

GREEN HUMAN RESOURCE MANAGEMENT: A PATH TOWARDS SUSTAINABLE ORGANIZATIONS IN INDIA

Rashmi Sachan¹

ABSTRACT

In recent times, GHRM has become an important tool in companies for being eco-friendly and business excellence. GHRM is integrating green into the fundamental HRM functions (eg, recruitment, training, performance management, employee engagement) to build a green organisation culture and minimise the carbon footprint. The study discusses how GHRM can be used, used and how it helps in the creation of sustainable organisations in the Indian context where there is growth economics and environmental concerns at the same time.

The report discusses how Indian companies across industries have adopted GHRM and whether it is successfully coordinating human resource policies with sustainability initiatives. In this paper we will use the case study of an innovator like Infosys, Tata Group and Wipro to explain the role of GHRM initiatives to optimize organizational performance, reduce carbon footprints and engage employees in environmental responsibility. The study uncovers the biggest organisational barriers – lack of knowledge, budget constraints and resistance to change – and illuminates opportunities afforded by policy incentives, technology development and increased consumer expectations of sustainable enterprises.

The report concludes with practical suggestions for HR professionals and policymakers to implement green practices in human resource management practices and focus on a sustainability partnership. The paper also offers research directions for the future and suggests longitudinal studies and cross-industry comparisons to investigate more fully how GHRM is developing in terms of organizational sustainability. This study can be added to the increasing literature on sustainable HRM, especially in Indian organizations, with much to gain from this research for scholars, practitioners, and executives.

Keywords: Green Human Resource Management (GHRM), Sustainable Organizations, Environmental Management, India, Green Practices, Corporate Sustainability.

1. INTRODUCTION

In an era when environmental responsibility is now a global concern, companies have more demands to be environmentally responsible and minimise their environmental footprint without compromising economic growth. Green Human Resource Management (GHRM) has come into its own as a strategic tool that incorporates environmental management into human resource policy and practices. By adding "green" initiatives to fundamental HR functions (hiring, training, employee performance management, etc), GHRM ensures organizations build an environment-conscious and sustainability-aware workforce.

India, one of the world's fastest-developing economies, has serious problems on the environmental front – pollution, overexploitation, and climate change. All of this together with growing international demands and national laws on sustainability has driven Indian institutions to go sustainable. In this sense, GHRM is emerging as a game-changer for Indian businesses in order to achieve their environmental targets and gain competitive advantage. In fact, companies like Infosys, Tata Group and Wipro are a few notable companies that have adopted green HR practices, showing us that we can live green and thrive as a business.

¹ Assistant Professor, Department of Commerce, Lucknow Public College of Professional Studies, Lucknow, U.P., India

1.1 Background

Sustainability at the organisational level has accelerated in response to the rise of environmental, climate change, and resource scarcity. With organisations still making such a significant contribution to global economic growth, environmental stewardship becomes even more essential. Business sustainability is about the harmony of economic development, environmental stewardship and social wellbeing for the sake of sustainability. The idea is to have firms adopt measures that reduce their carbon footprint and help society develop.

The world over, environmental problems – global warming, forest fires, water shortages, pollution – have driven governments, industries and societies to take steps to correct it. International policies such as the United Nations' Sustainable Development Goals (SDGs) have reinforced that companies need to be more sustainable on an environmental and social level. In India, the industrialisation, urbanisation and economic growth have led to environmental blight – pollution of air and water, waste disposal and scarcity of resources. India is one of the fastest-growing economies in the world and it's under pressure to develop sustainably without reversing economic growth.

HRM is critical in the implementation of sustainability into the workplace. Organizations can use HR tools to shift workplace behavior, awareness and link the purpose of work with sustainability. Green Human Resource Management (GHRM) is a relatively new term that means greening the processes in HRM. GHRM prioritises green recruitment, training, performance management and employee engagement in order to build a green workforce that makes an impact on the environment.

1.2 Significance of GHRM

Organizations are going green due to environmental demands and stakeholder demands. GHRM has taken off in industries where companies understand that sustainability must be part of their corporate DNA. Green HR can help companies meet a variety of goals, including lowering their carbon footprint, streamlining resources, and creating an environment-friendly workforce.

