

# From Hurdles to Renewed Growth: A Meta-Analysis of Green HRM's Trajectory towards Sustainability

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## Abstract

**Purpose:** The study examines recent definitions and theoretical frameworks of Green Human Resource Management (GHRM) and investigates how GHRM is linked to the literature on sustainability. The outcomes of the study have consequences that influence the way GHRM is measured and the future studies in this field are relatively under explored where Human Resource Management (HRM) intersects with Environmental concerns or Sustainability.

**Design / Methodology / Approach:** The study uses meta-review of Green HRM literature which reveals that it is an established burgeoning field of study built on practical research over the previous five years.

**Findings:** The analysis finds literature evidence for supporting the impact of HR activities connected to the greening of ongoing competency development and the enhancement of social outcomes particular to the organization. Furthermore, the research findings indicate that distinct viewpoints employed in the conceptualization of GHRM disclose the varying effects of Green practices on environmental and organizational sustainability. These findings underpin the increasing acknowledgement of GHRM as a crucial instrument for entities to exhibit their dedication to being conscientious stakeholders in the socioeconomic system.

**Originality/value:** The review would be valuable to GHRM scholars as it offers an in-depth elucidation of how GHRM issues are delineated and assessed. Prior reviews have identified a gap in research related to comprehending the conceptualization process, and therefore, one of the primary aims of this paper is to contribute to the advancement of knowledge by shedding light on the historical progression of research in this area.

**Keywords:** GHRM, Environment, Sustainability, Organization

## Introduction

Sustainable development entails progress that does not harm resources to an extent that future generations may endure adverse consequences and be deprived of a healthy environment and unmet needs. Sustainable development has become an immediate necessity, prompting governments to collaborate with the private sector in earnest to formulate strategies that promote and safeguard the environment. While organizations often claim to fulfil their Corporate Social Responsibility (CSR) by contributing to environmental causes, it is imperative for them to transcend conventional activities and incorporate environmentally friendly practices into their routine operations to better execute their eco-friendly initiatives. These green initiatives can be integrated into their broader CSR efforts.

The degradation of our environment is worsening, as exemplified by the occurrence of large-scale floods and shifts in climate patterns, which serve as evidence of the global warming phenomenon. It is now crucial for us to amend our behaviors and proactively engage in concerted efforts to address environmental issues as a top priority. The significance of sustainable

development is underscored by the fact that the United Nations has outlined a new roadmap, the Sustainable Development Goals (SDGs), which all countries are expected to adhere to by 2030.

Environmental responsibility has drawn substantial attention lately as a result of an increase in occurrences of environmental harm caused by negative organizational behaviour (Paulet et al.). Organization's role for societal expectations for sustainability is allegedly termed as various course of actions, such as government regulations which are formed to apply pro-environmental behavior, conditions and limitations on ton of business operations, functions and activities, via consumer behaviour where individuals use their purchasing power so that their reactions can impact environmental impacts.

Sustainable HRM offers organizations a perspective through which they can understand how purpose-oriented HRM policies and actions can bring about positive changes in a company's obligations and their impact on various stakeholders, encompassing society and the local community. The rapidly changing social, economic, and environmental circumstances have necessitated organizations to reassess the role of Human Resource Management (HRM) in its ability to make a substantial contribution to a company's sustainability goals. Consequently, it is essential to explore unconventional methods beyond conventional service delivery models if HRM is to have a genuine influence.

Green Human Resource Management (GHRM), often linked to sustainability within HRM discussions, is considered a specialized branch of management dedicated to aligning an organization's workforce with its environmental management objectives (Jabbour and Jabbour). Although, pro-environmental HRM seeks to achieve broader organizational sustainability goals, GHRM research has primarily concentrated on comprehending how to facilitate environmental management or cultivate an organizational culture oriented towards environmental management objectives through the adoption of various sustainable practices.

Various interpretations take into account GHRM to be a component of the environment friendly HRM literature because of its emphasis on environmental sustainability. The intersection of GHRM and

sustainable HRM require additional clarification by empirical research. Literature reviews in GHRM spanning the years 2007-2019 (Amrutha and Geetha; Ren et al.) have illustrated the progression of this field by outlining the various factors that precede, drive, and result from the theoretical frameworks. However, there hasn't been an extensive exploration of how these variables profoundly impact HRM, environmental sustainability, and organizational performance.

