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PRACTICES OF GREEN HRM ON EMPLOYEE RETENTION AND ORGANIZATIONAL SUSTAINABILITY

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Abstract

In the present-day increasing awareness has been observed within business communities on the significance of going green and taking different techniques of environment management. As a cause of corporate society going global, business is encountering a shift from the structure of conventional finance to a present capacity-based economy that explores sustainable economic facets of the business. Recently Green HRM becomes a main business practice for some particular industries where Human Resource Departments play an important role in turning green in organizations. This article mainly focuses on the several Green Human Resource strategies pursued by the industry all over the world and described the proper meaning of GHRM. This article also explains the surviving literature by talking about the future direction of the functions of GHRM. At last, this study suggests some potentially prolific initiatives which are related to HR for green industries.

Keywords : Green HRM, Green initiatives, Environment management, Green reward

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I. Introduction to Green HRM

Definition and concept

Green Human Resource Management (GHRM) can be described as a series of practices, processes and policies that encourage the sustainable behaviour of an employee of an organization in terms of generating an organization that is resource-efficient, socially responsible and as well as environmentally sensitive (Zubair and Khan 2019). The enlarging of green development in the growth of a modern organization's competitive edge is related to the popularization of the doubt about the incorporation of ecological strategies into the human resource policy area- often this is termed as GHRM. Strategies of sustainability are up growing fast in many companies as a result of the challenges of climate change which has increasingly threatened to bring into our environment. Private companies play an important role in the fight of reducing climate change.

Importance for organizations and society

The main purpose of GHRM is to give the workers aware of the complexities related to environment management which means the required actions, its functions, and how it helps to reduce climate change. The objectives motivate the workers and create a sense of pride in them as a part of sustainable development. GHRM helps to grow up eco-friendly environment among the workers of an organization (Bahuguna et al. 2023). It also helps to create brand images of a company, upgrade the morale of an employee, retain talent and finally help to attract competitive workers. However, it is important to develop companies sustainable, ecological and economical to do this. Besides this, it is also essential for those companies to inaugurate sustainable practices. Several types of sustainable practices such as E-filing, Carpooling, Flexi work, Public and organizational transport, Green payroll, Green printing, sharing of Jobs and others.

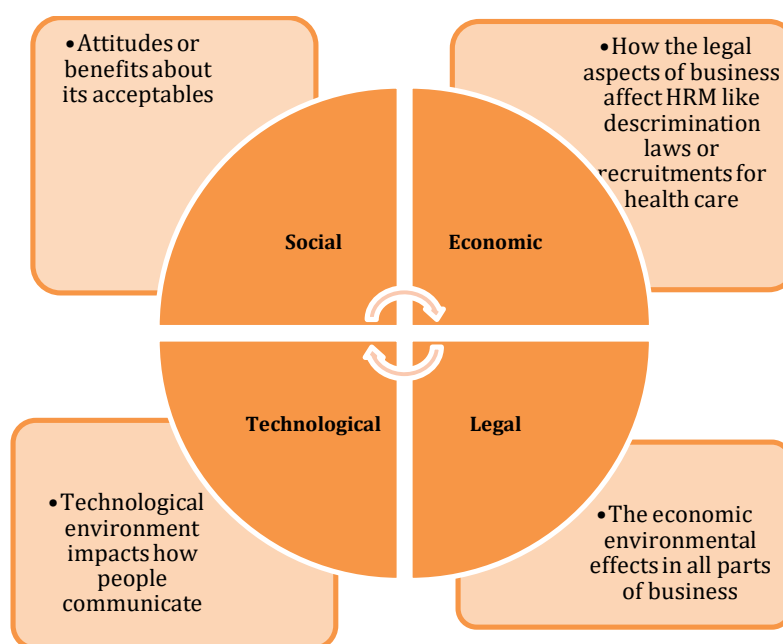


Figure 1: Importance of green HRM for organizations

(Source: Al-Hajri 2020, p.30)

II. Green HRM practices for employee retention

Eco-friendly workplace initiatives

The concept of implementing green initiatives in the place of work can feel a small intimidating at the beginning time. And when this may observe overwhelming trying to point out from where it can be started there are

many ways in which a company can be more sustainable in the workplace. As per Al-Hajri (2020), little changes can contribute greatly to reducing our impact on the planet. Executing some simple changes for a green workplace can be fruitful in minimizing an organization's impact on the economy. Some green initiatives in the working place are such as installing the utilization of recycling bins, Switching off the

power when not in use, Putting money into green bean bag fill, Inaugurating sustainable challenges for workers, Going paperless, and Inaugurating re-useable options to replace plastic (Islam et al. 2022).