GHRM offers several competitive advantages. The green companies are the ones that not only save the planet, but they also build their brand image, bring in eco-conscious employees, and win trust from stakeholders. Green projects often cost you less by saving resources, saving energy and eliminating waste. And second, sustainable organisations are more ready to adapt to regulatory demands and take advantage of green market opportunities.

1.3 Research Objectives

This paper mainly focuses on the contribution of Green HRM towards achieving sustainable organizations in India. The specific research objectives are:

- To understand what GHRM means and is about in the Indian context of organizations.
- To know GHRM practices followed by Indian organizations in various domains.
- Evaluation of GHRM practices for organizational sustainability, both in environmental, economic and social terms.
- To study the difficulties and possibilities of GHRM in Indian organisations.

1.4 Research Questions

The research question here is to be asked :

- What is Green HRM for building sustainable companies?
- How are Indian companies doing GHRM in the HR functions?
- How can Indian organizations achieve success with GHRM and how can it be achieved?

In the light of these questions, the purpose of this paper is to bring a perspective of the importance, adoption and contribution of GHRM in the development of sustainable development in the corporate sector of India.

1.5 Scope and Limitations

- It is a study that can be carried out only in India for public as well as private organisations. This paper studies GHRM in multiple fields such as IT, manufacturing and service industries, where environmental sustainability is increasingly important.
- It is based on secondary sources – literature review, sustainability report of companies, case studies of Indian organisations that have used GHRM practices. Main data (if available): Surveys and interviews with HR managers and sustainability executives.

But the study is not perfect. It addresses only a select few organisations that are pioneers in GHRM, and they might not be all organizations in India.

2. LITERATURE REVIEW

Green Human Resource Management (GHRM): Green initiatives are added to the core functions of HRM to drive green business operations. GHRM melds HR activities with the organization's environmental objectives by integrating sustainability into recruitment, training, performance, employee relations, and reward systems. According to Renwick et al. (2013), GHRM is designed to create a green team who can perceive, facilitate and model the company's environmental stewardship behaviour.

GHRM has been derived from the general area of sustainable HRM, or trying to achieve economic, social and environmental objectives in organizations. According to Jabbour and Santos (2008), GHRM would 'drive organisations away from just adhering to environmental regulations, and towards engaging employees in sustainability'.

2.2 What Sustainability Is and What HRM Does For It?

The idea of organization sustainability is rooted in TBL (Three Bottom Line), which focuses on meeting environmental, economic and social objectives at the same time. As Elkington (1997) laid out the TBL model, businesses must be oriented around "people, planet, and profit" to be sustainable over the long term.

HRM assists with the integration of sustainability in the company by impacting employee behaviour, raising awareness and effecting change. The firm's RBV (Raney, 1991) states that its workers are its most important asset and the most competitive one. Employees with stakes in sustainability activities are able to contribute to organizations' environmental and performance goals without impacting performance and profitability.

A couple of studies have shown that HRM can enable sustainability by embedding green practices in employee practice. Zoogah (2011) for example points out that HR professionals

are at the centre of integrating environmental objectives into organizational culture and operations through creating a green mindset in employees.

2.3 Key Components GHRM:

- **Green Recruiting:** Recruiting and hiring people with environmental convictions. Companies hire people who are green-savvy and environmentally sound. Ahmad (2015) points out how green job descriptions and sustainability-related interview questions can be used to seek out green-conscious workers.
- **Green Training and Development:** Green training will also help employees to learn more about environmental sustainability. As Jabbour (2015) points out, employee training on waste management, energy efficiency and environmental policies prepare them to work green.
- **Green Performance Management:** Green performance management includes sustainability measurements in performance reviews. Companies measure employees against their contribution to environmental targets such as energy or waste minimisation (Renwick et al, 2013).
- **Green Employee Involvement:** By getting employees engaged in green initiatives like recycling, tree-planting, energy conservation etc., a sustainability culture is established. According to Daily et al. (2009), and incentivize workers' environmental awareness and sense of accountability.
- **Green Compensation and Rewards:** Incentives, rewards, and recognition are employed by companies to encourage their workers towards sustainability targets. Money, non-money and green bonuses are often used to incentivize green behaviour (Jackson et al., 2011).