Therefore, assuming that previous literature is starting point of the conclusion which we have developed through empirical research and literature supported by data regarding the causes and effects of GHRM practices. This article offers a dual contribution. Firstly, it conducts a meta-review of existing literature reviews on GHRM, presenting a concise and innovative overview of the main areas of exploration within Green HRM literature. The choice of a meta-review approach stems from its effectiveness in summarizing findings from prior literature reviews in the Green HRM domain, thereby providing 'an effective way to understand the status quo' (Jiang and Messersmith). This paper's second contribution is to place Green HRM within the framework of the significant changes that are taking place and are anticipated to continue in the (business) world. In particular, the paper identifies and considers possible transformational implications for future Green HRM research and implementation.

### **Green Human Resource Management (GHRM)**

The Origin Employee involvement in environmental management research extends back to the 1990s (Bunge et al.). Early studies took an Environmental Management (EM) approach, focusing on the role and impact of personnel on EM practises and performance. A whitepaper by (Renwick et al.: Contemporary Developments in Green (Environmental) HRM Scholarship) that focused on 'greening' HRM practices reviewed the concept of Green Human Resource Management. Parallel to this, the concept of Sustainable HRM surfaced following the publication of Ehnert's influential book Sustainable human resource management: A conceptual and exploratory analysis from a paradox perspective, published in 2009.

Building on these fundamental efforts, 2011 saw the rise of empirical studies defining and studying Green HRM. At the time, Wagner gives a widely recognized explanation of Green HRM as being concerned with matters related to environmental sustainability, which are integral to sustainable HR management. This view integrated Green HRM into the broader domain of sustainable HRM, with research occurring in both areas simultaneously (Paulet). Consequently, even though the subject's origins and advancements had been acknowledged earlier, it was only in 2011 that Green HRM formally emerged as a distinct field of study.

### **GHRM Practices Supporting Specific SDGs**

The connection between Sustainable Development Goals (SDGs) and Green Human Resource Management (GHRM) can be enriched by exploring how GHRM practices help businesses align their operations with sustainability objectives outlined in the SDGs. Here's a deeper dive into the alignment:

**SDG 13 (Climate Action):** GHRM include green policies like flexible working hours, telecommuting, and energy-efficient workplace practices, which eventually reduce carbon emissions. Recruitment strategies also focus on hiring individuals contributing to environmental values into a workforce that actively maintain climate resilience.

**SDG 12 (Responsible Consumption and Production):** GHRM integrates sustainable procurement policies, emphasizing resource efficiency in workplace's operations. Through green training programs, employees learn various waste management techniques and methods to minimize resource use, ensuring sustainable production processes.

**SDG 8 (Decent Work and Economic Growth):** GHRM practices promotes green jobs and encourage a transition to a sustainable economy, supports decent work environment. Green performance appraisals and incentive systems reward employees for environmentally friendly initiatives, thus fostering sustainable economic growth.

**SDG 4 (Quality Education):** GHRM practices emphasizes sustainability education through workshops, e-learning modules, and training

sessions. These programs increase employees' awareness of sustainability practices, aligning personal growth with corporate environmental goals.

**SDG 17 (Partnerships for the Goals):** GHRM practices enables employees through partnerships collaborates with NGOs, government agencies, and industry peers to design and implement green initiatives. Employee volunteering in community sustainability projects also aligns corporate efforts with broader SDG-focused collaborations.

### **Transformation with the use of GHRM Practices after COVID-19**

The data used in the paper provides an insightful analysis of GHRM and its evolving role in driving sustainability. While the primary results do not directly address the impact of COVID-19, the conclusion highlights its relevance, underscoring how the pandemic reshaped organizational priorities and accelerated the adoption of GHRM practices. COVID-19 served as both a disruption and a catalyst for sustainability initiatives. On one hand, organizations faced operational hurdles due to economic uncertainty, remote work, and disrupted supply chains. These challenges created an initial slowdown in green practices as survival became the primary focus. However, the pandemic also spurred a renewed emphasis on environmental sustainability and social responsibility, aligning with broader discussions around resilience and long-term business sustainability. By implementing GHRM practices, the organizations can take advantage as:

Remote work practices reduced carbon footprints, encouraging organizations to integrate eco-friendly work models.

