

Green Human Resource Management: A Review on its Development and Contribution towards Global Attainment of Sustainable Development

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Abstract

The paper focuses on the significant work done using Green Human Resource Management research in several sectors worldwide grounded upon ongoing literature. It illustrates on the chronological development of Green Human Resource Management highlighting research works published since 2.5 decades. It reveals about the research focused on Green Human Resource Management practices such as Green Job design & Analysis, Green Recruitment and Selection, Green Training and Development, Green Induction, Green Performance management, Green Rewards and Compensation and Green Employee Relation. The review critically discusses on the global scenario relating the up gradation of Green Human Resource Management practices thereby creating great impact over the performance of the system as well as surrounding in associations with firms. However, this is the first paper that depicts the consequences of Green human resource management practices on its environmental performance in India together with its application through state-wise geographical distribution among different sectors too. The present review also throws light emphasizing the espousal of Green Human Resource Management practices and its societal influences during the pandemic COVID₁₉. Last but not the least; the paper contributes towards encompassing the extent and depth of Green Human Resource Management towards the emergence of eco-sustainability.

Keywords: Environmental management; Environmental performance; Green Human Resource Management; India; Sector; Sustainable environment

Introduction

Rapid destruction of natural resources being witnessed over the past few decades of this century, a need for the realistic Environmental Management (EM) has been triggered globally. Eco-sustainability has emerged to be the key target of management executives through greening of organizations in the 21st century. Several researchers are trying to deal this issue scientifically through the application of advance technologies in the present situation (Basak, et al., 2020). However conjugating technology with green management can be assigned as a boon for the environment of the society. GHRM (Green Human Resource Management) being an alternative towards traditional Human Resource Management (HRM), owes advantage thereby addressing all the environmental issues faster as compared to HRM. Companies adopting GHRM by implementing brisk technological alterations and consuming their resources in a sustainable approach, may progress through the accomplishment of attaining economic and sustainable development. In India, different sector adopting green practices to achieve sustainability goals (Basak, 2024). In a broad sense, GHRM provides a route for several countries to reach its increased Environmental Performance (EP) by assuming green practices in all functional areas. It raises practices, policies and systems that support every employee to be green and benefitted by every discrete member, humanity, ecosystem, along with the commercial world altogether (Opatha, 2013). It involves the evolution of green employees for achieving environmental goals that contributes towards environmental sustainability.

In the recent times, COVID19 pandemic being the most dreadful threat has adversely affected the domestic and global economy thereby posing impossibilities among the companies to draw a line of stability by merging the phases of transition among the life style of people related to the organization. This pandemic not only hindered several HRM practices of various organizations but also hampered them in meeting the economic challenges while throwing them to face financial obligations. Thus, the challenges faced by HR practices in organizations due to COVID19 can easily be resolved through the implementation of GHRM by conducting all the practices through digitized manner, which is considered as one of the elements of GHRM practices. As a consequence, industries can use GHRM practices to safeguard the operations that do not degrade the environment and to serve as the best practices to address the drawbacks of mechanization thereby certifying the approaches economically beneficial and a boon for the society as well.

The present review highlights theoretical contribution by conducting a systematic review of literature. The paper gives a report on the status about the stepwise modifications of GHRM. Moreover, the paper discusses about the international scenario on various GHRM strategies implemented in overseas organizations. In fact, this is the first report that reviewed in details about the Indian scenario on GHRM practices in various sectors of all over India. Furthermore, the paper also stated the societal impact of COVID 19 on GHRM, globally including India. Thus, this paper's

goal is to concentrate on substantial work done about GHRM research till now and to group them for identifying gaps, issues, and extent for more research in future.

State-Of-The-Art On The Stepwise Modified Definitions of GHRM

Starting from 1996 till 2022 a series of authors have explored GHRM based on their understanding. They were concentrating on both business and green environment together.