Flexible work arrangements

As a cause of enlarging in industrialization, the scale of economic reduction is enlarging. As a cause of this the organization needs to generate a sense of awareness among their employees regarded the requirement of the protection of the environment and regulating environmental standards. To gain this a company must adopt green practices and standards internationally such as ISO- 14000 and ISO-45000 (Islam et al. 2022). By implementing a sustainable concept majority of the company must transform the structure of management of the human resource. Researchers have contributed to giving support and gaining awareness of GHRM by indicating the necessity to adopt and proper implementation of green practices with a particular purpose of the function of an organization with some specific strength regarded with HRM practices.

Employee engagement and communication

Perspectives and characteristics vary from person to person. In addition, when an individual comes together to join a company, it comes conjugates workers with several attitudes, and perspectives. In this case, they adopt naturally and maintain several practices with various behaviours in their daily life causing several effects in the companies working sectors.

Individual factors	Industrial context-included factors	Industrial formal practices and policies
Concern for environment	Supervisory support for the environment	GHRM policies and practices
Values and beliefs	Industrial justice for PEBs	Other green Organizational strategies

Table 1: Employee engagement and communication

(Source: Created by author)

According to Islam et al. (2020), the development of sustainable engagement and communication practices results in the successful implementation of GHRM. Participation of the workers is influenced critically by recognizing values, awareness and proper reap identification by the workers, shareholders and the community. The researcher who is working in the sector of human resources plays an important role in passing the culture of an organization along with the implementation of sustainable technologies and can generate a sustainable culture in the sector.

Career development opportunities

Opportunities that are related to the development of a career are those which permit individuals to gain new levels of professionalism with areas such as continued education, networking or the advancement of skill (Jam and Jamal 2020). Often this can give results in gaining jobs with large seniority or responsibilities of leadership and in doing so, the annual income will enlarge. However, it is essential to take advantage of the opportunities in the development of a career as a cause of different reasons. Different steps are crucial for effective carrier opportunities such as initiation, preparation, making decisions, exploration, implementation and others (Amjad et al. 2021). Managers should not reduce the necessity of giving support to their employee's career opportunities. If they do so, the threats of recognizing morale by experienced workers feel like they are not valuable.

Recognition and rewards

Rewards are the principal HRM methods through which workers are rewarded for their performance. These HR strategies are a very powerful process that connects an interest of an employee to that of the industries. Sustainable HRM includes undertaking eco-friendly initiatives of HRM that give results in huge efficiency, lower values and well management of employee, and retention, that in terms of helping companies to minimize worker footprints of carbon by electronic filling, E-filling, Carpooling, Flexi work, Public and organizational transport, Green payroll, Green printing, Sharing of Jobs and others (Jamal et al. 2021). The GHRM plays a major role within the company to give the

issues which are related to the environment. Some companies must generate HR policies and such practices, train individuals to enlarge awareness regarding the environment and also inaugurate rules and regulations that are connected with the protection of the environment.

To build Green abilities	To motivate Green employees	To provide Green Opportunities
Practice Category :1	Practice Category:2	Practice Category :3
Enhancing employees knowledge and experience	Investing in employees, encouraging commitments	Engaging employees in decision-making

Figure 2: Understanding the objectives of GHRM

(Source: Created by author)

III. Green HRM practices for organizational sustainability

Sustainable recruitment and selection

Organizations that are participating in the competitions related to sustainable management are accessed by the concerned agencies 'Indian Green Manufacturing Challenge (IGMC)' which is a popular platform for every organization. New

companies which belong to India had been awarded at IGMC. This company's retail industry creating SMART aims at sustainable initiatives that will give realization and motivate other organizations to connect with the activities that are regarding green initiatives and this can help to develop a GHRM (Pham et al. 2019). Sustainability is good for the environment, it strengthens the brand of the industry and makes an organization economical, inspiring, and motivated worker.

