

ROLE OF GREEN HRM IN ADVOCATING PRO-ENVIRONMENTAL BEHAVIOR AMONG EMPLOYEES

Dr. Shreevamshi¹, Dr. Vijay Kulkarni², Shardul S. Jadhavar³, Dr. Veena Prasad Vemuri⁴, Anil Kumar⁵

¹Associate professor, PES university, Bengaluru, Karnataka, India

²Professor, Ajeenkya DY Patil University, Pune, Maharashtra

³Ph.D Scholar, Ajeenkya DY Patil University, Pune, Maharashtra

⁴I/C Principal, NKES College of Arts Commerce and Science, Mumbai

⁵Research Scholar, Department of Commerce, M.B. Govt. P.G. College, Haldwani

Abstract

The current report has discussed the impact of green HRM policy to make the employees environmentally concerned and improved the reputation of the organization, The constant practising of green HRM develop a pro-environmental behaviour among the employees toward the nature or environment. Secondary research method has been followed in Thai research by developing thematic table, axial coding and quality review table. The result of the thematic analysis has highlighted the parting of green HRM employees to encourage the employees to reduce wastage, proper utilization of natural resources and avoid the elements that become harmful for the environment. A knowledge gap and poor technical infrastructure are the barriers in developing green HRM in the organization.

Keywords: Sustainable HRM, role of green HRM, Green human resource management, employee green advocacy and employee pro-environmental behaviours

1.0 Introduction

The current research paper deals with the Green HRM practice and its role in changing the behaviour of the employees to make them environmentally concerned. In this research, the advantages of using green HRM policies to advocate the employees to develop “Pro-environmental Behaviours” will be discussed. Secondary research will be conducted by collecting data from online journals, and through the support of thematic analysis, the goal of the research will be met. The research will have high significance to promote the usefulness of green HRM and encourage the organization to adopt green HRM to improve employees' performance.

2.0 Research objectives

The aim of the research is to highlight “the Role of Green HRM in Advocating Pro-environmental Behaviour among Employees”. The research aims to analyses the impact of

green HRM policies on employees' behaviour regarding environmental concerns.

The objective of the research is

To analyses the impact of green HRM policies on employees' behaviour

To understand the different green HRM policies that influences the employees to be an environmental concern

To conduct secondary research to highlight the challenges in following green HRM policies and their impact on changing employee behaviour towards the environment

To recommend the strategy to develop effective HRM policy and encourage the employee to follow those policies to improve organizational reputation and environmental sustainability as well

3.0 Background

India ranks in the third position among the Asian countries in protecting environmental sustainability. At present days India is trying to "get its non-fossil energy capacity to 500 gigawatts", which will meet "50 per cent of its energy requirements from renewable energy by 2030" (Molina-Azorin et al., 2021). The Indian government has taken a target "reduce the total projected carbon emissions by one billion tonnes

from Molina-Azorinow on till 2030". It has been seen that mainly industrial wastes and hazards are the main cause of environmental sustainability loss. The employees of the organization do not know how to recycle the waste or reuse the resource to reduce wastage. Moreover, the companies do not have the proper infrastructure to control their wastages and reduce their carbon footprint.