The first author reviewed the action of HRM in relation with environmental management (Milliman & Clair, 1996). They fabricated an 'Environmental HRM practices' model. In organization HR department's plays a crucial part in customising the strategies and practices towards eco-friendly ambience from intake till exodus like Recruitment & Selection, Training & Development, Performance Appraisal, Rewards, Compensation Management (Amrutha & Geeta, 2020) and finally to leave, together considered as Green HRM practices (Renwick et al., 2008). According to AMO theory, HRM aims to increase employee capacity by attracting and developing top performers; enhance employee motivation and engagement over practices like conditional rewards and efficient performance management (PM); and offers opportunity for employees (Renwick et al., 2013). GHRM encompasses responsibility towards environment-user-sociable HR initiatives resulting to larger efficiencies, reducing costs and enhancing engagement and retention of employees which contribute towards reducing the impurity by usage of electronic filing, job-allocation, car-sharing, teleconferencing, recycling, cybernetic discussions, working from home, e-training, energy-saving office areas and so on within organization (Mandip, 2012). The green workforce will create a branding image and thus to implement the Green Audit ISO 14000 within the industry (Shaikh, 2014), by adapting Green HRM practices such as Green Performance, Green Behaviours, Green Attitude, and Green Competencies are more powerful tools for shaping and reshaping organizations through green operation (Arulrajah et al., 2015). Several GHRM practices such as Green Recruitment & Selection, Green Training, Green Performance Management, Green Pay & Rewards, Green Involvement will help the employee and employer to protect the environment of the organization (Tang et al., 2018). The leading management of the organization communicates various environmental policies, plans, and many more relevant information towards employees to train them about the new ecological practices, empowerment to enlist in different environmental activities by rewarding employees to be environment-friendly (Kim et al., 2019). Thus, different HRM practices make 'Green Building', which comprises of various enhanced features associated with green practices (Ahmad, 2015) such as recycling, energy efficiency, storm water management, renewable energy, and waste management to be adopted in the organization to make the environment green (Chauhan, 2020). These are the concept of GHRM that are being articulated by numerous authors.

Objectives

To review the available literature on GHRM practices

To explore the application of GHRM strategies in several diversified organizations abroad

To study the implementation of GHRM practices within several organizations in different states of India

To understand and implementation GHRM practices during COVID 19 which favours entire world environment

Research Methodology

The study involves descriptive research as it gives description of the different GHRM practices to be implemented in worldwide. It also describes about implementing Green HRM practices in several sectors in India through geographical distribution. In this study, Researcher has no control over the variables and can only report the state of affairs that has happened.

This study was constructed on fully secondary based data and literature was reviewed from various publication websites and books etc. From this secondary data, researcher concluded about how different GHRM practices implemented in overseas as well as in India too.

Different GHRM Practices Adapted In Organization

Several GHRM practices to be adapted by the different organizations to make the environment green represent in Figure.1.

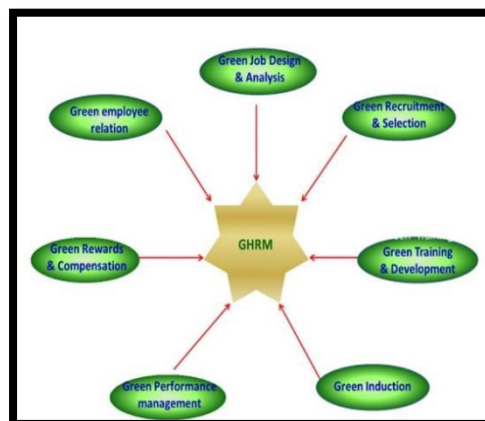


Figure 1. Several GHRM practices adapted in different organization
Different aspects involved under GHRM practices explained by different authors

Table. 1: Different GHRM practices elucidate by different authors

Author	Year of Publication	Practices	
Renwick et al	2008	Green Job Design	Identify roles in environmental reporting, health and safety tasks to be matched with personal attributes of environmental competence with skills training through new Hires and investment in training. It includes green job description (environmental measurement as a responsibility) and job specification (green competency as a special component) of the job.
Opatha	2013	Green Job Analysis	
Opatha & Anton	2014	Green Recruitment	Includes environmental criterion while Recruitment. Environmental oriented workforce for materializing their own company's environmental policy. It includes paperless recruitment process such as electronic-mail, global talent pool or online application. Telephonic or video interviews also included to or prevent environmental impact related to travel.
Saini & Shukla	2016		
Wehrmeyer	1996	Green Selection	Having environmental knowledge more likely to be selected to manage organization. Candidates environmental concern is considered as a criteria while selection Green employer is a powerful means of attracting new talent.
Renwick et al	2008		
	2013		
Stringer	2009		
North	1997	Green Training	Educating the workforce by