Environmental management systems

GHRM practices refer to using every worker to get in touch with the interference to give green practices and expanding the awareness of employees and also the commitments on the issues of sustainability. HR sector of industry plays an important role to create a green environment as a section of the corporate mission statement (Naz et al. 2022). A sustainable environment aims at the environmental behaviour of an employee, which inter a worker can bear such patterns of utilization in their personal life. The main purpose of green HRM is to create awareness among employees about the intricacies of environmental management that is terms as what types of actions are needed, how it works, and finally how it helps the environment (Mohammad et al. 2020). The practices motivate the employees and grow up pride in them for becoming a part of the sustainable program.



Figure2: Green Human Resource Management Model

(Source: Created by author)

Green training and development

Training and development is a strategy that points out the development of workers' experience, and knowledge blocks deterioration of knowledge which is related to EM, and attitudes. Sustainable training and development train employees about the importance of EM, educate them about their working methods that assets reducing waste conserve energy, and also diffusing environmental understandings within the

industry and gives chances to engage workers in the environmental challenges overcoming (Ojo et al. 2022). Activities related to green T&D gives workers aware of several aspects and give value to the environment. It also helps the employees to enact various processes of conservation along with the management of waste in the industry. On the other hand, it improved the experience of an employee to connect with various issues related to the environment.

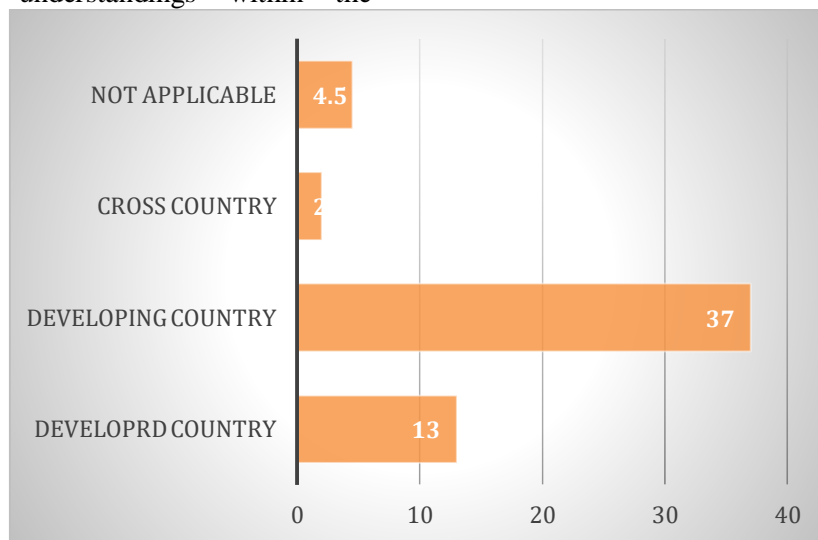


Figure 3: Management of Green Human Resource

(Source: Al-Hajri 2020, p.399)

Green performance management

Performance Management (PM) is the method by which workers are forced to enhance their working techniques that assist to gain the goals of the industrial and aims properly. The identification of the working principles, PM is also being affected by the sustainability wave properly. Sustainable performance includes some issues that are related to the concerns of the environment and regulations of the industry. When HR managers implement social performance into PM systems, they protect environment management against destruction (Mousa et al. 2020). In modern-day, some organizations deal with the issues related to PM by implementing corporate-wide environmental practices and green information systems to gather important data on environmental management. The major crucial aspect of PM is performance appraisal. On the other hand, meeting the characteristics of fairness, reliability, validity and fruitful performance gives important feedback to workers and gives support to rapid

improvements in the sectors of environmental outcomes.