COVID-19 prompted HR managers to embed sustainability into employee well-being programs, resource optimization, and digital transformation.

Organizations increasingly recognized that GHRM practices contribute to organizational resilience, preparing firms for future crises by balancing environmental goals with employee engagement and productivity.

### **Methodology**

The identification of published reviews for the meta-review reported here was conducted in

two stages. The methodology followed similar procedures outlined by Ren et al. and Yong et al. in their respective studies. The objective was to systematically identify literature related to Green Human Resource Management (Green HRM) published in or before the year 2020. The researchers utilized online databases, specifically Scopus and EBSCO, as sources for identifying relevant Green HRM literature. The primary search terms used were 'Green Human Resource Management' and 'Green HRM,' which were chosen to narrow down the focus on the specific field of study.

In line with the journal inclusion criteria established by Ren et al., publications that qualified for inclusion in the meta-review needed to meet certain criteria. These criteria typically required that the publications: a) It should be published in high-quality peer-reviewed journals. b) It should be written in the English language.

The second review stage involved selecting systematically styled literature reviews published on Green HRM using identical journal quality criteria as stage one. These reviews were sourced from abstract screening for stage one papers. Screening revealed 10 Green HRM systematic literature reviews.

### Limitations of Data Collection Methods

As this paper majorly rely exclusively on Scopus and EBSCO databases for data collection, they may not cover all relevant journals, especially niche or region-specific publications, potentially excluding valuable perspectives. These databases predominantly feature articles in English, limiting access to insights from non-English publications, which may hold critical regional or contextual relevance. The databases focus on peer-reviewed and high-impact journals, which may exclude grey literature, working papers, or reports offering practical insights. These articles are subscription-based which may limit access to certain journals or articles, leading to potential gaps in the literature reviewed. The newly published articles/papers may take time to be indexed, resulting in gap capturing the latest research trends. These databases depend on keyword-based searches on researcher's skill in framing queries and on database indexing quality, which may lead to missed relevant articles.

### Meta-analysis results

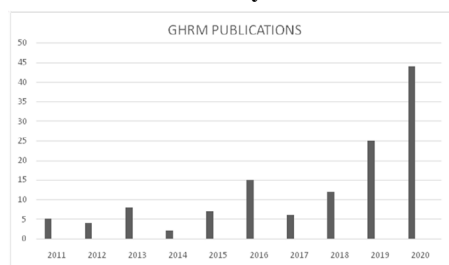
From Figure 1, it is clear that the analysis include total of 122 Green HRM papers which are considered by their publication date. In the meta-analysis, Green HRM is depicted as the growing field of interest, with increase in publications since 2016. This review has 10 literature reviews which are analyzed on the basis of themes, the authors, search parameters, focus areas, key topics reviewed, future scope of research, keywords etc.

### Descriptive Overview of Literature Reviews Published on Green HRM

The 10 literature reviews that were included in the meta review are summarized in Table 1 in a descriptive manner.

As Table 1 demonstrates, Green HRM literature evaluations have been published in all kinds of publications. In light of this, review authors have used a variety of techniques to find and incorporate studies. Unsurprisingly, the different search terms and article inclusion criteria utilized across the evaluations have led to a variety of findings (Table 1). Variations of 'Green Human Resource Management' and 'Environmental Management' were often used in the reviews' search phrases (Table 1). The preceding reviews' (Renwick et al.: Contemporary Developments in Green (Environmental) HRM Scholarship; Renwick et al.: Green Human Resource Management) use of Environmental Management (EM)-related search terms highlight the literature's contributions to Green HRM.

**Figure 1 Distribution of Green HRM Journals Articles by Year**



Source: Paulet et al.

The criteria used to decide whether papers should be included in reviews show variation as well. Although some evaluations additionally examined

relevant books, empirical case studies, institutional reports, or policy papers, six out of seven reviews restrict this to articles from peer-reviewed journals. Some use standards to examine credible journals.