Daily & Haung	2001	& Development	providing training on environmental awareness. It is to educate most employees on work processes that help to reduce waste, save energy and resources.
Renwick et al	2012		Providing training on environmental friendly practices such as reduction in long-distance business travel and recycling.
Wehrmeyer	1996	Green Induction	Providing new entrants to understand the approach and basic information on environmental management policies and practices.
Renwick et al Aykan	2012 2017		Providing Job specific Green Induction. Developing green interpersonal citizenship behaviour among current employees
Renwick et al	2008	Green Performance Management	Measuring Environmental Performance standards in different business units and obtain meaningful data on manager's EP.
	2013		Providing feedback on regular basis to encourage the employees or teams to achieve environmental goals or improve their EP.
Ahmad	2015		Focuses on the use of environmental responsibilities
Wagner	2013	Green reward & compensation Management	Green monetary rewards assigned with green rewards such as flexible work schedules, work from home, makes better employee performance.
Opatha	2013		Financially rewarding employees for good Environmental Performance.
Nagpal	2016		'GO GREEN' badge as special award

			for innovative outstanding work employee performance.
Renwick et al.	2013	Green employee Relation (Employees participation and empowerment)	Providing opportunities to participate in green suggestion schemes by the employees.
Tariq et al.	2016		Initiating green whistle-blowing and helplines for employees. Empowering green employees successfully and efficiently for improving an organization's performance.

Miscellaneous Green HR initiatives adopted in several organizations

- Green Teams
- Green Building
- Green Printing
- Going Paperless
- Conservation of Energy
- Recycling and Waste Disposal
- Reduce Commuting & Reduce Business Travel
- Green Auditing
- Green Corporate social responsibility
- Green Work-Life Balance (GWLb)

International scenario on various GHRM Strategies implemented in organizations overseas

Table 2: Implementation of GHRM practices in overseas

Sl No.	Area of GHRM Practices	Country	Objective	Methodology/ Data type	Findings / Results	Findings / Results
1	Green Recruitment and Selection	Brazil Palestine Pakistan	Role of HRM on EMS Identify the association between GHRM practices and EP in	Quantitative and qualitative method Qualitative and Quantitative method	Recruitment and selection show a weak relationship on EMS Implementation of GHRM practices is at modest	Jabbour et al., 2010 Masri&Jaaron 2016 Ali, Islam & Parveen

		Jordan Malaysia	manufacturing organization Impact of GHRM practices on attracting job seekers into a developing economy Explore the association between GHRM practices and EP within the Jordanian Health service organization. Examine the relation among GHRM practices and EP in Malaysia's hotel industry.	Quantitative method Quantitative method Quantitative and Qualitative method	level but green recruitment & selection practice is highly influential. Implementation of GHRM practices is reasonable. Green Recruitment have positive impact on job seeker Implementation of GHRM is reasonable in Jordanian hospitals but strongest correlation between recruitment & selection with EP Green recruitment and selection have positively and significant relationship with EP	2017 Rawashdeha 2018 Yusoff et al., 2018
2	Green Training	UK, Swede	Comparing different	Multi case study	In UK and Sweden	Millar et al., 2016