GHRM practices	Dynamic Sustainable Capabilities	Corporate Sustainable Performance
Green reward and compensation	Monitoring	Corporate Social Performance
Green recruitment	Reconfiguration Capabilities	Corporate Environmental Performance

Table 3: Understanding the impact of GHRM Practices

(Source: Created by author)

Corporate social responsibility

Corporate Social Responsibility (CSR) is a business model which is auto-regulating. According to Suharti and Sugiarto (2020), it

can assist a company to be environmentally accountable to itself, its shareholders, and individuals. Engage CSR indicated that the simple course of business and industry is regulating in such a way that enables the community and the environment rather than giving a negative impact on them. Moreover, it helps to give a positive brand image to the organization. CSR is also a unique process to grow morals in the working place. Often CSR is broken into three classifications such as ethical responsibility, financial responsibility, philanthropic endeavors, and environmental impacts. However, CSR is crucially a strength that is inaugurated by big corporations. Finally, a successful industry is a maximum responsibility it has to create the standards of ethical behaviour for its companion in society.

IV. Benefits of Green HRM practices

Improved employee retention rates

Retention of employees is the purpose of HRM which is regarded with implementing

amicable relationships between employer-employee. This relationship gives motivation morale of the workers along with enlarging productivity. Generally, relations among the workers involve the participation of employees and also involve the empowerment of activities (Muisyo et al. 2022). This also assists to prevent and solve obstacles generates in the working place that can affect the work. Different types of workers in their workplace inaugurated that individual empowerment positively influenced productivity. A supreme way in which the involvement of employees is motivated within the industry is to like entrepreneurs within the organization who are environmentally generated knowns as eco-entrepreneurs. Environmentally friendly ideas should be received from all workers irrespective of their position which will motivate their concerns about social issues and create the best use of their experiences.

Benefits of Green HRM	Results
A positive image of an organization	Employees feel proud to be able to join an industry that was concerned about the environment
Green Commitment	Employees had a responsibility to implement the concept of green business in the organization
Green Competency	Employees have the ability of eco-friendly ability to carry out different activities
Green Behavior	Workers always show environmental behaviour to carry out their working activities in the office
Individual Green values	Employees have a good understanding of eco-friendly values which become the value of individual employee values.

Table 4: Benefits of implementing Green HRM practices

(Source: Created by author)

Increased organizational sustainability and competitiveness

Industries around the world are regulating considerably sustainable buildings as their working place as an alternative to conventional offices. The phenomenon is generating green buildings bring about the

certain criterion for minimizing the demolition of natural resources which are used by their constructions. Moreover, sustainable buildings have some features that are connected with green developments like renewable energy, management of stormwater, efficiency and others.

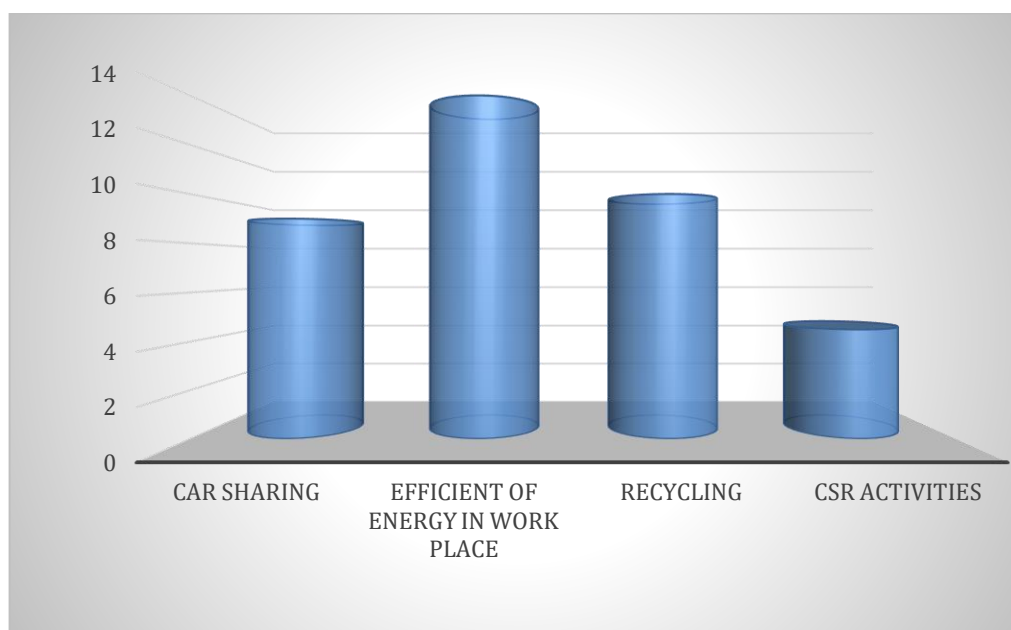


Figure 4 : Green GRM practices in Indian Organization

(Source: Malik et al. 2020, p.498)