In Table 1, the total number of papers considered revealed more diversity in the paper inclusion criteria. In one review, only empirical studies (referred to as ‘scientific’ by the authors) were included. Three of the reviews did not explicitly mention the types of papers they considered in their reviews, and six out

of the seven literature reviews incorporated a mix of empirical, conceptual, and/or review papers in their selection criteria. All reviews used a methodical approach (representing the here used included criteria) to find pertinent materials. The majority of reviews provided enough information about the selection criteria to enable replication. To evaluate paper quality within inclusion requirements, a number of standards were used, such as journal rank, outside benchmarks, or author evaluation.

**Table 1 Descriptive View of for Identified Green HRM Published Reviews Listed by Year of Publication**

Journal	Stated Review Aim	Database(s) Accessed	Years Included	Inclusion Criteria	Types and Number of Papers included	Applied search terms	Included papers
Amrutha and Geetha - Year: 2020							
Journal of Cleaner Production	This paper attempts to find out the possible research gaps in the literature about GHRM assessing the current trends, elements including GHRM domain, using various per reviewed journals.	Scopus, Google Scholar	1995–2019	Peer-reviewed journals	Empirical (N =174)	Green human resource management, Sustainability, Sustainable Development	174
Adjei-Bamfo et al. - Year: 2019							
International Journal of Manpower	To introduce anew typological environmentally sustainable HRM in developing economy and government regulations.	Emerald Insight, Oxford academic, Springer, science direct, Sage, Wiley online Library, JSTOR, Google Scholar, Elsevier.	N/A	Peer-reviewed, books, institutional publications, documents about policies and data-based reports.	N/A	Sustainable Organizations, Organizational environment, Green management, Green business, Green Recruitment, Green Selection	N/A
Pham et al. - Year: 2019							
International Journal of Manpower	To conduct a systematic literature review on GHRM pointing out at detailed research gaps and plans for future.	Scopus and Web of Science	2008–2019	Not stated	Empirical and Reviews (N = 74)	Green human resource management, GHRM, Greening, Environmental training, Green Training	74

Stefanelli et al. - Year: 2019							
Bench marking	To identify, in the Scopus database, the most relevant articles that looks into environmental training to setup standards by classifying and analyzing and summarizing each work and propose future scopes and implications.	Scopus, Web of Science	1981–2018	Peer-review, available for download	Empirical and Conceptual (N = 51)	Environmental training, green training.	51
Ren et al. - Year: 2018							
Asia Pacific Journal of Management	Advance the conceptual and empirical development of the GHRM domain by giving an overall systematic review of the research.	Business Source Complete, Expanded Academic ASAP, Science Direct, Academic One File, and Google Scholar	2008-2017	ABDC A*, A, B plus, highly rated in other disciplines	Empirical and Conceptual (N= 42)	Green HRM, green human resource management, environment management.	42
Tariq et al. - Year: 2016							
Quality and Quantity	To explore existing literature reviews and normalize the effect of green employee.	Web of Knowledge	1990-2013	Published and reviewed	Not stated (N =104)	Green employee empowerment, Green HRM (with some sub-terms)	104
Renwick et al. - Year: 2013							
International Journal of Management Review	To do survey and fond out together the HR terms of EM; second, to make away for the terms in this field, third to outline some avenues for further potential researches in GHRM.	N/A	1998-2011	Empirical papers, case studies, business reports and survey findings	Empirical and conceptual (N not stated)	GHRM, Environmental Management	NA

### Summary of Content Covered in Table 1

Table 1 provides an overview of seven literature reviews, showcasing their emphasis, core themes, contributions, and prospective areas for further research. Six out of these seven literature reviews delved into the comprehensive exploration of

Green HRM, while the remaining one concentrated on specific components of Green HRM. These components encompass typical HRM functions and duties, such as green recruitment and/or selection (Adjei-Bamfo et al.), green training (Stefanelli et al.), or green employee empowerment (Tariq et al.).