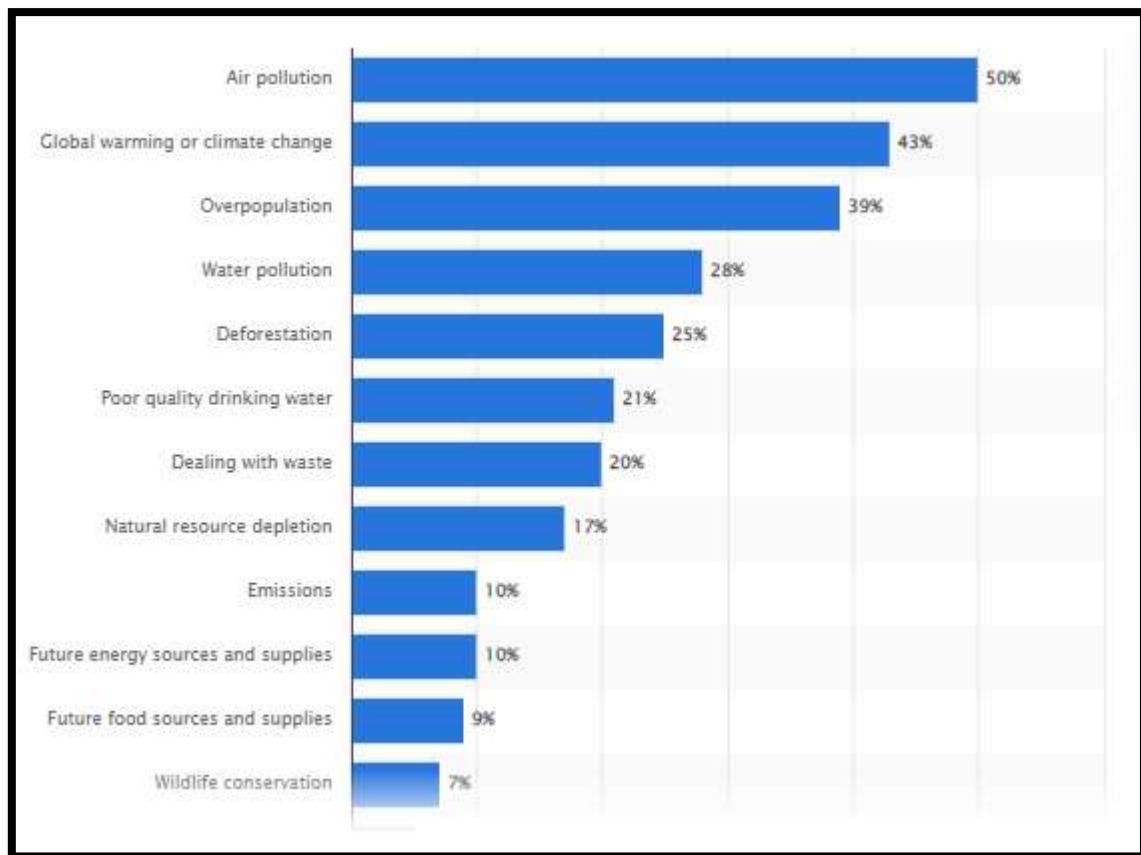


Figure 1: Most concerning environmental issues according to citizens across India

(Source: Statista, 2021)

From figure 14, it has been noticed that air pollution and water pollution is the top environmental issue in India and industry operation has a high impact on them. Green HRM can be a solution to the organization to make an environment where every employee will be environmentally concerned. In the real world, either most of the companies do not have client knowledge of Green HRM, or they do not have the proper infrastructure to adopt those HRM policies (Jilani et al., 2021). ONGC is the first Indian company that has taken incentives to "go green and help to reduce wastages by producing oil and gas, which help to create sustainable development". Moreover, ITC

Limited, HCL Technologies, Indusand Bank and Tamil Nadu Newsprint are some of the Indian companies that successfully flow HRM policies in their workplace.



Figure 2: Leading countries in environmental sustainability protection

(Source: Statista, 2021)

Figure 2 highlights Switzerland, France, Denmark are the most successful countries in the world that have been able to properly maintain environmental sustainability but adopt GHRM policies (Statista, 2021). Among those, India ranks 177 in promoting antenatal sustainability in the country. The poor knowledge on HRM, inadequate funds to invest in implementing GREEN technologies and low training scope to teach employees on Pro-environmental Behaviour is the main turns in developing Pro-environmental attitude in employees' behaviour.

