Green Human Resource Management, Organisation, Pollution Control, Recent trends Tacit Knowledge

1. **Introduction-**

As per the UN sustainability goals each and every organization should have to adopt these Green HRM practices to reduce the excess consumption of resources and to save the environment for our future generation.Coordination, synergy and fit are the key concepts of human resource management Coordinating with current situation and achieving objective with the context of time is integral part of human resource management(Wood, 1999). After various conventions and protocols related to environment like Convention on Biological Diversity (1992), United Nations Framework Convention on Climate changes (1992) many organisations are trying to implement Green Human Resource Management Practices which will benefit them to sustain their employees, nature and will make competitive advantageous as compare to other organisations. Green Human resource management is emerging concept therefore there is need to explore in this field. Given the global context, it appears that a significant number of organizations today employ green HRM practices.(Arulrajah et. al., 2015). Green HRM is the utilization of all employees to support sustainable practices and raise employee commitments and responsiveness to environmental problems(Sushma, n.d.). Green Human resource management practices means functions and practices of HRM which brings some positive environmental outcome(Sadek & Karkoulian, 2024a) Many industrial pollutants are also affecting health of general people, i.e. As reported by the World Health Organization (WHO, 2015), long-term exposure to pollution from manufacturing companies' operations leads to 15% of lung cancer cases(Moradeke FAPOHUNDA et al., n.d.). Human Resource Management includes many dimensions like Recruitment and Selection, Training and Development, Employees Appraisal and Evaluation, Employees discipline etc. Five factors or dimensions were identified as key of Green Human Resource Management and they were Green Recruitment and Selection, Green Training, Green Performance Management, Green Pay and Reward and Green Involvement (Guiya Tang, 2018). Green Human Resource Management (GHRM), Green Intellectual Capital (GIC), and Top Management Environment Awareness (TMEA) are also very important for sustaining business as well as environment simultaneously (Zaragoza‑Sáez1, 2024). Changing needs and requirement of business organisations and managers also leads to explore various dimensions of Human Resource management, now with global warming and carbon particles injection in environment due to industrialisation business organisations are realising sustainability as social responsibility, therefore need for Green Human Resource management arising in recent decades. Various dimensions or variables of human resource management, like recruitment and selection, training and development, employees orientation, evaluation and rewards, employees discipline management all these functions are connected with the approach of human resource management which leads to less carbon footprint so that it can leads to environment sustainability as well as sustainability of business, society and our global environment. To get competitive environment now organisations and institutions need to strategic implement Green Human Resource Management.

1. **Review of Literature**

(Muhammad Farrukh, 2021) in this paper the author used prior intellectual work done by scholars in this field by using bibliometric approach and found that the current researches were based on Asian society despite of global perspective the research provided future scope of new trend of green human resource management in business organisations.

(Eiad Yafi et.al., 2021) in this paper the authors used primary data, data were collected by online survey by using convenience sample technique in this paper. In this paper it was found that Green Training and development have significant and positive correlation with environment outcome. Data was analysed by using SPSS.

(Sanjay Kumar Singha, 2020) in this paper Author used survey questionnaire method to investigate relation between environmental performance and green human resource management, covariance-based structure equation modelling was used and found that Green HRM practices works as mediator in green leadership and environmental sustainability of MSMEs of manufacturing companies.

(Do Dieu Thu Pham et.al., 2019)in this paper author used existing literature review, secondary data was used in the paper, systematic review of 22 literature of 2008-20017 was done by the author it was emphasised that green recruitment and selection is an important part of green human resource management and it was found that some companies were fallowing green criteria during recruitment and selection while other companies were not fallowing. Companies’ values, orientation and preferences were major factor which influences green recruitment and selection. Four mediators were found from previous study (Anticipated pride, Perceived Value Fit, Expectation of Favourable Treatment, Organisational Green Goodwill). Green Recruitment and selection means recruiting and selecting those candidates who are environmental conscious and are committed to environment performance.

(Jackson3, 2018)in this paper the author found that Environment sustainability regulations were creating attention towards green human resource management with the current HRM practices, it was found that though significance of environmental sustainability was increasing day by day but still there were lack of measurement and contributing element in the field of GHRM. Secondary data were used for conceptual, cultural, empirical and theoretical development of GHRM framework.

(Ahmad, 2015)Paper entitled “Green Human Resource Management: Policies and Practices” extensive literature review was done by the author. The report provided a basic definition of “GHRM and primarily focuses on the numerous Green Human Resource Practices that firms worldwide are pursuing”. Author said that Employers might more easily integrate workers who were conscious of sustainable practices and already knew the fundamentals of recycling, conservation, and making the world more rational by hiring candidates with a green mindset.

