

RESEARCH ARTICLE

Embracing green HRM: Propelling organizational sustainability forward

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ABSTRACT

The most crucial resource for any corporation to succeed in the competitive business environment of today is its human capital. The additional responsibility of incorporating green HR ideals into the company's mission statement along with HR strategies has been assigned to modern HR leaders as a means of accomplishing sustainable environmental goals. In today's business world, the phrase "green human resource management" (GHRM) has gained popularity, and its significance is expanding in a variety of ways. For obtaining organizational sustainability, the field of "green human resource management" (GHRM) is special since it focuses on energizing eco-friendly implementation and dynamic green transformation. This research aims to ascertain how GHRM affects organizational sustainability. The total 236 staff members of University of Jammu's staff in the Union Territory of Jammu and Kashmir provided the information. In the study, an AMOS-based structural equation modelling (SEM) strategy was used. Additionally, the fit and validity of the model were assessed using CFA. Further, the outcomes of SEM demonstrated that GHRM and organizational sustainability are directly related. The article thus suggests a few potentially innovative HR benefits for environmentally conscious firms. Human resources also have a significant chance to support the organization's environmental mission and is crucial in motivating, empowering, and inspiring staff to adopt enticing green business practices.

Keywords: green HRM; organizations; sustainability; public sector; environmental concerns

1. Introduction

Sustainable development is a major problem for any business firm in the current global environment. In this situation, an organization's human resources department is crucial to the development of its sustainability strategy. GHRM stands for "human resource management while taking into account the environmentally sustainable performance of companies"^[1-43]. Researchers including Dumont et al., Jabbour et al., and Islam et al.^[9-15] assert that environmental concerns have elevated GHRM to the status of a hot topic and a crucial area of study for researchers and practitioners equally. Consequently, in the year 2014 Mishra et al.^[27] emphasized that with the increased awareness about sustainability, HR has started to undertake green HR initiatives.

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Support from human resources is provided to create innovative eco-friendly programmes that involve people in the procedure and begin expanding upon current methods. As stated by Zaid et al., Yusoff et al., Khandekar and Sharma, Ambec and Lanoie^[4-45], scholars have begun to place a strong emphasis on the interaction between an organization's sustainability and GHRM in order to build and organize new human resource proficiencies. Additionally, a superior energy habit takes into account increased effectiveness, greater competence, and business expansion^[17]. In addition, there are a great deal of fundamental issues that warrant great concern with regard to the formulation and execution of sustainability goals, such as values, viewpoints, perceptions, and the involvement of human capital in the accomplishment of organizational sustainability goals. Green human resource management techniques encourage a corporation to make sustainable, environmentally friendly changes. Research in this field will enable businesses to improve their understanding and build leaders' grasp of how to successfully implement effective green human resource management strategies^[16]. Any tangible assets or abilities associated to green origination or housing, such as green corporate culture, green commitment, green knowledge sharing, green ideals, etc., have a significant impact on an establishment's small advantage. green human resource management (GHRM) is a critical HR strategy that incorporates environmentally friendly practices to promote organizational sustainability. It includes a number of different aspects, such as talent acquisition, in which HR finds and develops a workforce that supports sustainability objectives, educating staff members about environmental issues, and customizing job functions to support green efforts. In order to foster a sustainable culture among employees, GHRM focuses on enlightening and involving staff members through training initiatives that emphasize environmental concerns and sustainable practices. Furthermore, GHRM integrates sustainability measures into performance reviews to encourage staff members to support the company's environmental initiatives. HR specialists facilitate change management by working with leadership to integrate sustainability into the company culture and by successfully educating staff members about new sustainable policies and technology. Through the optimization of resource use, waste reduction, and energy efficiency, GHRM harmonizes HR strategy with the organization's sustainability goals, resulting in enhanced competitiveness, cost savings, and environmental performance, all while cultivating a socially conscious work environment. This also increases staff members' green capability, understanding, attitude, or commitment. Additionally, it demonstrates how important a part it plays in ecological growth and inspiration. Furthermore, studies on green HRM have a heightened consideration, but the various degrees of concentration remain mostly ambiguous, urging academics and practitioners to further explore this field of study. Examining the precise effects of particular green HRM strategies on diverse organizational sectors or industries may be one area of future research. For instance, the current study looks into how various public sectors, like as universities, adapt and apply green HRM techniques in diverse ways. It also examines the obstacles and enablers that these strategies face and evaluates how well they work to advance sustainability goals. The present study aims to investigate the contextual elements that impact the effective implementation of green HRM practices and their final effect on the sustainability performance of organizations in a range of industry contexts. Therefore, it is crucial to research the connection between GHRM and organizational sustainability, to better comprehend this connection, and to analyze how green HRM affects an organization's sustainability.