4.0 Literature review

An analysis on green HRM policies

The green HRM policies include "the set of policies, practices, and systems that stimulate the green behaviour of a company's employees". Moreover, as defined by Kumar et al. (2022), HRM policies are effective in "creating an environmentally sensitive, resource-efficient, and socially responsible organization". The main aim of HRM is to "make the employees aware of the intricacies of environment management". The HRM policies guide the employees on how Green HRM functions, what action is needed to implement those policies and how it helps the environment. As illustrated by Jilani et al. (2021), GHRM is a guide to the organization management to "motivate the employees and develop a sense of pride in them for being a part of the going green program".

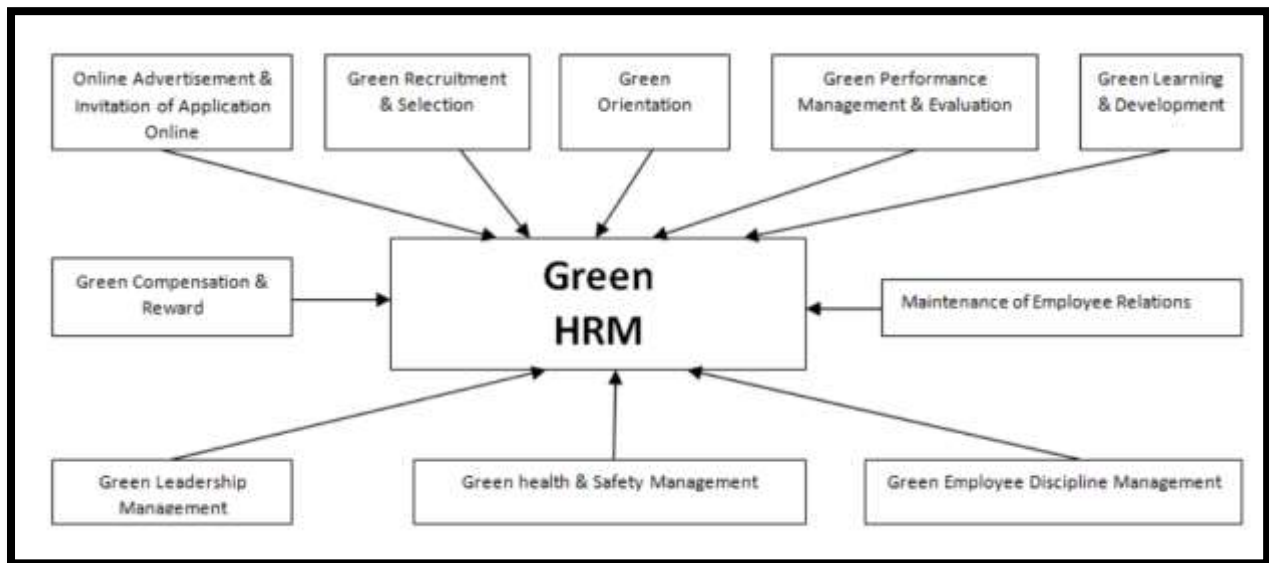


Figure 3: Green HRM framework

(Source: Ren et al., 2020)

The real-life example of green HRM is "electronic filing", "job sharing", "energy-efficient office spaces", "online recruitment and training", "recycling", "teleconferencing, and virtual interviews", "reduce the carbon footprint", be air, water and soil pollution concern", and avoid the use of environmental and products" (Latif et al., 2020).

Companies such as Suzlon Energy, ONGC, Wipro Technology and ITC Limited adopted Green HRM to improve its Green Function, Performance Management, Green practices and Environmental Management. As per the depiction of Hongxin et al. (2022), green employee empowerment helps in improving the relationship between environmental practice and HRM practice. The Green HRM policy if the company is regulated by "government policy", "organizational culture", and "top management commitment".