(Douglas W.S. Renwick, 2013)A systematic review employing an archival approach was used to create a trustworthy knowledge base on the field of GHRM. Many different GHRM practices have been highlighted in this research. Author found GHRM is a people-management practice approach that has been clearly evolving and becoming one organizational response to environmental degradation.

Organisations ecological attractiveness help to attract right candidates to apply for the job(Aiman-Smith, 1996) Institutional theory of human resource management practices was implemented in green human resource management practices and the utility of this theory was found more important as compare to traditional institutional theory by focusing internal and external context rather than focusing only on internal context of organisation(Lewis et al., 2019). Green human resource management practices show positive effect on employees’ green behaviour which ultimately leads to environmental sustainability (Tanveer et al., 2024) with mediating effect of AMO[[1]](#footnote-1) model. Legitimate, competitiveness, and ecological responsiveness are also the factors which lead organisations to fallow strategy of green human resource management practices for environmental sustainability(Bansal & Roth, 2000). Apart from rules and regulations, legitimate compulsion, implementation of green human resource management practices also benefits organisation in many other dimensions i.e. it leads to reduction of cost, maximise profit and increases the chance of retention of talent(Sheikh et al., n.d.).

1. **Objectives-**
2. To understanding the concept of GHRM and its importance
3. To help organisations and manager to understand role of Green Human Resource management
4. To understand the recent trend of Green Human Resource Management
5. Understand the effect of Green Human Resource Management on environment sustainability
6. **Methodology-**

This paper utilizes secondary data sourced from journals, academic papers, and publications. A comprehensive literature review has been undertaken, and a qualitative research method has been employed to analyze the data.

1. **Overview of Green Human Resource Management-**

In an Organisation combination of different resources are needed to produce Goods and Services, These Resources can be identified as Men, Money, Material, Machine and method. It is assumed that an Organisation can have same and identical resources as its competitor organisation have except Men (Human Resource of an Organisation make an Organisation Comparative Competitive Advantaged to other Organisations.) as they cannot be accurately same as other organisation employees. Over the period of time Evolution of Industrialisation and shifting of industry from Agrarian to manufacturing one highlighted and observed pollution and Environment Degradation. Injection of Various toxic gas and particles into the environment is called pollution, due to this necessity of Green Human Resource Management comes to exitance. The term GHRM seems to be a unique and new term it was propounded by Wherever in 1996 book entitled **“Greening People: Human Resource and Environmental Sustainability.”**

1. **HRM Functions-**

In Every organisation there is need to plan and manage its resources likewise an organisation needs to manage its human resources, it starts from **Recruitment and selection** and its never-ending continuous process. Recruitment means attracting more and more candidates to apply for job and selection means selecting those candidates who fits good in the job (Flippo, 1983). **Training** means making capable to the employees to perform well in the given job but **development** means making employees capable to perform well in future also (Janakiram, 2007). **Performance management** means Evaluation and appraisal of employee’s performance and rewarding best performer of the organisation (Flippo, 1983). an organisation requires positive environment and for positive environment its human resources should be motivated, Compensation and benefits are the stimuli for motivation. Organisations give benefits and compensate employees for their various achievements for attracting new talented employees and retaining existing talented employees. It does not only attract or retain talent but also motivates other employees to perform well. **Employees Relation** means coordination among employees, employer and organisation so that the organisational goal, employees’ goal as well as employers’ goal can be achieved simultaneously (John Newstrom, 2001). Health and Safety is also function of Human Resource management in which manager focuses on health and safety of employees during working hour as well as during off the working hour, only physical health is not enough for employees work life balance but also mental health is equally important.

