

Green Human Resource Management Practices and their Impact on Employee Behaviour towards Environmental Sustainability

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Abstract

This chapter explains the green human resources management (HRM) practices and their impact on employee behaviour towards environmental sustainability. Nowadays most organisations are concentrating on environmental sustainability and how to protect the environment. Most organisations need support and positive behaviour from the employees and not only technology skills. Green Human Resource Management is a way that human practices aim to support environmental goals and it have a good influence in employee behaviour. GHRM has different practices in a way that hiring employees who are environmental aware, encouraging eco-friendly behaviour, providing training on environmental practices and rewarding employee for supporting sustainability initiatives. The study highlights how green HRM Practices (green recruitment, green training, green performance management, green goal settings, green rewards and compensation) influence employee behaviour towards environmental sustainability. when organisation give interest on environment through HR policies employees get motivated and take up responsibilities to act up. The HRM professions can change the organisation culture by embracing practices that help on conserve energy, resource, minimising waste support environmental program at the work place. In other sense, reward system and green performance appraisal motivates employees to actively take part in sustainability efforts. The study is based on reviewing of existing research and develop conceptual framework to explain the relationship between Green HRM practices

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and employee environmental behaviour. The findings say it all that Green HRM helps create a positive work culture where employees willingly agree on environmental sustainability. This chapter explains also the important role of in achieving long term organisational sustainability and give important suggestion for human resource managers to promote environmentally responsible behaviour among employees.

Keywords: *Green Human Resource Management, Sustainability, Green Performance, Green Training, Green Recruitment.*

1. Introduction

Environmental sustainability has emerged as a major global concern in recent decades. Issues such as climate change, resource depletion, pollution and loss of biodiversity have increased pressure on organizations to adopt environmentally responsible practices. Organizations are now expected not only to achieve economic performance but also to demonstrate social and environmental responsibility. As a result, sustainability has become an integral part of organizational strategy.

While technological solutions and environmental management systems are important, they are not sufficient on their own. Employees play a crucial role in the successful implementation of environmental initiatives. Their attitudes, awareness and behaviours significantly influence the effectiveness of organizational sustainability efforts. Without employee support and participation, even well-designed environmental policies may fail.

Human Resource Management (HRM) has a strategic role in shaping employee behaviour and organizational culture. Green Human Resource Management (GHRM) integrates environmental objectives into HR policies and practices to encourage sustainable behaviour among employees. By aligning HR functions with environmental goals, organizations can motivate employees to adopt eco-friendly practices and contribute to environmental sustainability [1].

This chapter aims to examine the role of Green HRM practices in influencing employee environmental behaviour. It is based on a conceptual review of existing literature and proposes a framework linking GHRM practices to employee pro-environmental behaviour. The study contributes to the growing body of research on sustainable HRM and highlights the importance of HR in promoting environmental sustainability.

2. Concept of Environmental Sustainability

Environmental sustainability refers to the responsible use and management of natural resources to meet present needs without compromising the ability of future generations to meet their own needs [2]. In an organizational context, it involves minimizing negative environmental impacts while maintaining economic viability.

Organizations contribute to environmental sustainability by reducing energy consumption, minimizing waste, lowering carbon emissions, and adopting eco-friendly technologies. However, achieving these objectives requires behavioural changes at the individual and collective levels. Employees' daily actions, such as conserving energy, reducing paper use, recycling, and complying with environmental policies, play a significant role in organizational environmental performance [3].

Sustainable organizations recognize that environmental responsibility is not only an ethical obligation but also a source of competitive advantage. Environmentally responsible practices can enhance organizational reputation, improve stakeholder relationships, reduce costs, and increase employee commitment. Therefore, integrating sustainability into organizational systems, including HRM, is essential.

3. Green Human Resource Management: An Overview

Green Human Resource Management refers to the application of HRM policies and practices to promote sustainable use of resources and support environmental goals. It emphasizes creating a workforce that is aware of environmental issues, committed to sustainability, and capable of implementing green initiatives [4].

GHRM extends traditional HRM by incorporating environmental considerations into key HR functions. It focuses on developing green competencies, motivating employees to engage in pro-environmental behaviour, and embedding sustainability into organizational culture.

The concept of GHRM is closely linked to sustainable HRM, which balances economic, social and environmental objectives [5]. By integrating environmental management with HRM, organizations can align employee behaviour with sustainability strategies.

4. Green Hrm Practices

4.1 Green Recruitment and Selection

Green recruitment and selection involve attracting and hiring employees who are environmentally conscious and supportive of sustainability values. Organizations communicate their commitment to environmental responsibility through job advertisements, employer branding and recruitment messages [6]. Selecting candidates with environmental awareness, positive attitudes towards sustainability, and willingness to engage in green practices helps create a workforce aligned with environmental goals. This practice ensures that new employees are more likely to support and participate in organizational sustainability initiatives.