	and Developme nt	n	GHR practices and behaviours, and different factors to be considered that influence the subsidiaries.	(Qualitative data) Qualitative and Quantitative method Quantitative method	Green Champion scheme has been implemented and considered to be influential for improving EP Implementat ion of Green HRM practices is at modest level with least influential relationship between green training and development with EP Green Training and Development have positive impact on job seeker attraction Implementat ion of Green HRM is at moderate	Masri&Jaar on (2016) Ali, Islam & Parveen 2017 Rawashde ha (2018) Nejati etal., 2017 Yusoff et al., 2018 Pham etal.,2019
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			<p>Health service organization</p> <p>Examine the relation between GHRM and GSCM in manufacturing industries</p> <p>Examine the relation among GHRM practices and EP in Malaysia's hotel industry</p> <p>Contribution made by GHRM practices towards organizational citizenship behaviour (OCBE) through AMO theory</p>		<p>level in Jordanian hospitals but weak correlation between Training and Development with EP GHRM practices such as Green Training and Development have the most positive influence on GSCM</p> <p>Green Training & Development have positively and significant relationship with the EP Based on AMO theory, GHRM practices shows positive impact towards OCBE. Environmental Training boost</p>	
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					employee voluntary green behaviour	
3	Green performanc e managem ent and Appraisal	Brazil Malays ia Vietna m	Role of HRM on EMS Examine the relation among GHRM practices and EP in Malaysia's hotel industry Contributio n made by GHRM towards OCBE through AMO theory	Quantitative and qualitative method Quantitative and Qualitative method Quantitative and Qualitative method	Performance evaluation shows a positive impact on EMS Green Performance Appraisal negatively influence with the EP It shows, Green Performance management is a mechanism to boost employee voluntary green behaviour	Jabbour et al., 2010 Yusoff et al., 2018 Pham etal.,2019

4	Green Pay, reward and Compensation	Brazil Iran Malaysia	Role of HRM on EMS Examine the relation between GHRM and GSCM in manufacturing industries Examine the relation among GHRM practices and EP in Malaysia's hotel industry	Quantitative and qualitative method Quantitative method Quantitative and Qualitative aspect	Rewards dimension shows a positive impact on environmental management system Green Pay & Rewards have positively influenced on GSCM Green Compensation have positive and significant relationship with the EP	Jabbour et al., 2010 Nejati et al., 2017 Yusoff et al., 2018
5	Green Employee relation (employee empowerment and participation)	China Iran Vietnam	Importance of GHRM practices for promoting employee morale for benefit of both company and employee Linking the relationship between SHRM, OCBE and EP Examine	Review article Quantitative method Quantitative method Quantitative and Qualitative method	Implementation of HR policies among employees for promoting EMS initiatives leads to retention of employees, good image, attracting better employee increase productivity	Cherian & Jacob 2012 Paille et al., 2013 Nejati et al., 2017 Pham et al., 2019

			the relation between GHRM and GSCM in manufacturing industries Contribution made by GHRM towards OCBE through AMO theory		and sustainability OCBE mediates relationship between SHRM and EP Green Empowerment have positively influenced on GSCM It depicts, Green Employee Involvement is a mechanism to boost employee voluntary green behaviour	
6	Job Analysis	Brazil	Contribution of HRM on EMS	Quantitative and Qualitative method	Job analysis shows weak relationship with EMS	Jabbour et al., 2010
7	Corporate Social Responsibility	Germany	Comparing different GHR practices and behaviours, and different factors to be	Quantitative method	CSR is driving environmental performance of employees within restaurants	Millar et al., 2016

			considered that influence the subsidiaries			
8	Green work Life balance	India	Examine how GHRM contributes to EP through employee work-life	Quantitative method	Work life plays significant mediation effect in the relationship of GHRM and EPF	Bangwal et al.,2017

A green corporation is an organization that provides consistent products and services which are according to the goals that effectively exploit resources, generate renewable energy resources, reduce the emission of greenhouse gases leads to minimize the environmental impacts (Daily & Hung, 2001). In table 2, Based on secondary data from different sources, list of countries implementing GHRM practices in overseas has been shown in table. It also depicts about the application of different methodology (quantitative, qualitative or mixed method) for collection of data. Different GHRM practices are implemented in different countries where the results may vary country by country. The findings show that Asian countries such as China, India, Iran Malaysia, Jordan, Palestine, Pakistan, Vietnam when compared with other European countries (UK, Germany, Sweden) or US, Brazil, GHRM practices are much applied and the results shows positive relationship with the EP.