Among the three literature reviews utilized in this context, they employed a descriptive meta-analytical approach to examine the Green HRM literature. Their findings were derived from the systematic coding of papers, which included categorizing them by publication year, revealing a steady increase in Green HRM publications over time. Furthermore, the reviews assessed the volume and diversity of Green HRM publications in various journals, highlighting the Journal of Cleaner Production (JCP) and the International Journal of Human Resource Management (IJHRM) as the primary outlets with the highest number of Green HRM papers. Additionally, the reviews explored the geographical distribution of Green HRM publications, identifying Brazil, China, Italy, and India as the most frequently mentioned countries within the context of Green HRM research.

The primary contributions, aligning with the objectives of each review, can be grouped into three main categories (as depicted in Table 1):

1. Summaries of the Green HRM literature.
2. Formulation of conceptual frameworks.
3. Recognition of areas in need of further research.

The review of GHRM literature revealed studies on subjects related to Green HRM practices, including the ‘greening’ of fundamental HRM procedures, particularly training and recruitment procedures. (Pham and Paille) conducted a review on green recruitment and selection and found that ‘both environmentally conscious employers and environmentally conscious job seekers search for the option that best suits the other party’s environmental needs’. According to reviews, Green practices such as recruitment and selection has a beneficial impact on job seekers’ attraction to an organization, acceptance of their offer, job happiness, and retention; on the other hand, it increases employers’ appeal to top talent (Adjei-Bamfo et al.). Green training was the second important HRM practice within domain 1 that the reviews found. According to Yong et al. , this is ‘the most important or useful initiative’ that organizations can start using when implementing a green human resource management strategy. Furthermore, 49% of the studies undertaken, according to Stefanelli et al.’s review, concentrated on environmental training practices. According to Pham et al.’s review, there are other HRM practices with a green focus, such as Green performance management (46%), Green

employee involvement (28%), and Green rewards (49% of examined papers).

The literature reviews that fell under the second domain 1 category, ‘literature overview’, included GHRM strategy. In domain 1 of review, provided multiple underlying explanatory theories for the Green HRM strategy. These included the resource-based view (RBV) (Ren et al.; Yong et al.); occupational psychology theories (Renwick et al.: Contemporary Developments in Green (Environmental) HRM Scholarship); Ability, Motivation, and Opportunity (AMO) theory (Ren et al.; Renwick et al.: Green Human Resource Management); stakeholder theory (Ren et al.); social identity theory (Yong et al.). Regarding the theoretical underpinnings of Green HRM, reviews by Ren et al. and Yong et al. came to the conclusion that in order to promote Green HRM research, systematic theoretical frameworks need to be further developed.

The second domain concluded that these frameworks provide a structured way to understand and analyze various aspects of Green HRM and its impact on organizations, especially in the context of environmental sustainability and employee behavior. Researchers often use such frameworks to guide their studies and to provide a theoretical foundation for their work. For instance, Ren et al. created a paradigm that connects the causes, effects, and circumstances of green human resource management. Employee green behaviour was defined in Amrutha and Geetha’s conceptual model behave as mediating relationship between green HRM practices and the social sustainability of an organization. An empirically derived approach was created by Adjei-Bamfo et al. to help organizations identify environmentally committed personnel.

In Domain 3, it appears that researchers have identified gaps in the existing literature related to Green Human Resource Management (Green HRM). Here’s a summary of the studies and the gaps they have identified. For example, Stefanelli et al. studies systematically identified gaps in Green HRM research. Such gaps can relate to the breadth of topics covered or the depth of understanding of processes and interactions within Green HRM. Pham et al. conducted a systematic analysis of the literature and pinpointed areas in Green HRM research that require further exploration. These gaps could encompass

various aspects, such as the need for research across different industries or regions, a better understanding of how cultural norms impact Green HRM, or the evaluation of training programs' effectiveness. Yong et al. have identified gaps in the Green HRM literature. These gaps may This encompasses the absence of research regarding the impacts of Green HRM on supply chains, the necessity for investigations in both advanced and emerging nations, and the adoption of various research approaches and robust methodologies, including longitudinal studies, to reveal fresh perspectives in this field.

These identified gaps in Green HRM research serve as important reference points for future research agendas. They suggest the need for more empirical studies from a broader geographic perspective, taking into account the influence of cultural norms, assessing supply chain effects, and exploring various research methodologies to expand our knowledge in the field of Green HRM. By addressing these gaps, researchers aim to contribute to a more comprehensive understanding of the role of HRM in environmental sustainability and its impact on organizations.