2. Theoretical framework

The study will present a theoretical framework created by the authors that explores the connection between GHRM and organizational sustainability as shown in **Figure 1**. Further, this piece of research can be used to direct policymakers and act as a tool to bring organizational actions in line with the goal of national sustainability.

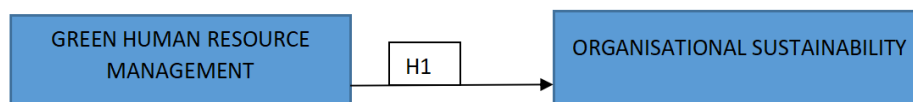


Figure 1. Proposed model.

3. Review of literature

The quantitative data analysis of the study will make it simpler for decision-makers in public-sector organizations to comprehend the myriad elements that affect organizational sustainability. The goal of this study is to examine the body of research that has been done on the application of green human resource management (GHRM) techniques and how they affect organizational sustainability. Scholarly publications, real-world research, and theoretical frameworks that clarify the connection between GHRM programs and sustainability results will all be examined in this review. It will examine how GHRM practices—including performance reviews, training and development, talent management, and organizational culture—advance sustainability in a range of organizational settings. The review will also look at any gaps in the literature that currently exists, highlighting the need for more studies to determine the processes by which GHRM practices support and maintain organizational sustainability initiatives. The evaluation of the literature that helped the authors form their hypotheses and identify the variables used in the current study provides more insight into the significance of the previous investigation.

Green human resource management and organizational sustainability:

The idea of green human resource management is usually linked to organizational competences and aptitude for attracting, keeping, and developing talent through eco-friendly methods. These guidelines enable businesses to raise community awareness of the environment and provide guidance on how to achieve sustainability. The sustainable HR procedures that are expressly linked to employees, companies, and the nation’s environmentally sustainable act, there is a thorough procedure based on the dimensions of the organizations. Environmentally conscious human capital is similarly strongly supported in terms of job sharing, teleconferencing, online interviews, electronic filing, recycling, carbon emissions, waste handling, green purchasing, and virtual trainings^[5]. In the current industrial context, environmentally friendly HR practices undertaken by the firms are fortunately related to their tactical alignments for sustained growth. Readings in this regard also suggested that the culture created by firms via their use of green HRM techniques is likely to have an impact on how their employees view their workplace^[18-24]. According to the corporate eco-performance benchmarks and standards, encourage employees to engage in beneficial, environmentally friendly activities. As a result, businesses must accept green HR benefits pointing towards projected employee and business outcomes^[26]. On the basis of studies mentioned above the following hypothesis has been proposed:

H1: GHRM practices is significantly impact organizational sustainability.