Few countries such as in Brazil, GHRM practices such as Green Recruitment & Selection shows a weak relationship with the EP. In Malaysia Hotel industry, Green performance management shows negative impact on the performance of environment. Some countries like Jordan, shows a moderate relationship of GHRM practices on EP though recruitment and selections show a strong correlation on EP. Green pay & rewards and Green employee relation always depicts positive impact on EP in most countries.

Indian Scenario on Various GHRM Practices or Initiatives Implemented in Several Organizations

Table 3: GHRM practices implemented in several organization in India

Sl no.	Sector	Green HRM Practices / Green HR Initiative	Objectives	Collection Methods	Findings / Results	Reference
1	FMCG (ITC Limited)	Premium business and biodegradable paper, paper board laminates, reducing carbon footprint, conservation of water and energy, Colour removal from effluent	Investigate the attributes and expansion of Green HR initiatives adopted in ITC Limited	Primary data	Improve operational efficiencies with upgrading technology with respect to its size and diversity to achieve almost 100% solid waste recycling	Mandip, 2012
2	CPSEs such as (BDL, NMDC, BHEL, CSL, HAL, PGCIL, RINL and NLC)	Recruitment Training	Importance of GHRM practices as a pioneering method in different CPSE's	Primary data and Secondary data	Results shows GHRM is at nascent stage in these Indian CPSEs. Companies are less aware of green skills and recruitment of	Mishra et al., 2014

					employees. Few CPSE's implemented training programs. Rest CPSE's are likely to implement training programs on green practices for employees	
3	Overall sector	Green (Recruitment, Selection, Training, Placements)	To study about the awareness of GHR practices among the people of Indore	Primary Data	People in Indore are not much aware about the concept, practices and products of GHR.	Chopra & Nayak, 2015
4	Manufacturing Sector	Green (Recruitment, Training)	Examine how Green practices effect Kerala's industrial sector performance	Primary data and Secondary data	Green Recruitment and Green Training shows significant and positive influence on the performance of manufacturing industry	Haridas& Subramanian, 2016
5	IT, Manufacturing, Auto, Automation , paper	Green (Recruitment, Training, Rewards,	Evaluate the Green HRM practices in various	Primary data	Recruitment policy does not reflect company's sustainability	Sarode etal., 2016

		Performance management)	types of industries in Pune region		agenda. Less awareness of paperless recruitment by industries. Most industries cannot provide adequate training on environmental initiatives. Most organizations often, offered financial rewards to motivate employees for Green performance	
6	Health care sector (Sun pharmaceutical industries Ltd)	Green (Recruitment, Selection, Performance appraisal, Training and Development, employee relation, CSR)	Importance of Green HR practices on pharma industry	Secondary data	Top priority to invest in CSR activities to achieve environmental sustainability over HR practices	Suri & Banerji, 2016
7	IT sector	Green (Recruitment Training)	Status of GHRM practices in IT industry	Primary data and Secondary data	Fail to recruit green employer or employees in	Rao & Mouli, 2017

			at Trivandrum		industry which creates a brand image Lack of online training programs for employees in industry	
8	Banking	Green (Recruitment & Selection, Training & development, Performance appraisal, Rewards & compensation, Employee participation)	Study the influences of GHRM practices on job satisfaction includes different HR practices	Both Primary survey and Secondary data	Results indicates except employee participation on environmental strategy indicates, there is significant difference in the influence of GHRM practices on job satisfaction	Franklin & Nilufar, 2018
9	Bank	Green (recruitment & selection, training & development, compensation & rewards, employee participation)	Identify the impact of GHRM practices on EP in AXIS Bank	Primary data	Green (recruitment & training) have significant influence on EP. Green (Compensation & rewards and employee participation) were highly	Chauhan, 2020