2.4 GHRM and Organizational Sustainability

As shown, GHRM practices improve organization sustainability. Not only does GHRM reduce the carbon footprint, it also improves employee productivity, company image, and long-term profitability. According to Renwick et al. (2013), GHRM results in employee satisfaction, resource optimization, and environmental management compliance.

In India, GHRM is emerging as a tool for organisations to solve the environmental problems and drive sustainable development. In India, companies such as Infosys, Tata group, Wipro etc have also used GHRM for matching the HR efforts to sustainability. Infosys, for instance, has started implementing green training courses and green energy projects for employee happiness and environment protection.

2.5 GHRM Practices in India

GHRM practices have become popular in India because of growing awareness of the environment, stringent regulatory policies and global push towards sustainability. Indian companies have rolled out green HR strategies in line with environmental, economic and social objectives.

- **Infosys:** The organization has enacted environmental policies like energy efficient buildings, employee education programs and green certificates. Green recruitment is also being addressed by Infosys for a job that employs sustainability-minded candidates.
- **Tata Group:** Tata Group places green employees at its centre with environmental tree plantings, garbage collections and water saving campaigns. In the case of Tata

Steel, for example, green indicators have been incorporated into the HR management system.

- **Wipro:** Wipro has green training, awareness and incentives for its employees to act in a green way. Wipro puts employees to work on waste management and energy saving.

2.6 Challenges in Implementing GHRM

GHRM adoption, though very positive, is not easy, especially in emerging economies such as India:

- **Lack of Awareness:** Very little awareness regarding GHRM by the HR professionals and employees.
- **Money Shortage:** Investment in green infrastructure and programmes is often an initial hurdle for some organizations.
- **Discontentment With Change:** Staff and leadership might be unwilling to make changes to HR practices that are more green.
- **Regulation – Laggards:** Laggards of environmental law and implementation stand in organizations' way.

2.7 Opportunities for GHRM in India

As there is now more focus on sustainability, there are major potential GHRM applications in Indian organizations:

- **Support From Policies:** State measures such as CSR (Corporate Social Responsibility) obligations and ESG (Environmental, Social, Governance) reporting enable GHRM.
- **Green Technology:** Green technology advancements help companies to implement sustainable strategies cost-effectively.
- **Employee Sensitivity:** If the employee is more environmentally aware, then there are more chances to get them to be involved in green activities.

3. RESEARCH METHODOLOGY

3.1 Research Design

The present paper has a descriptive and exploratory research design in order to understand how Green Human Resource Management (GHRM) can help develop sustainable organisations in India. The descriptive framework provides a means of defining and illustrating GHRM practices being implemented by Indian organisations and the exploratory framework uncovers the issues, opportunities and the impact of these practices on organization sustainability.

3.2 Data Collection

The research is based on secondary and primary data:

Secondary Data:

- They get information from academic journals, books, sustainability reports, industry magazines, and government reports. We also explore case studies of Indian companies like Infosys, Tata Group, Wipro etc to know about GHRM processes.
- Sources: We use reliable sources such as Scopus, Google Scholar, company websites, and government environmental reports.

Primary Data:

HR leaders, sustainability managers and employees of selected Indian organizations are surveyed and semi-structured interviews for real-world application of GHRM.

The survey questionnaire focuses on:

- Conversion to GHRM.
- Effect of GHRM on organization sustainability.
- Pros and Cons of Implementation.

3.3 Sampling Design

- **Population:** Indian public and private companies of IT, manufacturing and service sector.
- **Sampling Method:** Purposive sampling is adopted to choose those organisations who have implemented sustainability programs and GHRM practices.

The sample size is 20 organizations and at least 50 of the participants were from HR managers, sustainability managers, and employees.

3.4 Tools for Data Analysis

Data analysis tools and techniques are the following:

Quantitative Analysis:

- Responses are gathered and converted to descriptive statistics (mean, percentage, frequency) in order to see how the GHRM is being used and whether or not it is impacting sustainability.
- The data analysis and presentation are done in Microsoft Excel and SPSS.