The concluding comments on the meta-review highlight the continued and strong interest among researchers in the field of Green Human Resource Management (Green HRM). However, they also acknowledge that significant and likely enduring changes have occurred worldwide, especially in the workplace. In light of these developments, a critical re-examination of the Green HRM as a whole concept may be necessary.

In the context of an increasing societal consciousness of climate change, there is a demand for a thorough examination of modern Green HRM practices. This exploration aims to identify and address the evolving challenges and opportunities that may concern Green HRM in the future. The 'new normal' after the COVID-19 has introduced new dynamics in the workplace, and Green HRM practices may need to adapt to meet the changing expectations of organizations and employees in this context.

This suggests that Green HRM researchers and practitioners may need to consider how environmental sustainability practices can be integrated into the evolving workplace landscape. This could involve

addressing issues related to remote work, the use of technology, and the potential for more sustainable business practices as organizations adapt to these changes. It's a call to reevaluate and adapt Green HRM strategies to align with the current and future realities of the workplace and society as a whole.

Green HRM in the Future: Navigating Roadblocks or Embracing Revitalization?

The steady evolution of Green Human Resource Management (Green HRM) has been a global trend since the mid-1980s. However, the emergence of the COVID-19 pandemic, accompanied by global lockdowns, economic challenges, and the widespread shift to remote work as part of the 'new normal,' has introduced a multitude of significant and, in many cases, unpredictable consequences. These changes and responses may act as a critical juncture for Green HRM, potentially determining its future trajectory. The decisions made in response to these evolving dynamics may set the stage for the direction that Green HRM will take in the years ahead.

The pandemic's 'new normal' is still pushing the boundaries of work organisations and altering them. Virtual workplaces are supported by pre-pandemic technology that was available but under-utilised. Organisations may soon realise that modified work procedures now enable and sustain significant shifts in the way work is done. As businesses adopt these novel approaches, we can examine this developing field of work within the framework of Green HRM.

The shift to working from home (WFH) during the COVID-19 pandemic has raised several questions about how this change might impact Green Human Resource Management (Green HRM) in a post-pandemic world. There are Positive Environmental Impact such as reduced office space and utilities, Reduced Commuting to work results in a decrease in carbon dioxide (CO<sub>2</sub>) emissions and less strain on transportation infrastructure. This aligns with the principles of environmental responsibility and sustainability. The ability to conduct meetings, conventions, and conferences remotely challenges the need for expensive air travel. This can significantly reduce the carbon emissions associated with business travel Employee Well-being and Work-Life Balance which is possible due to remote work that enhances employee well-being and satisfaction with work-life balance. Employees can save time and money by



avoiding daily commutes, and they may have more flexibility to manage their work and personal lives effectively. But with the benefits there are challenges and concerns such as social isolation which states that the shift to remote work has raised concerns about social isolation and its impact on employee mental health and well-being and work intensification i.e., remote work may lead to increased work intensity as employees find it challenging to disengage from work when the boundaries between work and personal life blur.

In a post-pandemic world, Green HRM needs to navigate these complexities. Employers and HR professionals should consider how to maintain the positive environmental impacts of remote work while addressing the challenges it poses to employee well-being. Strategies may include investing in employee support programs to combat social isolation and setting clear expectations for work boundaries. Additionally, organizations should assess the long-term financial benefits and environmental sustainability gains associated with remote work and factor these into their Green HRM practices.

Naturally, the irony of this transformation is that neither employers nor employees worked together to bring about this change. In the post-pandemic era, an alternative or less favorable approach to Green HRM is the 'low road' or 'roadblock' scenario. In this scenario, work patterns and practices return to their pre-pandemic norms, as the global economic recession takes precedence, and the primary objective becomes survival. This shift occurs because many employers may lack a well-defined structure or plan for Green HRM. Consequently, the focus shifts to cost-cutting, with reduced allocation of funds to green initiatives. Some might view these initiatives as diverting crucial resources away from essential survival strategies. In the most extreme cases, green initiatives may be downgraded to mere aspirational goals or even discontinued within the organization.