Green organizational culture and organizational sustainability:

Training, growth, and education are required to establish a green company culture. In the studies of Jabbour and de Sousa, Sharma and Gupta, Jabbour and Santos^[15-38], it is shown how GHRM promotes sustainability in firms by fostering a culture of corporate sustainability through shared values, fundamental philosophies, and core initiatives. According to Ones and Dilchert, Paillé and Boiral, Rothenberg, Paillé and Raineri^[29-37], and other authors, organizational culture is likely a factor in either encouraging or discouraging employee contribution, the aspiration to advocate for divine conservational actions, and manpower involvement in transformation ingenuities for growing green enactment. In order to promote a green culture, Gupta and Kumar^[12] have stressed the need for staff members to be given the opportunity to express their opinions on how environmental actions should be accompanied by and carried out. The ensuring hypothesis is

created in light of the debate above.

H2: Green organizational culture positively influence organizational sustainability.

Green commitment of employees and organizational sustainability:

Employee views and philosophies on the various HRM techniques implemented by institutions and enterprises determine by what way those changes will impact how employees behave^[36]. Similar to this, a coordinated connected set of GHRM actions outlines organizational personnel's commitment to sustainability and then anticipates behavior from them that is consistent with institution actions. Additionally, research reveals that GHRM encourages employees to adopt environmentally friendly practices and attitudes^[10-37]. A person's sentiment and an affection towards the environmental management of the company is known as their "green commitment" (GC). The result of GHRM is GC, which highlights company principles, employee outlooks, and efforts to improve environmental enactment and organizational sustainability^[7,32]. In addition, GC have a good link with sustainability^[13-36]. GHRM has a beneficial impact on employee GC. We may therefore conclude from the above study that green commitment (GC) has a favorable link with organizational sustainability.

H3: Green commitment of employees has positive effect on organizational sustainability.

Green knowledge sharing and organizational sustainability:

The extent to which individuals inside an organization communicate green knowledge to improve organizational environmental performance is referred to as "green knowledge sharing"^[22]. Previous research has shown that knowledge management plays a significant influence in the workplace^[8,23]. It is widely accepted that knowledge management affects a variety of performance outcomes^[6]. But knowledge sharing is the key element of knowledge management^[36]. Investigations into knowledge sharing at the individual and organizational levels have already been conducted^[6,41]. By transmitting their knowledge to others, employees can each independently develop "collaborative" knowledge^[16,39,40]. If a company wants to keep its competitive advantage, it must share green information^[11,28,39]. As a result, effective green knowledge management increases environmental literacy and the sustainability of organizations. Consequently, the following hypotheses has been put forth.

H4: Green knowledge sharing is significantly related to organizational sustainability.

4. Research methodology

The current study is an evaluation that aims to determine the association among sustainable organizational practices and utilizing green human resource practices. To make it perfect, a number of considerations must be made:

4.1. Sample design and data collection

Total 236 staff members of the University of Jammu in Jammu, UT of J&K, participated in the survey as respondents (India). The information was gathered using a convenient sampling technique from December 2022–February 2023. The respondents were contacted via their email addresses, and Google forms were used to create the study data. Only 179 respondents out of 236 hundred completed the survey, yielding a 76% response rate.

4.2. Result

To carry out the investigation, structural equation modelling (SEM) was used with AMOS. Additionally, CFA was performed as a first step to evaluate the construct validity and suggested model fit dimension. The

second stage focuses on creating and estimating a structural model to assess the effects of a fictitious relationship between two constructs. The validity and reliability of the data obtained from respondents were then assessed, the average variance was recovered, together with Cronbach’s alpha, scale reliability using a composite reliability metric. **Table 1** summarizes the results of the evaluation of scale-level validity and reliability. All factor loadings were very significant, which suggests that the measuring items were of excellent quality. Cronbach’s alpha, composite dependability, and AVE were all above the customary cutoff point (> 0.7).

Table 1. The results of scale-level reliability and validity assessment.