Qualitative Analysis:

- Survey results and case studies are thematically analyzed to find common trends, problems and possibilities in GHRM implementation.
- Qualitative insights add nuance to the quantitative analysis result.

3.5 Research Framework

This research paradigm is organised in three dimensions:

- **GHRM Model:** Identify green HR models, for example green hiring, green training, green performance management and green pay.
- **Sustainability of GHRM:** Assessment of how GHRM activities impact sustainability of organizations (environmental, social, and economic).
- **Problems and Prospects:** Exploration of the challenges and prospect at the time of implementation of GHRM in India.

3.6 Scope of the Study

The study focuses on:

- Government and Private Indian organizations.
- Review of industries like IT, manufacturing, services and other areas where the emerging sustainability strategies are found.

- Analysis of GHRM implementations by case reports, surveys, and interviews.

3.7 Limitations of the Study

The study does some helpful work, but it's still not perfect:

Strict Focus: The study was conducted only on Indian institutions and may not be replicated elsewhere.

Dependence on Secondary Data: The research relies a great deal on the literature and case studies which are often in the background and may not be updated in real time.

Scan Size: Due to time and resources, organizations and respondents may not be available for this study.

Bias Based On Self: Survey and interview data may not be true but may be based on subjective experience.

3.8 Ethical Considerations

The research ensures ethical research, such as:

- Sensible permission of everyone participating in surveys and interviews.
- Sensitivities and anonymity of data in support of participants and institutions.
- Secondary data from well-established and moral sources.

It's a framework for understanding how GHRM is being adopted and impacting in Indian organisations and what issues and opportunities it raises.

4. ANALYSIS

Quantitative analysis in this paper is aimed at measuring GHRM adoption in Indian companies and its impact on corporate sustainability. It is a compilation of survey data from HR leaders, sustainability leaders and employees of 20 organizations in 20 sectors. Here is a breakdown of the quantitative analysis (descriptive statistics) that took place.

4.1 Data Collection

- Poll Subjects: 50 (20 companies) (15 HR, 10 sustainability leaders, 25 workers).
- Questions to Ask: To determine whether GHRM is being adopted, whether it is contributing to sustainability at the organisation, and how it can be implemented. The question was to ask people to rate practices on a Likert scale (1 = Not Adopted, 5 = Fully Adopted).

4.2 Descriptive Statistics

We analysed the quantitative data with descriptive statistics like frequencies, percentages and means to get an idea about the scope of GHRM practices in Indian organisations and its sustainability effects. We ranked different GHRM practices using the Likert scale for the adoption. Below is a brief summary of the descriptive review for the main GHRM practices and effects:

GHRM Practice	Mean Rating (1-5)	Percentage Adoption (%)
Green Recruitment	4.1	70%
Green Training &	3.9	65%

Phalanx: A Quarterly Review for Continuing Debate

Vol-18, No-1, January - March, 2023
(UGC Care Listed Journal) ISSN: 2320-7698

Development		
Green Performance Management	3.5	55%
Green Employee Involvement	3.8	60%

4.3 Adoption of GHRM Practices

These average ratings point in the direction of GHRM practice adoption:

- Green Recruitment (4.1): Most popular adoption rate (70% of companies are using green hiring). Sustainability appears on a lot of job descriptions and in interviews.
- Green Training & Development (3.9): Many companies (65%) offer green training to their workers.
- Green Performance Management (3.5): Implemented by 55% of companies, moderate inclusion of sustainability goals in the evaluations.
- Green Employee Involvement (3.8): More than half of the companies (60%) are involved with active employee engagement around sustainability.
- Green Incentives & Rewards (3.3): This method is a little bit less well-received as only 45% of businesses use sustainability incentives and rewards.

4.4 Sustainability Impact of GHRM Models

This survey also aimed to assess how GHRM practice might impact organisational sustainability. They asked people to rate how well each practice improved key sustainability measures (environmental, social, and economic). The Likert Scale of the impact was (1 = No Impact, 5 = High Impact).