All the Human Resource Management functions discussed above are the part of traditional HRM functions now the new idea of GHRM should be aligned with traditional HRM functions for the purpose of compliance of obligation to maintain sustainable green business practices and achievement of Sustainable Development Goals. GHRM particularly deals with Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance and Management (GPM), Green Compensations and Benefits (GCB), Green Employees Relation (GER), Green Health and Safety (GHS), with the help of these GHRM function an Organisation can implement the same and can contribute to sustainable development Goals. Green recruiting is a system which stresses the value of the environment and makes it an essential part of the business. (Sonal Singh Rathi, 2018). Some companies use candidates' environmental concerns and interests as selection factors when choosing candidates for vacant positions (Sonal Singh Rathi, 2018). Green induction is crucial for new hires to understand and respect the company's environmental culture. Businesses can use job-specific or general green induction methods, providing background information and job-specific orientation programs. Both methods are essential for businesses today (Sonal Singh Rathi, 2018) **Green Training and Development** ask human resources to be educated and aligned with knowledge of eco-friendly tasks, importance of Environmental Management actions and ways that may help in reducing wastages and energy consumption (Khan, 2019).**Green compensation and reward** means giving some monetary and non-monetary benefits to the employees who fulfil the required green performance which is appraisal identified. (Khan, 2019). Green Health and safety at the place of work means that the environment of the work place should be sensitive enough to the natural environment, fair work environment should be maintained which will reduce medical expenses of organisation (Khan, 2019). In an organisation **green discipline management** is an essential activity to be performed by management for environmental sustainability and environmental outcomes (Sonal Singh Rathi, 2018). Deciding rules and regulations for environmental management practices and deciding penalties and setting enforcement system which reduces the chances of breach of rule and regulations of environment management practices (Arul rajah A, 2015). Human Resource management is not only related to accomplishment of tasks by employees and guiding by management but it also includes various other stakeholders. These other stakeholders may include Customers, trade union and Government Agencies, even there is need to coordinate with other department employees. This coordination with different individuals, agencies is known as **Employees Relation,** it can be extended to Green Human Resource Management or we can align Employees relation of human resource management Function to Green Human Relation Function of Green Human Resource management. **Green employees’ relations** which can be initiated through sharing of profit, Joint consultation with employees and other stakeholders (trade union) are also very important, negotiation with trade union for environmental issues brings environmental outcome in an organisation, Training unions of organisation also should be involved in green initiatives so that the initiative foster Green Environment in an Organisation (Singh Pravir Kanwar, 2020).

1. **Functional overview of Green Human Resource Management-**

Attracting those candidates who have natural as well as acquired environmental conservative competencies for vacant posts in an organization*[[2]](#footnote-2)*, it means organizations should show environmental consciousness in their recruitment process. Green recruitment means more focus is given to environmental issues because, it is easy to coordinate with the recruits with basic understanding of reuse, recycle and conservation of resources(Ahmad, 2015)*.* Green training and development means educating the employees about environmental management knowledge, preventing deterioration of environmental management attitude skills and knowledge.*[[3]](#footnote-3)* Green training and development refer to providing knowledge and abilities to employees for sustainable practices and it also involve training to employees to reduce wastages within organizational function(Adedayo Emmanuel et al., n.d.). Green performance appraisal means assessment of employee’s performance toward green(environmental) activities, it means assessment of employee’s activities and involvement in environmental management(Ardiza et al., 2021). The intention of green performance appraisal is to assess the employee’s green behavior through direct linking it to environmental outcome*(Sadek & Karkoulian, 2024)*. Green compensation and reward mean monitory as well as non-monitory compensation to employees for talent retention so that the organization can continue with the objective of environmental management(Ardiza et al., 2021). A 2009 study by Bertone and Gomez-Mejia on 469 US firms in high-polluting industries offered the best evidence of the effectiveness of green rewards and compensation. They found that CEO compensation was higher for environmentally conscious businesses than for non-eco-friendly ones. The study also found that greater success in pollution prevention was connected with long-term company results that aligned with pay(Sadek & Karkoulian, 2024). Involving employees of organization in green decisions schemes, problem solving group and coordination to various internal as well as external unions, agencies and authorities(Arulrajah et al.). Green Employees Relation means a philosophy which involves employees of organization in green decision making, engaging employees of organization in organizations environmental policy(Lateef Okikiola, n.d.)

1. **Recent trend in Green Human Resource Management-**

2019 was the year which witnessed Covid-19 pandemic which shook the economy of entire world. At that period emission of carbon dioxide decreased by 7% and after pandemic its increasing by 3% every year(Sharma et al., 2022). Although the current issue of environmental pollution is very important, still there is lack of understanding of green human resource management practices among managers of various entities(Bombiak, 2019) which means green human resource management is in its infancy stage. Studies shows that Green HRM is relatively limited to functional aspects of human resource management(Bombiak, 2019), which means it should be extended to other aspects of organisation i.e. work life balance, stress management etc.