Construct	Standardized loadings	Average variance extracted	Bentler-bonnet coefficient delta	Composite reliability	Cronbach’s alpha
GHRM		0.874	0.978	0.982	0.860
GOC	0.874				
GC	0.993				
GKS	0.682				
Organizational sustainability		0.639	0.943	0.988	0.793
OS 10	0.943				
OS 8	0.553				
OS 6	0.500				
OS 7	0.563				

Influence of green human resource management on organizational sustainability:

SEM was used to evaluate how GHRM affected organizational sustainability as demonstrated in **Figure 2** (SRW = 0.52, $p = 0.001$). The association between GHRM and organizational sustainability is direct and significant. The answer could be that GHRM procedures aid in the development of long-lasting businesses. The adoption of green organizational citizenship behavior and employee understanding of environmental issues support an organization’s sustainable aims. Green commitment, green corporate culture, and green information exchange are examples of activities that can improve an organization’s environmental performance and sustainability. The findings lead to the conclusion that GHRM exhibits appreciation, consideration, and support for organizational sustainability. Further, value of various model fitness indices are GFI = 0.867, AGFI = 0.899, CFI = 0.907 and RMSEA = 0.043 which reflect good model fit and acceptance of hypothesis 1.

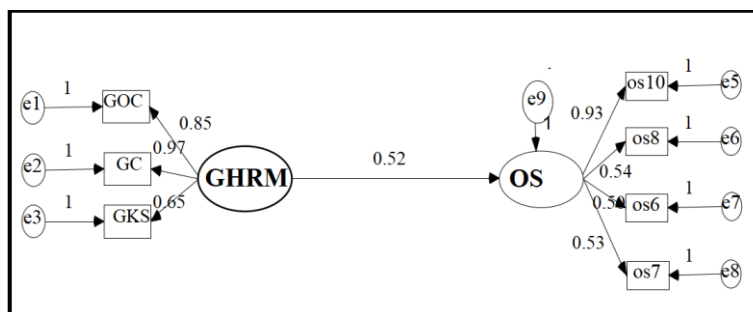


Figure 2. Model 1.

Note: GHRM = Green human resource management (Predictor), OS = Organisational sustainability (Outcome), GOC = Green organizational culture, GC = Green commitment, GKS = Green knowledge sharing, ee6 to ee10 = Manifest variables.

Dimension-wise impression of GHRM on organizational sustainability:

In the second model, we looked at the effects of GHRM on organizational sustainability in terms of Green organizational culture, green commitment to sharing, and green knowledge. The structural model 2’s goodness-of- model fit indices (GFI = 0.990, AGFI = 0.948, NFI = 0.928, CFI = 0.964, RMR = 0.018, RMSEA = 0.062) are likewise significantly lower than the generally recognized thresholds, indicating an excellent fit.

Influence of green organizational culture on organizational sustainability:

This trajectory showed positive results of green organizational culture on long-term viability of the organization (SRW = 0.57, $p = 0.001$). As a result of implementing pro-environmental ideals into the organizational culture, the results indicated that green organizational culture is a step towards sustainable development. Human resource management, which serves as the culture’s custodian and has the essential abilities and knowledge to do so, can reinforce and build a value-driven organizational culture that is envisioned in the organization’s vision, purpose, and values. The design of systems to foster a green organizational culture, which increases organizational sustainability, can also help the human resource function as shown in **Figure 3**.

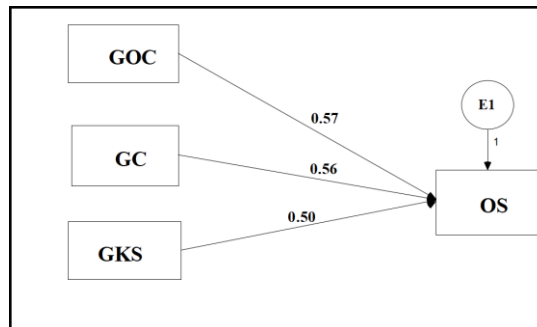


Figure 3. Model 2.

Note: GOC = Green organizational culture, GC = Green commitment, GKS = Green knowledge sharing, OS = Organizational sustainability.