The present-day has witnessed a large improvement in the implementation of sustainable organizations by industries at a fast pace (Malik et al. 2020). The business market has become enlarging aware of the particular role played by sustainable organizations while concerned with the issues related to the environment. Changes in corporate purposes regarded with environmental capabilities can be observed in policy statements. Green capabilities within HRM are part of wider programmes of CSR. GHR consists of two main elements such as conservation of knowledge capital and eco-friendly HR practices. Within an industry HR and its practices are the fundamental foundation of any company to be its green business.

Enhanced reputation and brand image

Green HRM procedures aid in enhancing the organization's reputation and brand image. This is so that the organization's operations can have a wider social and environmental

impact in addition to its financial success. Green HRM practices help to establish this environment. Organizations are setting an example for their employees, customers, and other stakeholders by implementing sustainable practices that decrease waste, conserve natural resources, and reduce emissions (Panda et al. 2019). This can enhance the organization's reputation and brand image by fostering a favourable public perception of it. Also, by implementing green HRM practices, firms are more likely to draw in and keep enthusiastic, dedicated workers who are driven to contribute to the growth and sustainability of the company. The reputation and brand image of an organisation can be improved through the use of green HRM practices. Organizations can show their dedication to sustainability and social responsibility by making an effort to lessen the environmental impact of their activities (Getele et al. 2020).

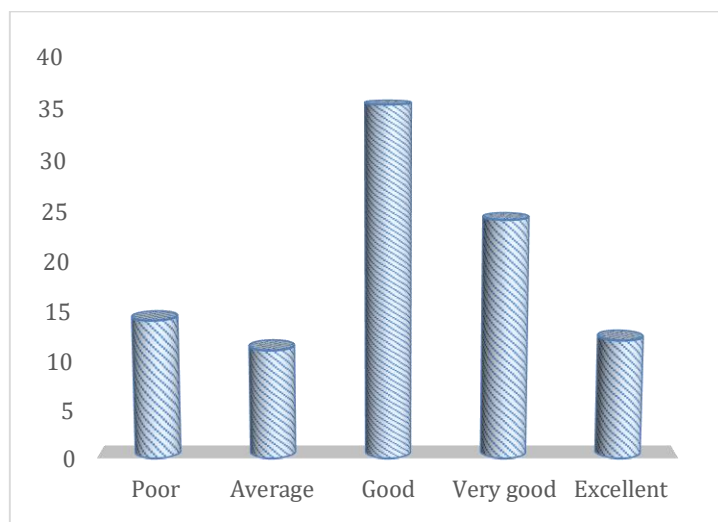


Figure 5: Analysis of green practices incorporated by IT firms

(Source: Malik et al. 2020, p.39)

Positive impact on the environment and society

Putting into practice green HRM techniques can benefit society and the environment. By following these procedures, the company can make sure that it is improving sustainability and lowering its carbon impact. By giving employees a sense of purpose and the impression that they are making a difference, green HRM practices can also help to enhance employee retention (Darvishmotevali and Altinay 2022). Since they are being recognized for their efforts in assisting the organization in becoming more sustainable, this attitude may motivate employees to stay with the company for longer. Green HRM practices can also serve to boost the organization's reputation because they show a commitment to sustainability, which can help to draw in and keep clients. In the end, employing green HRM techniques can contribute to the development of a more sustainable business, which can benefit both the company and its employees in the long run.