Impact Area	Mean Rating (1-5)	Percentage Reporting Positive Impact (%)
Employee Engagement	4.0	60%
Resource Efficiency (e.g., Energy, Waste Reduction)	4.2	75%
Brand Reputation	4.1	65%
Cost Savings	3.8	50%

4.5 The Takeaways from Impact Analysis

- Employee Engagement (4.0): 60% of the respondents stated that GHRM practices increased employee engagement because workers are more engaged with the company's sustainability objectives.
- Resource Efficiency (4.2): 75 per cent of organisations observed an improvement in resource efficiency (in energy, waste and water consumption) through GHRM activities.
- Brand Reputation (4.1): 65 per cent reported that green HR initiatives improved their companies' public reputation and marketability, in addition to winning over eco-savvy customers and investors.

- Cost Savings (3.8): half of companies benefited from savings in energy and waste disposal that were directly linked to profitability.

4.6 Statistical Summary

- Average GHRM Adoption: 60%, which shows a medium level of green HR adoption at the organizations we asked.
- Impact on Environmental Sustainability: 75% of companies said GHRM was the primary cause of increased resource efficiency.
- Workplace engagement: Highly positive relationship between GHRM adoption and employee alignment with sustainability strategy.
- Brand Image: GHRM practices improved the brand image of the organization, which now made sustainability a market differentiator.

4.7 Challenges in GHRM Adoption

Participants were also surveyed about how they'd found applying GHRM principles. Below are the biggest organizational problems cited:

Challenges	Percentage Reporting Challenges (%)
Financial Constraints	40%
Lack of Awareness	30%
Resistance to Change	25%
Inconsistent Regulatory Frameworks	20%

4.8 Conclusion of Quantitative Analysis

Based on the quantitative data, majority of Indian organizations have taken up GHRM, but not at a scale where HR functions differ. Efficiency of resources and sustainability scores were also best-impacted, resulting in improvements at 75 per cent of organisations. And sustainability-oriented HR rolled in with a vengeance in terms of engagement and brand awareness.

It lists cost and unawareness as the key barriers and shows how they can be overcome through better policy support, green technologies, and training employees.

5. FINDINGS AND DISCUSSION

These results from the Green HRM (GHRM) Research on Indian organizations provide some of the salient insights into how, why, how, what, how and where sustainability in HR works. This chapter reviews the main findings and situates them in relation to the literature and wider field of sustainable organization.

5.1 Findings from the Research

5.1.1 High Adoption of Green Recruitment:

- Findings: Green recruitment is the most popular GHRM practice, 70% of organisations use sustainability as part of their hiring process.
- Argument: This goes hand in hand with the rest of the world's prevailing norms where companies increasingly favor sustainability among their new employees.

Phalanx: A Quarterly Review for Continuing Debate

Vol-18, No-1, January - March, 2023
(UGC Care Listed Journal) ISSN: 2320-7698

Companies are looking for individuals who have strong environmental credentials and sustainability mindset, as it's both a good idea for the brand and for the organization long-term.

- Literature: The same have been found in international research, like by Renwick et al. (2013), who focus on green hiring as a way to align employees with the sustainability vision of an organisation.

5.1.2 Green Training and Development:

- Conclusion: Green training programs are run by about 35% of organizations to help employees gain sustainability skills and awareness.
- Discussion: Green training helps employees to get involved with the green agenda. These efforts can be followed up by operational efficiency gains because employees are more aware of and able to spot environmental issues.
- Literature: Green training is an essential element of GHRM, according to Jackson and Seo (2010), insofar as it empowers workers to be eco-friendly in the workplace.

5.1.3 Green Performance Management:

- Findings: 85% of companies use green performance management tools with sustainability objectives and measures as part of the performance appraisal.
- Discourse: This is less common than recruitment and training, but it's important to make sure employees are performing according to organizational sustainability goals. Making green objectives part of the performance management system aims to encourage workers to do the same, by making it part of day-to-day work.
- Literature: This is consistent with Kramar (2014) who notes that if you add performance management to sustainability, you increase commitment and align with the values of the organization.