Evaluate the impact of green HRM policies on employee behaviour

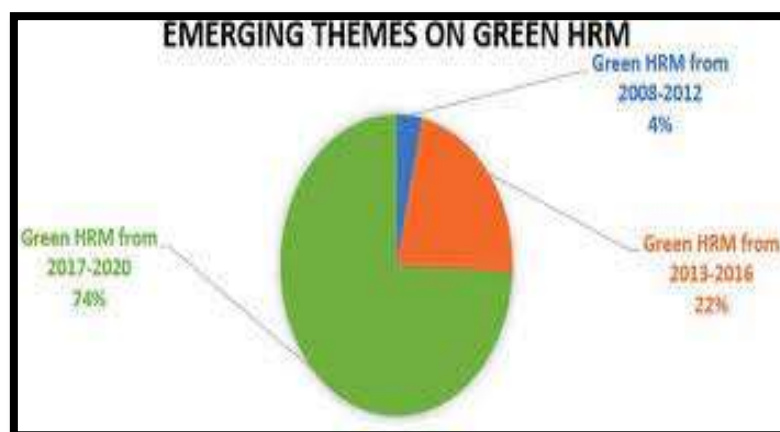


Figure 4: Images of Green HRM

(Source: Farooq et al., 2021)

The above figure represents that with time the adoption of green HRM practice has been

enhanced than its previous time. As per the opinion of Molina-Azorin et al. (2021), green

employee empowerment is the most vital and key point of HRM that motivates the employees to "perform environmental tasks which pay to be green". Since employees are the backbone of any organization, motivating the green workforce supports the organization in achieving better social, organizational

profitability and productivity. Henceforth, "the preservation of knowledge capital" and "environment-friendly HR practices" is the key elements of green HRM (Kumar et al., 2022).

