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**RESEARCH PAPER**

## Assessing the Influence of Green HR Strategies on Company Sustainability and Employee Job Continuity

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### Abstract

Green HRM is a growing concept in the management field. It means mixing eco-friendly practices into how a company's HR department operates. This article investigates the impact of Green Human Resource Management (Green HRM) on company sustainability and employee job continuity. The primary goal is to identify the core practices that drive effective Green HRM implementation and to understand the resulting benefits for organizations. Green HRM involves incorporating eco-friendly principles into HR operations, promoting sustainable practices that benefit both the environment and long-term business success. The article compiles insights from diverse sources, including research articles, whitepapers, and case studies, to outline the essential elements of Green HRM. This research involves a comprehensive literature review, synthesizing information from various sources to provide a holistic understanding of Green HRM practices. It explores how these practices contribute to positive organizational growth, environmental responsibility, and employee retention. The article highlights the transformative potential of Green HRM, demonstrating how adopting eco-friendly HR practices can lead to sustainable growth and create an appealing work environment for environmentally conscious talent, thereby improving employee job continuity. Organizations are encouraged to integrate Green HRM practices into their strategies, aligning with sustainability goals. This approach not only enhances environmental performance but also boosts employee satisfaction and commitment, positioning companies as agents of positive change in today's environmentally conscious world.

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**KEYWORDS:** Green HRM, Environmental Sustainability, Employee Retention, HRM

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### Introduction

In an era where environmental concerns and corporate responsibility take center stage, the integration of Green Human Resource (Green HR) strategies holds paramount significance in reshaping organizational sustainability and securing employee job continuity. Traditional HR practices have long concentrated on talent management, but Green HR initiates a transformative shift by aligning HR processes with sustainability objectives.

Green HR: Green HR, or Green Human Resources, involves incorporating eco-friendly practices and policies within the HR department to promote sustainability within an organization.

Green HRM: Green Human Resource Management (Green HRM) takes a broader approach by integrating environmental sustainability principles throughout an organization's HR practices, aiming to create an eco-conscious workplace culture and align HR with the organization's overall sustainability goals.

### **Literature Review**

Khalid (2016) characterized employee retention as a collection of approaches and measures implemented by a company to guarantee the continued employment of its staff. Meanwhile, according to Herman (2005), employee retention is the exertion made by organizations to furnish and sustain a workplace conducive to employee motivation to remain with the company. The retention of employees holds considerable importance and advantages for businesses. Diverse organizations tackle retention strategies by placing emphasis on enhancing the working conditions to encourage employees to stay on for extended periods. The term Eco-friendly Human Resource Management (Green HRM) is a burgeoning concept within the academic and professional realms of human resources administration (Shahriari, & Hassanpoor, 2019). Green HRM encompasses various functions like environmentally conscious recruitment, eco-friendly training, sustainable compensation, and fostering environmentally responsible employee motivation (Shahriari, & Hassanpoor, 2019). Pallavi and Bhanu (2016) stated that research conducted by the Center of Effective Organizations indicates that sustainable and environmentally friendly HR management practices have a favourable impact on organizational profitability, employee retention, employee relations, recruitment, and shareholder value.

Saeed, Marjan, Shahbazmoradic, and Zahra (2014) carried out an investigation with the objective of pinpointing the hindrances to the execution of environmentally responsible human resource management within Iran's petroleum sector. This research comprised interviews with a dozen specialists and human resources executives from the oil industry, unveiling numerous primary observations. They ascertained that the absence of a comprehensive strategy for enacting eco-conscious HRM and the presence of unclear environmentally friendly principles were identified as major impediments. Furthermore, the study revealed that staff resistance was considered of relatively low importance as an impediment to Green HRM. Pillai and Sivathanu (2014) directed their research towards examining the various Green HR Practices adopted by organizations on a global scale. Their study also brought to the forefront both the challenges and advantages associated with green HRM. To gain insights into how green HR practices were put into action in workplaces, the researchers conducted interviews with HR managers.