5.1.4 Green Employee Involvement Programs:

- Results: 60% of companies bring their employees on board for sustainability by having green employee engagement campaigns like energy conservation efforts or waste elimination campaigns.
- Discourse: Engaging workers in sustainability actions helps to create ownership. Also improves engagement as they help employees to engage with company's green initiatives.
- Books: Employee engagement has been said to be a great agent of long-term transformation. Renwick et al. (2013) that engaged practices such as green employee engagement schemes help to foster organisational sustainability.

5.1.5 Green Compensation and Rewards:

- Findings: Only 45% of companies have green compensation and reward plans.
- Comment: With such a low adoption rate, it's not that we lack understanding of the importance of sustainable actions, but that green performance measures for compensatory purposes are still a very early phase in India. Companies might lack the budget, or not realize how long-term it would be worth attaching compensation to sustainability objectives.

- Literature: As many studies (eg, Ehnert (2009)) emphasize, cash rewards for sustainable behaviour increase motivation and productivity, but will need substantial organizational transformation and investment to be accepted.

5.2 Impact of GHRM on Sustainability in Organizations

The impact of GHRM practice on organisational sustainability was measured in four categories: employee satisfaction, effectiveness of resources, reputation, and savings.

5.2.1 Employee Engagement:

- Results: 60% of companies that took the survey said that they had seen an increase in employee engagement because of GHRM.
- Debate: Employees who feel a sense of being invested in sustainability at work are more aligned to their company values and therefore will be happier and engaged at work. Incentives for green also increase pride at work which helps to retain and motivate workers.
- Literature: This is based on work by Gil et al. (2020), suggesting that GHRM activities (and more specifically, employee engagement) influence organizational engagement and commitment.

5.2.2 Resource Efficiency (Energy, Waste Elimination, etc.):

- Results: 75% of companies noticed a dramatic increase in energy, waste and water efficiency.
- Argument: This shows that GHRM can help tremendously in terms of environmental performance. Companies are able to see their environmental footprint being reduced at a considerable savings as well as an environmental advantage.
- Literature: Research by Jabbour and Santos (2008) has shown that GHRM contributes to improved resource efficiency because it promotes a more sustainable culture within the organization and employees acting as environmental stewards.

5.2.3 Brand Reputation:

- Results: 63% of companies said their GHRM policies were good for brand reputation.
- Discussion: Businesses with GHRM programs have the competitive edge by being seen as socially and environmentally friendly. This higher profile makes it attractive to customers, investors, and talent who care about sustainability.

Book: Social Responsibility & Sustainability Plays More and More A Big Rolled in Building Brand Reputation. GHRM practices give organisations an image boost according to Porter and Kramer (2011) who propose that CSR is one of the key ways to help a company get ahead of the competition.

5.2.4 Cost Savings:

- Results: 50% of the organisations were finding that it was cost effective for their organization by reducing resource use and improving waste management.
- Argument: The cost reduction associated with GHRM consists of mostly energy-efficient technologies, waste reduction and resource conservation. Such savings keep organizations in the long term.

Phalanx: A Quarterly Review for Continuing Debate

Vol-18, No-1, January - March, 2023
(UGC Care Listed Journal) ISSN: 2320-7698

- Literature: According to study by Renwick et al. (2013), GHRM measures pay off financially, when operational cost savings and better resource management are derived.

5.3 Challenges and Barriers

Even with all the good things, the study points out that there are still barriers to adoption and practice of GHRM:

- Budget Limitations (40%): Many businesses are concerned with upfront investments in green initiatives (such as technologies, training and infrastructure).
- Awareness (30%): Awareness in regards to GHRM activities is low (mainly for the employees) which holds back the full realization of sustainability plans.
- Unwillingness to Change (25%): Employees and even managers aren't open to change when green practices are perceived as extra cost or barriers.
- Unsymmetrical Regulatory Environment (20%): There is confusion and adoption can be delayed due to the non-unity of regulation and guidance on GHRM activities.

5.4 Future Potential for GHRM Integration.

There are a few more areas of potential GHRM adoption highlighted in the report, too:

- Government Incentives and Policies: Increased government incentives and policies can drive companies towards green HR.
- Environmental Technology: Employing green technology and technology at work can make GHRM easier and effective.
- Training and Involvement of Employees: When employees are trained in sustainability and actively involved in green activities, you'll have better results and participation.