Flow chart

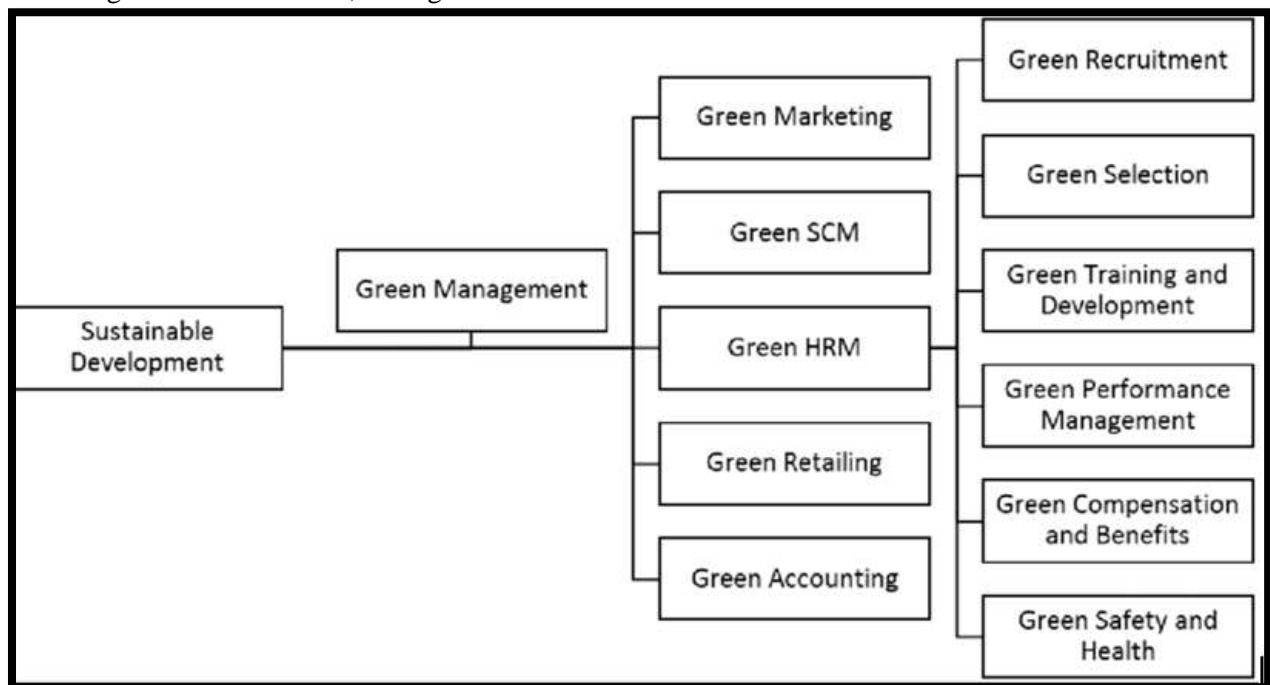


Figure 5: Flow chart

(Source: Developed by learner)

5.0 Method

A secondary research method has been followed in this research to meet the current research objectives based on the secondary data and information. As mentioned by Saunders et al. (2007), secondary research is a cost-effective approach to get the data for the research quickly and meet the research question with authentic data. The secondary research enables the researcher to get a "Wide Range of Information", and it is an Ease of access to data sources. Through following the secondary researcher, it has been possible to "generate new insights from previous analysis" with a timesaving approach and at a low cost.

Positivism philosophy has been followed in this research to have factual knowledge through observation. As mentioned by Kothari (2004), positivism philosophy is effective to include scientific knowledge in the research to evaluate the scientific aspects of the research. The technological and scientific aspects of Green

HRM on Pro-environmental Behaviours have been discussed by following positivism philosophy. The deductive approach has been adopted in the research to develop hypotheses based on the currently available theory on the research. At first, the existing theory has been analysed to understand the relevance of the theory in the research, and the hypothesis has been checked by aligning with that theory. Though following a deductive approach, the existing theory has been deducted one by one to get the final theory for the research. Moreover, the descriptive design has helped to highlight the fundamental aspect of the research and analyse every factor of the research as a descriptive design. As mentioned by Flick (2013), descriptive design helps to "obtain information to systematically describe the phenomenon, situation, or population" of the research.

The data has been collected from online database links such as *ProQuest* and *ResearchGate*, and the obtained data has been

qualitatively analysed. The online journals, articles and research papers have been the secondary resource for this research, and all the ethical protocol of data collection has been followed in this research. The resource, which has an authentic publication and reliable information, has been considered for this research.

The thematic analysis has been developed in the research by developing themes based on the research objectives. In the thematic analysis, the research objectives have been met with collected data (KUMAR, 2001). Moreover, a quality review table and axial coding table have been developed to highlight the key point and coding of the collected resources. The resources, which are not available in the full text, have not been considered for this research.

6.0 Result and analysis

Quality review

Authors	Study design	Outcomes	Quality review
Saifulina et al., 2020	Secondary research, thematic analysis	The practising of GHRM influences the employees to have pro-environmental behaviour to engage them in green behaviours to save organizational resources and achieve corporate sustainability.	The research has added relevant data from a government published report. Moreover, the trustworthy information of the reliable source of the research has supported to enhance the value of the research,
Yusop & Adam, 2021	Archival research method, archival research method, Mixed method research, deductive approach, interview among 4 HR manager	The result has highlighted the successful adoption of GHRM of the organization leads the employees to have pro-environmental behaviour in the workplace so that their activity does not be harmful to the environment.	The research paper has added both primary and secondary research. The primary data has been collected through conducting interviews among HR managers. The research paper has highlighted every aspect of HRM policies and justifies the statement with financial data.
Cheng et al., 2022	Primary research, inductive approach	Green advocacy influences the employees " to have sustained their positive self-image and avoid possible cognitive disorders."	The conducting of primary research has supported to highlight the importance of Green HRM from employees' and managers' perspectives.
Ansari et al., 2021	Primary research with online survey	The CSR policy of the organizations sets the effectiveness of the organization to adopt a green HRM policy.	The survey outcome has provided statistical data support to make the research trustworthy in real-time.
Aziz et al., 2021	Primary research and "a randomly selected sample of 302 university employees."	It is necessary to follow planned behaviour in organizational policy to implement GHRM policy.	The high sample size in the survey supported understanding the factor which influences the Pro-Environmental behaviour of employees.