Goyal (2013) and Dutta (2012) carried out a study aimed at discussing the various measures that governments could implement to promote eco-friendly initiatives. Their research also underscored that green HR practices encompass actions like carpooling, teleconferencing, recycling, online training, and email communication, among others. In a separate study, Sayed (2015) examined green HR practices while concurrently scrutinizing the latest eco-friendly solutions. The research introduced a model for the management of green human resources and observed that the adoption of Green HRM contributes to enhancing both the corporate image and brand reputation. Aggarwal & Sharma (2015) brought attention to the concepts of Green and Green HRM, emphasizing their significance, benefits, and drawbacks within organizations, all of which influence sustainability. In a similar vein, Sheopuri and Sheopuri (2015) uncovered that initiatives geared toward ecologically-conscious HR practices enable businesses to pinpoint alternative cost-saving measures without compromising their top talent, including

options such as flexible work arrangements. The study also emphasizes that in today's fiercely competitive business landscape, companies can secure a competitive advantage by embracing these approaches. Jabbar and Abid delved into the motivating factors that drive employees to actively participate in their organizations' environmental performance efforts. Through the adoption of Green Human Resource Management practices (GHRM), companies can assume a central role in advancing environmental concerns. Their study encompassed a survey of 178 employees in firms implementing GHRM practices, revealing that HRM approaches significantly influence employee motivation toward environmental performance. Monetary incentives were found to be more compelling motivators than non-monetary rewards, and support from supervisors boosted employee morale to take proactive steps toward environmental sustainability. Moreover, the study showed that rewards positively impacted employee motivation to participate in eco-friendly initiatives.

Beirendonck et al. (2014) explored the ROC (Respect Openness Continuity) model in the context of HR functions. In their study, Stankeviciute & Savaneviciene (2013) identified three distinct interpretations of sustainability within the context of HRM: Normative, Efficiency-oriented, and Substance-oriented. Furthermore, the study offered valuable conceptual insights that linked the concepts of sustainability and HRM. Saraswa (2015) revealed that employees lacked familiarity with the term "Green HRM," although they were well-informed about environmentally friendly vehicles like electric and hybrid cars. Additionally, workers were cognizant of their organization's implementation of such practices to support sustainability goals. Yusoff, Othman, and their associates (2015) conducted an investigative study to develop a conceptual understanding of Green Human Resource Management (HRM) within multinational firms operating in Malaysia. The research highlighted that the majority of these companies placed significant emphasis on Green HRM, focusing notably on five core concepts: Corporate Social Responsibility (CSR), Electronic HRM (E-HRM), Maintaining Work-Life Balance (WLB), Green Policies, and the Extra Care Program.

## **Material and Methods**

To delve into the emerging concept known as Green HRM, we conducted a systematic review of relevant literature. We collected data from a range of sources, including research articles, whitepapers, magazines, project reports, and online resources.

**Green HRM Practices:** The literature review uncovered a diverse range of Green Human Resource Management (Green HRM) practices, including energy-saving measures, waste reduction strategies, sustainable transportation options, remote work arrangements, and recognition programs for sustainable efforts. These practices are aimed at promoting environmental responsibility and sustainability within organizations.

**Benefits for Employees:** The review highlighted several benefits of Green HRM for employees. Engaging in green initiatives fosters increased environmental awareness and active participation in sustainability efforts. Furthermore, eco-friendly practices create safer and healthier work environments, contributing to enhanced employee well-being. Green HRM also provides opportunities for employees to develop skills related to green technologies, thus enhancing their professional growth.

**Job Satisfaction:** Employees working for environmentally responsible employers often experience higher job satisfaction levels. They take pride in being part of a socially

responsible organization. Engagement in green initiatives and sustainability projects can boost employee motivation and job satisfaction.

**Retention and Employee Engagement:** Green HRM practices play a pivotal role in increasing employee retention rates, resulting in reduced turnover costs. Engaged and satisfied employees are often more productive, contributing positively to the overall performance of the organization.

**Benefits for Employers:** Organizations that embrace Green HRM practices tend to establish a commendable image as socially and environmentally responsible entities. This image attracts eco-conscious consumers and investors who prioritize sustainability. Moreover, the adoption of green initiatives can lead to cost reductions, including decreased energy consumption and waste generation, contributing to the overall financial health of the organization.