It is evident that the pandemic of 2020 has fundamentally altered the nature of work for many people, regardless of the policy that is implemented. Although it is challenging to predict the long-term effects of this transition, we contend that it will mark a critical turning point for many practises and policies, not the least of which is Green HRM. The choice of

path will become clear in the coming years, but it is hoped that the high road will be chosen because these actions are likely to have positive effects on the economy and environment.

The viewpoint presented by Ehnert et al. emphasizes the pivotal role of the environmental dimension within the broader context of sustainability. In this perspective, the environmental dimension is considered the limiting pillar and is visualized as a 'circle', with the societal and economic dimensions being nested within the ecological one. This viewpoint aligns with Green Human Resource Management (Green HRM) initiatives, as they recognize the critical importance of addressing environmental sustainability in the face of ongoing depletion of non-renewable resources, exacerbated by population growth.

Key points related to this viewpoint and Green HRM are as follows:

1. **Environmental Primacy:** This perspective underscores that environmental sustainability should take precedence and serve as the core of any sustainability strategy. It acknowledges that without a focus on environmental sustainability, other dimensions of sustainability, such as societal and economic, cannot thrive.
2. **Strategic Alignment:** Green HRM is viewed as a strategic driver for organizations to align themselves with viable sustainability strategies. It recognizes that HR practices play a crucial role in integrating environmental concerns into the organization's core strategies and operations.
3. **Environmental Footprint Reduction:** Green HRM initiatives aim to reduce the organization's environmental footprint through various means, including technical and organizational changes. These efforts are designed to minimize the negative environmental impact of organizational activities.
4. **Resource Conservation:** Given the depletion of non-renewable resources and the growing awareness of the need for resource conservation, Green HRM seeks to promote responsible resource management within the organization.

In summary, the third viewpoint emphasizes the central role of the environmental dimension in the sustainability discourse and highlights the

need for organizations to prioritize environmental considerations in their strategies. Green HRM aligns with this perspective by offering a framework for organizations to integrate sustainability into their core operations while actively working to reduce their environmental impact.

### **Suggestions to address Challenges and Opportunities**

- Bridging theory and practice by developing frameworks that link Green HRM practices to quantifiable sustainability outcomes (e.g., carbon reduction, waste minimization) using longitudinal studies to track the long-term impact of Green HRM on environmental and financial performance.
- Expanding contextual studies as conducting comparative studies across industries and regions, especially in developing economies examine cultural and regulatory impacts on Green HRM adoption.
- Methodological advancements could be done by utilizing mixed methods, such as case studies combined with surveys, and incorporate AI or big data analytics to analyze Green HRM effectiveness.
- Focus on employee engagement and investigating how employees' green values, training, and motivation influence Green HRM's success. Propose tools to measure these factors effectively.
- Develop standardized metrics that connect Green HRM practices with environmental, social, and governance (ESG) performance and integrate it with sustainability metrics.

### **Conclusion**

In conclusion, this review of Green Human Resource Management (Green HRM) underscores the substantial interest in the field and the depth of research that has been conducted to advance the understanding and implementation of Green HRM. However, the emergence of the COVID-19 pandemic has introduced a critical juncture that necessitates a reevaluation of the role of Green HRM. The pandemic's far-reaching implications, many of which are still not fully known, present a crossroads

for Green HRM. Some businesses, struggling to survive the economic challenges brought about by the pandemic, may prioritize economic survival over environmental objectives, potentially aligning with Ehnert et al.'s second view of the relationship between sustainability dimensions.

On the other hand, some businesses may view the pandemic as a driver for renewal and reinvigoration of their objectives, including a renewed focus on environmentalism and Green HRM. This perspective aligns with Ehnert et al.'s third view, which emphasizes the environment as the limiting factor in sustainability, potentially driving greater interest in sustainable operations, including those promoted by Green HRM.

The future direction of Green HRM will depend on how organizations navigate these choices. It may involve a balancing act between economic survival and sustainability objectives, or it may lead to a resurgence of interest in Green HRM as businesses recognize the importance of environmental responsibility. In either case, the interplay between the dimensions of sustainability, the ongoing evolution of Green HRM, and the response to the challenges posed by the pandemic will shape the future of the field.

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