Bombiak & Marciniuk-Kluska, 2018	Primary research and an online survey among 150 young enterprises	Sustainable Development of the organization depends on the GGRM practice of the organization	The research has a high value in present days as the research paper has discussed the GHRM from organizational aspects.
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Table 1: Quality review

(Source: Influenced by Saifulina et al., 2020)

Axial coding table

Article-No.	Article	Code 2	Theme
1.	<i>"Sustainable HRM and green HRM: The role of green HRM in influencing employee pro-environmental behaviour at work"</i>	"Sustainable HRM" and "role of green HRM."	<i>"Green HRM practice develop a positive attitude among employees towards environmental sustainability."</i>
2.	<i>"Pro-environmental behaviour: A Preliminary Qualitative Study of Green Human Resource Management Practices"</i>	"Green human resource management", "organizational policy"	
3.	<i>"What Makes Employees Green Advocates? Exploring the Effects of Green Human Resource Management"</i>	"perceived organizational support", "green employee advocacy"	<i>"The adoption of green HRM can be improved by providing professional training."</i>
4.	<i>"Do Good, Have Good: A Mechanism of Fostering Customer Pro-Environmental Behaviors"</i>	"Corporate social responsibility" and "employee pro-environmental behaviours"	
5.	"Effects of emotions and ethics on pro-environmental behaviour of university employees: a model based on the theory of planned behaviour"	"Green human resource management", and "pro-environmental behaviour"	<i>"Green HRM involves undertaking environment-friendly HR initiatives."</i>
6.	"Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience"	"Green human resource management" and "sustainable development"	

Table 2: Axial coding

(Source: Learner)

Thematic coding table

Authors	Code	Theme
Saifulina et al., 2020 Yusop & Adam, 2021	"Employee pro-environmental behaviours" , and "Green human resource management"	Theme 1: "Green HRM practice develop a positive attitude among employees towards environmental sustainability."
Cheng et al., 2022 Ansari et al., 2021	"Corporate social responsibility" and "green employee advocacy"	Theme 2: "The adoption of green HRM can be improved by providing professional training."
Aziz et al., 2021 Bombiak & Marciniuk-Kluska, 2018	"Sustainable HRM" and employee productivity	Theme 3: "Green HRM involves undertaking environment-friendly HR initiatives."

Table 3: Thematic coding

(Source: Learner)

7.0 Thematic analysis

Theme 1: "Green HRM practice develop a positive attitude among employees towards environmental sustainability."

The outcomes of thematic analysis highlight that the green HRM is highly essential to bring a change in employees; behaviour and make the employees concerned to the environment. As mentioned by Saifulina et al. (2020), the green HRM aims to "reconcile the goals of companies and society without compromising company goals". The successful practice of green HRN will enable the organization to "pursue the goal of environmental sustainability". The Green HRM practice in the organization supports in "enhancing the efficiency of resources", "increasing reputation of firm, economical and eco performance". It has been observed that green HRM increases employees' motivation, awareness and involvement toward green activities. Through performing green HRM, the company is able to "increase employees' empowerment to green goals".

Theme 2: "The adoption of green HRM can be improved by providing professional training."

The employees get more concerned about wastage management and resource utilization. It

has been seen that the companies use green HRM policies, their electricity and wastage cost is lower than other companies are. As per the illustration of Yusop & Adam (2021), the feeling of empowerment motivates the employees to "show discretionary behaviour toward environmental management". The green HRM policies motivate the employees to reduce wastage of water, reduce wastage in manufacturing units, cut the electrical power consumption, enhance productivity and prevent pollution. Through adopting green HRM policies, the company has been able to encourage the employees to learn green strategies to prevent environmental issues. As a result, the employees learn to be concerned to reduce the negative impact of their activity on the environment.