Influence of green commitment on organizational sustainability:

Green commitment has a substantial impact on organizational sustainability. (SRW = 0.56, $p = 0.001$). Beyond the main organizational lines, a green commitment may help businesses better coordinate their environmental management initiatives. Employees’ ability to achieve sustainability in their industry may rise as a result of their green dedication. According to the findings, pro-environmental beliefs, which are associated to the idea of “green commitment,” are substantially correlated with pro-environmental behaviors, which can improve sustainability and company performance.

Impact of green knowledge sharing on organizational sustainability:

Organizational sustainability is directly and significantly impacted by green knowledge sharing (SRW = 0.50, $p = 0.001$). Employees that embrace an organization’s GHRM activities and share green knowledge will also have an impact on other team members, serve as an example for others, and may even encourage other personnel to espouse the same green practices and knowledge sharing in the place of work. As a result, this has a favorable effect on employees’ learning and their commitment to the environment, which ultimately results in organizational sustainability.

5. Discussion

The goal of the research is to assess by what means GHRM effects organizational sustainability in terms of green organizational culture, green commitment, and green knowledge exchange, affects organizations on a variety of levels. The study's findings showed that GHRM is exponentially connected with organizational sustainability. The study's conclusions showed that in order to uncover the much-desired green values in any organization and ensure its sustainability, state-owned colleges must raise awareness of sustainable human resource management methods. The research revealed that government sector organizations will be social contributors if they choose to build a green environment, use green HRM techniques. Along with entertaining uniqueness and cheap operational costs, the university is well-positioned for long-term sustainability. It goes without saying that organizational sustainability and related viability contribute to both national sustainability and the economy as a whole. The findings support the claim that not only were GHRM practices unmapped, but that top and middle-level management (supervisors) also lack the knowledge necessary to motivate employees to involve in eco-centric actions in their workplace. As a consequence, the findings suggest the focus of future research that will be harmonized with the national strategy for achieving sustainability. This piece of research succeeds in its goal of alarming managers and decision-makers about environmental issues while ominously promising and mandating GHRM procedures for sustainability.

6. Managerial implications

Organizations should confirm that they are incorporating the green component into all aspects of HR, including hiring, selecting, training, and developing employees, paying them and providing benefits, managing performance, handling employee relations, and promoting work-life balance. By rewarding employees for adopting pro-environmental behaviors, organizations can also encourage pro-environmental behavior. They must make sure that green HRM practices are implemented, and leaders must promise rewards or other incentives in return for continuing to support efforts to implement such behaviors. To ensure that the staff are aware of their responsibilities regarding environmental issues, it is vibrant to start setting environmental goals and accountabilities for every division and providing regular feedback.

7. Limitations and future studies

In addition to educating staff members about green HRM practices and how they relate to organizational sustainability, the current paper makes the case for the necessity of eradicating the sustainability philosophy from public-sector organizations in order to further the goals of organization and countrywide environmental sustainability. The acceptance of ecocentric HRM methods pertains to the human resource's green competencies in terms of green performance, green behaviors, and green attitudes. Therefore, the authors support the idea that policymakers take seriously the need to protect the greening of HRM functions in order to reduce harmful environmental consequences at all levels and across all sectors. The following points highlighted the limitations of the study:

- Because just Jammu's data was used to generate conclusions, the results might not be applicable generally.
- The present study is cross-sectional in nature.
- Those who responded worked for educational institutions.

Author contributions

Conceptualization, SD; methodology, SD; software SD and SK; validation, SD, BY and DG; formal analysis, SD and SK; investigation, SD, BY, DG, SK and SB; resources, SD; data curation, SD; writing—original draft preparation, SD; writing—review and editing, SD, BY, DG, SK and SB; visualization, SD;

supervision, SD; project administration, SD; funding acquisition, SD, BY, DG and SK. All authors have read and agreed to the published version of the manuscript.

Conflict of interest

The authors declare no conflict of interest.

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