					positive to EP	
10	IT (Wipro, Cognizent, TCS)	Green (Recruitment, Training & Development Pay & Rewards)	Study about the impact of GHRM practices on Organizational Performance in selected IT sector in Hyderabad	Primary Data	Training & Development is having the high impact as compared with less impact by Recruitment, pay and rewards system on organizational performance	Sirisha et al., 2020
11	Rastriya Ispat Nigam Ltd	Green (Recruitment, Training and Involvement)	Investigate the influence of GHRM practices in RINL	Primary data	Green recruitment, Green training and Involvement shows significantly high influence on overall performance	Das & Sreelakshmi, 2021
12	Automotive Industry	Green (HR planning, Job design, Recruitment, Selection, Training practice, Employee relation)	Study GHRM practices in Automotive industries in Chennai	Both Primary and Secondary data	Green (HR planning, Job design, Recruitment, Selection, training practice, Employee relation) shows a significant impact on	Kumar et al., 2022

					organization al sustainability	
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Based on the above research articles, study of literature on the various Green HRM practices implemented in several organizations in India has been represented in Table 3. Different research articles mentioned about the implementation of different method of collection of data such as primary data, secondary data or both. In India it has been noticed that there are several sectors where they are implementing several GHRM practices separately such as in ITC (FMCG company), where they are implementing premium business paper, biodegradable paper, water conservation etc for improving the efficiency of the organization. In CPSEs such as BDL, NMDC, BHEL, CSL, RINL, NLC where they applied Green Recruitment and Training practices through green skills, experiences and gave training programs on green practices among employees. In IT, manufacturing, automation, automobile industries where Green Recruitment & Training, Green Rewards& Pay, Green Performance management, Disciplinary actions are imposed for the betterment of the organizational performance. Sun Pharmaceuticals Industry Ltd. (healthcare sector) also implements Green Recruitment & Selection, Green Performance Appraisal, Green Training& Development (Faisal,2023), Green Employee Relation within the organization. In this sector apart from implementation of all these practices it gives importance more towards CSR to achieve environmental sustainability. In Axis bank (Banking sector) implementation of Green Recruitment, Green Training, Compensation, Rewards, Employee Participation shows positive relation towards EP within the organization.

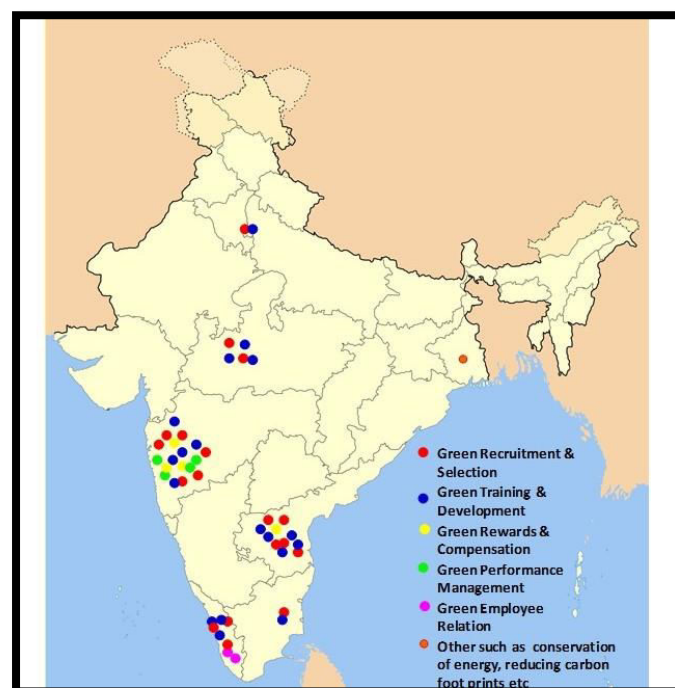


Figure. 2. State-wise distributions on implementation of various GHRM initiatives practiced by several organizations in India.

The Map emphasizes on state-wise implementation of GHRM practices (Masri&Jaaron, 2017) in different organizations in India. It shows that in Maharashtra, Madhya Pradesh, Andhra Pradesh and Kerala, GHRM practices are imposed in several organizations. However, in Delhi, only Green recruitment & selection, Green training & development are applied in organizations. In Tamil Nadu Green recruitment & selection, Green training & development practices are implemented in industries. In West Bengal, a FMCG company imposed other GHRM practices such as conservation of energy, reducing carbon footprints, biodegradable papers etc. towards positive environmental performance.