Green HRM techniques benefit both society and the environment. Organizations can decrease resource usage, lessen pollution, and lower their carbon footprint by embracing

green practices. This may result in greater effectiveness, better worker engagement, and greater productivity. Also, by actively protecting the environment, a firm, employees may feel more engaged and valued, which can help with employee retention. Green HRM procedures are advantageous for the sustainability of the company (Ali et al. 2022).

V. Challenges and limitations of Green HRM

Resistance to change and lack of awareness

Fostering a Culture of Sustainability indicates that businesses may encourage a culture of sustainability by enticing staff members to get involved in projects and activities that support eco-friendly habits like carpooling, recycling, energy efficiency, and the use of renewable energy sources (Danilwan et al. 2020). Enabling employees to work remotely can cut down on energy use in offices, traffic, and the environmental toll of commuting. Businesses can offer their staff members green training to further educate them about the value of sustainability and the potential effects of their actions on environmental issues (Malik et al. 2021). To help advance sustainability, organisations and other green groups can develop green partnerships.

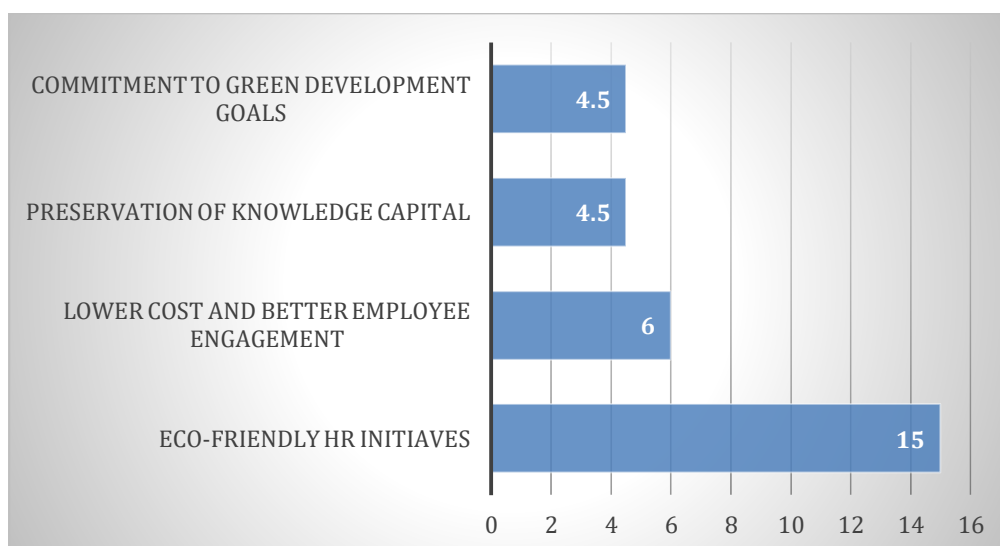


Figure 6: Limitations of Green Human Resource Management

(Source: Created by author)

Green Performance Reviews: Performance evaluations ought to incorporate measures for eco-friendly actions including cutting back on waste, water, and energy use (Mehrajunnisa et al. 2022). Businesses can promote sustainable behaviour by rewarding staff that use eco-friendly methods, such as offering discounts for carpooling or giving prizes for lowering energy use.

Cost implications

The long-term benefits of implementing green HRM practices outweigh the significant short-term costs associated with staff retention and organizational sustainability. Businesses that prioritize sustainability projects must spend money on things that help such efforts, like eco-friendly building supplies, renewable energy sources, and green technology (Ansari et al. 2021). This necessitates an expensive initial capital investment. Also, to guarantee that staff members are knowledgeable of sustainable practices and are aware of their significance, green HRM methods frequently need extra training. This may raise the price of training.

Measurement and evaluation difficulties

The lack of trustworthy measurements is one of the key challenges in assessing and analyzing the impacts of green HRM on employee retention and organizational sustainability. The majority of firms use metrics like employee turnover or absenteeism

because there are no standardized standards for assessing staff retention.