1. **Barriers of Green Human Resource Management-**

The absence of an effective plan to use green human resources management and shortage of knowledge works as the most influencing barrier in implementing Green Human Resource management(Fayyazi et al., 2015). Unavailability of resources like technical know-how, Technological Resources also works as barriers to implementation of GHRM(Fayyazi et al., 2015). To implement green human resource management, need to have a written Policy document or Ordinance, because lack of written policy document is also a factor which work as hindrance to implement green human resource management(Tanveer et al., 2024). To achieve any objective an organisational Leadership support, play a significant role in any organisation, lacking of organisational Leadership support also plays as a hindrance in implementing GHRM, leaders of organisations need to take initiative(Bombiak, 2020). Extra emphasis of environmental issues increases workload of employees which acts as the factor for emotional exhaust of employees (Wang, 2024) Paperless recruitment system development, employees lack of technical knowledge and difficulties in identifying right candidate for the job and lack of alignment among the job profile, employees’ orientations and organisations objectives were working as barriers in implementation of green human resource management (Wang, 2024).

**Green Human Resource Management Practices and Environmental Sustainability-**

Human resource of an organisation plays a significant role in any organisation’s achievement of objectives, therefore in achieving environmental sustainability Green Human Resource management play significant role. Pollution prevention opportunity audit, Participative team management, and formal Employees discussion program plays significant positive role in reduction of pollutant particles(Bunge et al., n.d.) The management's dedication to environmental improvement, along with empowering employees, recognizing their contributions, and offering regular feedback, plays a crucial role in driving progress towards better environmental outcomes(Govindarajulu & Daily, 2004). Many organisations which are highly involves in emission of pollutants are directly connecting compensations of their executives and environmental performance, which in return provides positive environmental outcome(Berrone & Gomez-Mejia, 2009). Discussion with the employees of Organisation about environmental management also increases understanding of organisations environmental issues(Boiral, 2002).

1. **Advantages of Green Human Resource Management-**
2. **Sustainable Work Place Environment –** By aligning Human Resource management practices with Green Human Resource Management a Sustainable Workplace Environment can be maintained. Green Human Resource Management Foster the habits of Reuse, Recycle and conservation of Employees.
3. **Response to Environment Degradation-** Management of Human Resources in Green Human Resources management practices focuses on Management of Employees in an organisation that focuses on minimising resources wastage and maximise positive environmental Outcome.
4. **Leadership-** In an organisation to accomplice any task, there is need to have good leader. Green Human Resources Management Practices help to develop Green Leadership in an organisation which help to collaborate employees to fallow.
5. **Helps in Ordinance Development-** Various Regulatory framework and legislation relating to environment Conservation make organisations compulsory to pass Ordinance related to concern issue (Rahman Sheikh Mujibur, 2019)
6. **Satisfied employees in an organisation-** Studies show that if an organisation is Environment Conscious and are proactive to handle the environmental issues then the employees of organisation get more satisfaction by fallowing organisations belief, attitude and knowledge (Rahman Sheikh Mujibur, 2019).

**Conclusion and Discussion**

In this paper a clear difference between Human Resource Management Practices (HRM) and Green Human Resource Management Practices are shown but the thing is that the both the functions of HRM (HRM and GHRM) can be aligned at the same time with the knowledge of Green HRM to achieve organisational goal. [Vienna convention 1986](1_2_1986.pdf), Kyoto 1997, Montreal 1987, Copenhagen 2009 etc. protocols of international Institutions, Committees are enforcing to Government to Fallow sustainable Business Practices, Governments are making rules and regulations for corporate worlds to follow Green, Sustainable business practices, Human Resource Manage can play a dominant and prominent role in sustainable business practices. Human Resource Department of any organisation are more likely to be aligned with green management and practices. From the above things it is clear that those organisations which are fallowing Green Human Resource Management practices may get advantages of Intellectual Capital as well as Competency in the market. In our paper we found that many studies showed positive and significant relation of Green Human Resource management and environmental sustainability, but most of the studies are limited to functional aspects of Human Resource management, therefore there is more scope to explore different dimensions of Human Resource Management. We also come to know that the tacit (Knowledge gained through experience) knowledge of the employees also plays crucial role to align with environmental goal of organisation, further studies should be done to find the factors which could increase tacit knowledge of employees of organisations.

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Details of the AI usage are given below:

1.

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<https://doi.org/10.34218/ijm.11.12.2020.313>

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<https://ssrn.com/abstract=3417040>

1. Ability Motivation Opportunity [↑](#footnote-ref-1)
2. (Pham & Paillé, 2020) [↑](#footnote-ref-2)
3. (Ahmad, 2015b) [↑](#footnote-ref-3)