Theme 3: "Green HRM involves undertaking environment-friendly HR initiatives."

The Green HRM plays an effective role in promoting "the environment-related issues" and formulating "HR policies and practices, training people to increase awareness about the environment, and implementing laws related to environmental protection" (Cheng et al., 2022). Because of Pro-environmental behaviour, employees will "Reuse things as much as

possible, reduce waste, Refuse the products that are not good for the environment and Recycle the waste in an appropriate way”.

8.0 Discussion

The focus of green HRM is to manage the organization's activity and human resources in a way that can create a positive impact on the environment. By guiding the employees on environmental sustainability protection, the organization can bring a great change in the behaviour of local pollution on the environment.

The constant green practicing in the workplace changes the attitude of the employees in practice green work. Because of the regular practice of green activity in the workplace, employees get educated on how to maintain sustainability through daily work and why it is necessary to adopt a green policy (Jilani et al., 2021). Through observing the change in the workplace environment and atmosphere to adopting the green practice, employees get encouraged to maintain this in their daily life. The organization can reduce its production cost by empowering green practices such as lower wastage, cutting down electricity bills, and recycle in the organization activity.

Through practising green HRM, the company can deliver the best perfume to "minimize processes that harm the environment and adopt processes that are environmentally friendly". Reusable products and improved health are the "short-run cost-effective benefits" of adopting green HRM in the organization.

9.0 Conclusion

It can be concluded that the green HRM has improved the productivity of the employees and reduced the wattage and electricity cost of the employees. Because of adopting green HRM, the organization is able to improve its reputation in marketing by promoting itself as an environmental concern. The regular practices of green HRM policies change the behaviour of the employees from the root. As a result, employees start to follow those green policies in their personal life and show their environmental concerns. The employees who are accustomed to green HRM policies. Hence as a brief, it can be

stated that green HRM advocates Pro-environmental behaviours Among Employees to encourage the employees in wastage recycling, recues the product, avoid the product which because of environmental sustainability looks and adopt the technology which is useful for water reduction and support environmental sustainability projection.

10. Limitation

Time constraints and budget constraints have been the limitations of this research. As mentioned by Saunders et al. (2007), research limitation highlights the factor of which the research may not get its desired outcomes. The research outcomes could be more valuable if primary research could be added to this research. Due to having a lack of time, only a secondary research method has been followed. In many cases, it has been observed there needs a subscription charge to access the useful resource. Due to having budget constraints, many resources have not been accessed. Time management has been a challenge for this research, and the research could be done in a more effective way if more time could be found for this research.

11. Future scope

In future days, the primary research can be conducted based on the research topic to add real-time data and add the perceptiveness of HR employees. The research on technology that will enable the employee to have Pro-environmental Behaviour can be conducted in future days. As mentioned by Kothari (2004), future scope highlights the scope of the research, which can be made in future dates to overcome the current research limitation.

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Appendices

Appendix 1: Inclusion and exclusion table

Inclusion criteria	Exclusion criteria
The resource should be published after 2017	The resource which has been published before 2017
The resource must be published in English language	The resources which are published other than English language
The resource must have topic oriented and real time data	The resource which contains no data related to the research topic
The resource must be published in full PDF	The resources which are not available in full text.

(Source: Learner)

Appendix 2: Boolean Table

Keywords	AND/OR	Keywords	AND/OR	Keywords
Green human resource	AND	Pro-environmental	OR	The adoption of

management		behavior		green HRM
employee green advocacy	AND	Green human resource management	OR	Green HRM practice
Sustainable HRM	AND	Pro-environmental behavior	AND	Attitude among employees towards environmental sustainability

(Source: Learner)

Appendix 3: Prisma Diagram