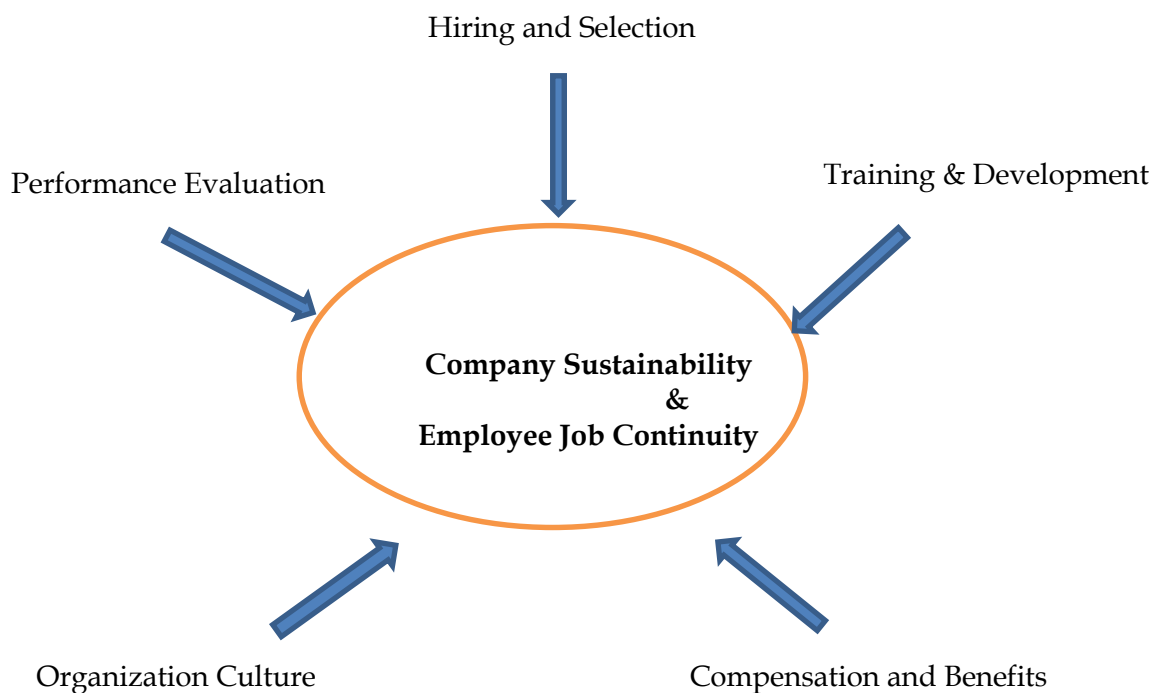


Figure 1 Conceptual Frame Work of Green HRM

## Discussion

The results of the literature review emphasize the significant impact of Green HRM practices on reshaping organizational sustainability and ensuring employee job continuity. The following discussion highlights key takeaways and implications of these findings:

**Alignment with Environmental Goals:** Green HRM practices represent a strategic alignment of HR processes with sustainability objectives. They encompass a comprehensive approach to eco-friendly measures, signaling the organization's commitment to environmental responsibility.

**Employee-Centric Benefits:** Green HRM places employees at the heart of sustainability efforts. By promoting environmental consciousness and ensuring a safe and healthy work environment, organizations can enhance employee job satisfaction and overall well-being. The focus on skill development through eco-friendly practices contributes to a more adaptable and skilled workforce.

Employee Retention and Engagement: Green HRM practices serve as a catalyst for higher employee retention rates and increased job satisfaction, resulting in significant cost savings associated with turnover. Engaged and motivated employees can positively impact overall organizational productivity and performance.

Employer Benefits: Organizations that implement Green HRM practices enjoy a positive image that attracts eco-conscious consumers and investors who value sustainability. Additionally, the adoption of eco-friendly measures, such as energy efficiency and waste reduction, can lead to financial savings, making a compelling business case for Green HRM.

## **Conclusions**

It is concluded that a range of green initiatives, including electronic filing, carpooling, flexible workspace arrangements, teleconferencing, virtual interviews, recycling, and the creation of more energy-efficient office spaces, can be implemented to promote sustainable development. These measures result in increased efficiencies, cost savings, and the satisfaction and engagement of employees, ultimately fostering sustainability within organizations.

## **Recommendations**

- Save energy by incorporating timers to automatically switch off lights, using energy-efficient light bulbs, and turning off electronic devices when they are not in use.
- Set guidelines for waste disposal, employ eco-friendly technology and promote recycling and product reutilization.
- Conduct periodic audits to gauge actual performance against established standards, identify any deviations, and outline corrective actions to reach desired objectives.
- Encourage employees to choose cycling over personal cars and endorse carpooling within the organization.
- Recognize and publicly appreciate individuals for their contributions to environmental sustainability, boosting their motivation and dedication.
- Reduce the need for business travel and official trips by leveraging teleconferencing and video-conferencing solutions.
- Opt for jute bags as an alternative to plastic bags.
- Decrease paper-based processes within the organization and foster online data sharing and storage.
- Provide environmental training to employees, raising their awareness and equipping them with solutions.
- Adopt energy-efficient vehicles, including cars, trucks, and heavy-duty vehicles, for organizational use.
- Promote water-saving practices within the organization.
- Encourage tree planting initiatives on the organization's premises and at employees' homes.
- Reward individuals for their sustainable development efforts, offering both financial and non-financial incentives.
- Offer flexible working hours and the option to work remotely.
- Engage employees more actively to improve the Integration of environmentally friendly measures within the company.

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