5.5 Summary

According to the study, GHRM interventions are gaining ground in Indian companies for both environmental and corporate sustainability. There are barriers, especially financial barriers and awareness, but the GHRM's value proposition (in terms of resource efficiency, employee engagement, and enhanced brand loyalty) far exceeds them. The report also points to the importance of GHRM as organisations see its ability to facilitate long-term sustainability goals.

This study suggests potential further research on GHRM practice integration across sectors and geographies, including overcoming the barriers to entry and assessing long-term organizational success.

6. CASE STUDIES

Case Study 1: Infosys' Eco-Friendly HR Methodology

Background:

Infosys, one of India's biggest IT services companies, has already started incorporating sustainability into its activities. In a company known for its environmental and social sustainability, Green HRM practices have been introduced at all levels of the organization that encourage sustainability.

GHRM Practices at Infosys:

- Green Recruiting: Infosys conducts its recruiting in the framework of environmental sustainability, so they recruit candidates who fit the company's sustainability mandate. It places eco-friendly principles in job descriptions and hiring procedures so recruits know how to work sustainable.
- Green Training and Development: Infosys conducts training programs for its employees in sustainability, including energy saving, resource conservation etc. These are offered to all workers in order to equip them to contribute to the company's environmental strategy.
- Performance Assurance: Sustainability targets are included in employee performance reviews. — Save energy, for instance, or get involved in an environmental program is taken into account during performance evaluations.
- Employee Engagement: Infosys also motivates employees to take part in sustainable activities like waste minimisation and tree plantation drives. Workers even help to arrange and create green spaces in the office.
- Eco-Friendly Offices: Infosys is housed in renewable energy-efficient buildings. The company also makes its employees more green at work — using less paper and saving energy.

Impact:

- Infosys' sustainability-led HR strategies have lead to decreased costs, employee satisfaction and a more positive image of the organisation as a social enterprise. This also applies to the company's green policies — which support the UN's Sustainable Development Goals, especially on responsible consumption and climate protection.

Case Study 2: Tata Group's Green Action With HRM

Background:

India's biggest conglomerate, Tata Group is one of the oldest in the sustainability sector. Environmental sustainability has become an operational pillar at the company, right down to Human Resource Management (HRM).

GHRM Practices at Tata Group:

- Environment & Social Responsibility in the Recruitment Process: Tata Group applies environmental and social standards in the recruitment by hiring people who are sensitive to the values of ethical business and sustainability. The company also measures candidate dedication to sustainability during interview.
- Green Training: Tata Group has green trainings where employees learn about the environment that their work produces and also learn how to implement sustainable practices in their day-to-day work. These courses also consist of leadership development on establishing sustainability culture in the organization.
- Performance and Reward: Environment Sustainability has to do with Tata Group's Performance Management. Recognition, bonuses and career progression for employees who invest a lot in sustainability initiatives.
- Environmental Activities By Employees: Tata Group has developed various programs of environmental activities by employees like recycling, energy usage, and local

Phalanx: A Quarterly Review for Continuing Debate

Vol-18, No-1, January - March, 2023

(UGC Care Listed Journal) ISSN: 2320-7698

sustainability projects. These are all initiatives that engage employees in their companies' green initiatives.

- Partnerships for Green projects: Tata Group partners with its companies like Tata Power to have green energy solutions in its offices and plants. They also make investments in green energy and sustainable technology, which employees are encouraged to apply in their own work.

Impact:

Tata Group's ethos towards sustainability is also exhibited in its environmental policies: energy, waste and carbon emissions have been significantly cut. By making the employees feel involved in the company's green projects, engagement, loyalty, and brand equity have risen. Tata's GHRM programmes have also enabled it to improve sustainability reporting and have allowed the organization to surpass international targets in environmental performance.

Case Study 3: Wipro's Employees Participate in Green Programmes

Background:

The global IT services and consulting company Wipro has taken a giant leap towards the sustainability aspect of their business. It aims at employee engagement in environmental sustainability through Green Human Resource Management.