4.2 Green Training and Development

Green training and development focus on enhancing employees' knowledge, skills and awareness related to environmental management. Training programs may include topics such as waste reduction, energy conservation, environmental regulations and sustainable work practices. Green training increases employees' understanding of environmental issues and equips them with the skills needed to implement eco-friendly practices [7]. It also helps employees recognize the importance of their role in achieving organizational sustainability.

4.3 Green Performance Management

Green performance management involves incorporating environmental criteria into performance appraisal systems. Employees are evaluated based on their contribution to environmental objectives, such as compliance with environmental policies and participation in green initiatives [8].

By linking performance evaluation to environmental outcomes, organizations signal the importance of sustainability and encourage employees to take responsibility for their environmental behaviour [9].

4.4 Green Compensation and Rewards

Green compensation and reward systems provide incentives for employees who demonstrate environmentally responsible behaviour. Rewards may include financial incentives, recognition, promotions or non-monetary benefits.

Rewarding green behaviour reinforces positive actions and motivates employees to actively support sustainability initiatives. It also helps embed environmental responsibility into organizational culture [10].

5. Employee Environmental Behaviour

Employee environmental behaviour refers to actions taken by employees that contribute to environmental sustainability in the workplace. These behaviours may be task-related like following environmental procedures or voluntary such as suggesting eco-friendly improvements.

Examples of employee environmental behaviour include conserving energy, reducing waste, recycling, using resources efficiently and participating in environmental programs. Such behaviours are essential for the successful implementation of organizational sustainability strategies [11].

Research suggests that employee environmental behaviour is influenced by individual factors, organizational policies, leadership support and HR practices. GHRM plays a significant role in shaping employees' attitudes and motivating them to engage in pro-environmental behaviour.

6. Theoretical Foundations

Several theories explain the relationship between Green HRM practices and employee environmental behaviour [12].

Social Exchange Theory suggests that when organizations demonstrate care for the environment through supportive HR practices, employees feel obligated to reciprocate by engaging in positive behaviours, including environmental responsibility.

Ability–Motivation–Opportunity (AMO) Theory explains that GHRM enhances employees' ability through training, motivation through rewards and appraisal and opportunity through participation in green initiatives, leading to improved environmental behaviour [13].

These theories provide a strong theoretical basis for understanding how GHRM influences employee behaviour.

7. Conceptual Framework

Based on the literature review, this study proposes a conceptual framework linking Green HRM practices to employee environmental behaviour. Green recruitment, training, performance management and reward systems are considered independent variables influencing employee environmental behaviour [14].

The framework suggests that GHRM practices enhance employees' environmental awareness, commitment and motivation, which in turn lead to positive environmental behaviour at the workplace.

8. Methodology

This study adopts a conceptual and qualitative research approach based on an extensive review of existing literature. Relevant journal articles, books and research reports on Green HRM and employee environmental behaviour were reviewed to identify key themes and relationships.

The conceptual framework developed in this chapter is grounded in previous empirical and theoretical studies. This approach allows for a comprehensive understanding of the role of GHRM in promoting environmental sustainability.

9. Discussion

The review of literature indicates that Green HRM practices play a significant role in shaping employee environmental behaviour. Organizations that integrate environmental goals into HR policies create a supportive environment that encourages employees to act responsibly.

Green training increases awareness and skills, while green performance management and rewards provide motivation. Together, these practices contribute to a positive organizational culture where environmental sustainability is valued and supported.

10. Implications for HR Managers

The findings of this study offer important implications for HR managers. HR professionals should integrate environmental objectives into HR policies and practices to promote sustainability.

Organizations should invest in green training programs, incorporate environmental criteria into performance appraisal systems, and design reward mechanisms that recognize green behaviour. By doing so, HR managers can play a strategic role in achieving organizational sustainability.

11. Future Research Directions

Future studies may empirically test the proposed conceptual framework using quantitative or mixed-method approaches. Researchers can examine the mediating and moderating variables influencing the relationship between GHRM and employee environmental behaviour.

Comparative studies across industries and countries can also provide deeper insights into the effectiveness of GHRM practices.

12. Conclusion

Environmental sustainability is a critical challenge for

organizations in the modern business environment. Green Human Resource Management provides an effective approach to promoting employee environmental behaviour and supporting sustainability goals.

This chapter highlights the importance of integrating environmental considerations into HR practices and emphasizes the strategic role of HR in achieving long-term organizational sustainability. By fostering a green organizational culture, GHRM encourages employees to willingly engage in environmentally responsible behaviour, contributing to both organizational success and environmental protection.

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