Societal Impact of COVID-19 on GHRM Globally

During COVID-19, several organizations faced difficulties relating to HRM issues such as Recruitment & Selection process, Training & Development purpose, Performance Management Systems are among the employee adversely. These related issues are resolved by implementing different GHRM practices in different sectors viz. hospitality sector, IT sector where Training and Development pattern has been changed from offline to virtual or online training where they covered multiple training sessions in a short span of time. Employees have started working from home (WFH) to avoid gathering which results to control infection among employees. Many more companies provided laptop computers, printers, scanners and started delivering food to employees who lived alone or could not cook a meal. Some of them provided a hotel for temporary accommodation to employees for those who were facing home or travel-related problems due to lockdown in several cities. This helped to increase the efficiency of employees within the organization. (Agarwal, 2021).

Apart from positivity of Green HRM practices in several organizations during COVID-19 and post pandemic, overall environment is also influenced towards positive public health. These results in good air quality leading to greater public health and well-being benefits as well as significant economic benefits and thus increased impact on work productivity. "Governments have incorporated 'green' stimulus measures into their policies to address the short-medium term socio-economic impacts during the pandemic. Various programs such as grants, loans and tax relief for green transportation, the circular economy and clean energy research, development and deployment, as well as financial support to households and businesses results to energy efficiency improvements and renewable energy installations with new funding and different programs to create jobs and stimulate economic activity through ecosystem restoration" (EC, 2020).

In India, several banks have adapted green banking (Alexander, 2016) services at the same time as the sustainability goals imposed by UN as a business model. Several

GHRM practices such as effective digital banking, effective implementation of WFH, online Training and development programs by arranging webinar have turn into a new normal. Studies analyse the pandemic situation and different major banks such as SBI, HDFC Bank and Axis Bank have adopted these practices and also give suggestions in the Post COVID era for further improvement (Mishra & Rath, 2021). Not only banks but also other different organizations are participating to invent green technologies to be implemented within organization (Basak & Basak, 2023).

Possible Future Direction

Although various global as well as national organizations have applied several GHRM strategies in different sectors throughout the country, but still these strategies individually might have certain limitations and drawbacks in them so as to implement GHRM completely in various industries.

Green recruitment and selection are one among the several strategies that have been widely used by different organizations of various countries. Assigning questionnaires to large number of respondents are considered to be as samples for filling up the questionnaires. Hence large sample consideration while studying recruitment and selection strategy is required in future. Research on Green Performance assessments focuses on issues related to environmental incidents, communicating environmental policy, and environmental audit and system.

Conclusion

The above literature review enlightens the GHRM research in a sequential drift, through maximum articles issued since 1995 to 2022, then a geographic inclination, through furthest articles available containing reports from evolving nations of the world. Here a literature survey has been done on summarizing the findings in relation to GHRM principles in several countries in overseas and in India from 2010-2022. Based on the existing literatures and reviews, it was concluded that organizations could enhance their EP in a more sustainable way by comprehending and broadening the scope and depth of GHRM practices. It is considered as the most dominant tools in making organizations and its operations green. This is only around a time when almost every business will adapt environmentally responsible practices for the betterment of the society as a whole. Therefore, each organization should incorporate environmental issues and practices into its strategic HR decision, corporate policies and day to day HRM activities. Overall this literature analysis helps to clarify how GHRM practices are applied in various organizations globally. It predicts about the great impact of GHRM practices on the green performance of the organization. This literature review also throws a light on the adoption of several GHRM practices and its positive impact on the performance of the organization in India. Though the Green movement and GHRM are in infancy stage, increasing awareness within organizations and the consequences of green issues have compelled them to squeeze

environmentally friendly HR practices with a definite spotlight on waste management, recycling, reducing carbon footprint, using and producing green products. However, Green ideas and practices are proved to be relevant in more organizations and within the realm of HR career. As champions of corporate culture and policies, HR leaders are essentials to instilling a sense of obligation among every employee, thus by ensuring greening process in all future activities in order to achieve sustainable GHRM.

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