Green HRM: Benefits	Green HRM: Challenges
Efficient use of sources by workers like water and energy, papers and others	Poor public image for the organization, especially since it has been exposed publically for its abuse of environmental resources
Efficient use of technologies and other assets of the industry	Inefficient abuse of resources such as energy, water, fuel and other organizations assets
Enhancing teamwork and collaboration with employees as they work on sustainable projects	Lack of participation from HR and employees in general

Table 5: Challenges of Green Human Resource Management

(Source: Created by author)

Similarly, to this, assessing and quantifying sustainability is difficult because there is no approved framework or set of indicators for doing so (Darvazeh et al. 2022). To quantify sustainability, companies must create their

metrics, which can be challenging to do effectively and consistently. Also, it could be challenging to quantify the effects of green HRM since it might be challenging to separate any potential advantages from other influences. Finally, because there hasn't been much research on green HRM's effects on staff retention and organizational sustainability, there isn't much data to analyze and assess these consequences.

Limited scope and scalability

This can improve productivity for businesses while lowering their environmental effect. Using eco-friendly technologies and supplies can also assist businesses in lessening their environmental effect. This covers innovations like solar energy, LED lights, and repurposed materials. Using these technologies allows businesses to lessen their environmental impact while saving money on energy and material costs. Finally, offering rewards for ethical behaviour can aid businesses in improving staff retention rates. Organizations may build a more sustainable workplace and boost employee satisfaction by offering incentives like flexible working hours, less waste, and green commute options (Muisyo et al. 2022). Employing green HRM techniques can increase corporate sustainability and employee retention. Organizations can promote organizational sustainability, lower their environmental impact, and improve employee engagement by using green practices.

VI. Methodology of the study

The information to be gathered will come from an examination of company records and an online survey of employees. In addition to job satisfaction and intention to stay with the company, the survey will look into employee attitudes and motives towards green HRM. The examination of corporate records will concentrate on the application of green HRM policies, the effect of such policies on staff retention, and the organization's overall sustainability (Lozano et al. 2019). To learn more about the application of green HRM policies, their implications on staff retention and the organization's overall sustainability, senior managers and HR experts will also be interviewed. A literature review will then be done to better understand the state of the art in green HRM research and how it affects

employee retention and organizational sustainability.

VII. Data analysis and findings

Partial Least Sequence (PLS) structural equation modelling was used for the analysis of data; Smart PLS 3.0 software was used since the study aims to anticipate association. The structural equation of PLS modelling is used at a huge level in the social sciences. In addition, this is also regarded as an extensive system of variance (Al-Romeedy 2019). There is no limitation on large sample size; this strategy gains more weightage when testing mediation analysis.

VIII. Conclusion and recommendations

As per Farrukhet al. (2022), the sustainable movement and Green HR are still in the stage of growing awareness within industries if the consequences of green issues have forced them to enhance eco-friendly HR strategies with a proper focus on the management of waste, minimizing the carbon footprints, and producing green products. The majority of the workers feel firm about the environment and reveal greater job satisfaction towards an industry that is ready to go green. The future of Green HRM performs promising for all the shareholders of HRM, be it the employees, practitioners, and employers. This article analyzes the total impact of GHRM practices instead of individual practices that would be particularly helpful in this regard (Haldorai et al. 2022). On a concluding note, it is added that HR is an important role player in implementing GHRM policies.

Summary of key points

GRM is a platform that helps to generate a green workplace that can appreciate the sustainable culture in the industry. These types of green practices can regulate their sustainable aims through the HRM methods of tiring, compensating, and recruiting (Shoab et al. 2021). Many HR processes require to be placed with each other to enlarge the likelihood that the industry will gain its strategy. Training, employee motivation, recruitment, and compensation are the most supreme human dimensions that commit to the upgradation in the implementation of

employee of sustainable management practices.

Practical implications for HR managers and practitioners.

To ensure that staff members have the knowledge and resources necessary to successfully implement green HRM practices, they should offer training and development opportunities (Shahriari and Hassanpoor 2019). Finally, HR managers and practitioners should encourage environmentally friendly behaviour by rewarding and praising staff members who make an effort to lessen their carbon footprint and practice environmental awareness (Moin et al. 2021). By doing this, they can motivate workers to stick with the company and become more involved with and dedicated to its sustainability aims. HR managers and professionals can enhance employee retention and company sustainability by using these techniques.

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