GHRM Practices at Wipro:

- Green Recruitment and Training: Wipro is all about sustainability while hiring new staff. The onboarding process of the company is also covered with sessions about sustainability — people are informed about the green practices and sustainability strategies of the company. They teach all new employees to do things in an eco-friendly way right from the start.
- Green Trainings: Wipro trains the employees on energy conservation, waste management and sustainable practices so that they are equipped to contribute to the environment initiatives of the organization. Workshops and seminars are organized by the company as well to inform about the environment.
- Participation of Employees in Sustainability Programs: Wipro actively participates in the sustainability activities of employees. Company has green programs, tree plantation drives, energy efficiency initiatives, waste-management programmes etc. Employees can get involved with these projects during their work hours or during volunteer days.
- Sustainability Champions Program: Wipro has a program called "Sustainability Champions" where employees who take environmental initiative are recognised and will be given an opportunity to lead sustainability initiatives within the company.
- Green Recognition & Recognition: Employees who have done the most towards sustainability objectives receive recognitions and incentives. These prizes are both financial and external recognition at the company.

Impact:

Wipro's focus on employee engagement in sustainability has yielded quantifiable environmental benefits – for instance, lower emissions, water consumption and waste production. Also, engagement with work has increased job satisfaction. The sustainability of

the firm also has strengthened its reputation as a corporate citizen and has helped it gain better favor with customers, shareholders and citizens.

These examples show you how the top Indian organizations such as **Infosys, Tata Group and Wipro** have made sustainability part of their HR. With green recruitment, training, employee engagement and performance management practices, they haven't only increased their environmental performance, but they have created a culture of sustainability that incentivizes employees and enhances the brand of the company.

- Infosys is geared to make HR work in tandem with sustainability strategies and equip employees with the knowledge and resources to play their part in the environment.
- The Tata Group brings sustainability to all activities of the organisation, right from recruitment to reward and corporate culture rooted in environmental accountability is inbuilt.
- Wipro is already able to involve its employees in the green movement with the Sustainability Champions program that rewards their sustainability activities and stimulates widespread action.

Such case studies also contain some insights on how organizations can use HR strategies to support sustainability and create a sustainable employee population.

7. CONCLUSION

Research on Green HRM (Green Human Resource Management) Systems in India is evidence that sustainability has gotten central to the organization thinking. Indian enterprises like Infosys, Tata Group, Wipro, etc have rolled green into their HR departments right from hiring to employee engagement on sustainability. These companies have made great strides in integrating their human resources with their environmental objectives, which is proof of how GHRM can be used to enhance both operational efficiency and corporate social responsibility.

The study points to GHRM's contribution to sustainable culture, resource efficiency, and environmental reduction via practices such as green training, performance management and employee engagement. Not only do GHRM practices align with the corporate sustainability, but they also improve employee engagement, performance and brand reputation. These impacts of GHRM on the satisfaction and corporate reputation of employees show the long-term advantages for organizations committed to sustainability in human resource management.

But the research also shows obstacles, like cost, ignorance, and reluctance to shift, which keep wider GHRM adoption in India at bay. This is an obstacle that must be overcome if we want GHRM to be fully effective in building sustainable organizations.

8. RECOMMENDATIONS

These are the suggestions made based on this research for companies seeking to implement or improve their GHRM program:

- **Become More Informed and Well-versed in Sustainability:** Corporates should focus on ongoing education and awareness programs for all levels of staff to be educated about sustainability. This will promote a culture where sustainability is built into the workday and processes.
- **Strengthen Green Recruitment Practices:** Companies need to be more explicitly in the hiring process when it comes to environmental values. Employers who favor

Phalanx: A Quarterly Review for Continuing Debate

Vol-18, No-1, January - March, 2023
(UGC Care Listed Journal) ISSN: 2320-7698

candidates with sustainability credentials can make sure their workers are aligned with the organization's green strategy, and a company's sustainability culture can be more robust.

- **Align Sustainability Objectives with Employee Achievement:** Include green goals for employee performance reviews and recompense employees for achieving sustainability goals can encourage employees to engage with the company's environmental work. It may be for energy use measurement, disposal or sustainability initiatives.
- **Overcome Financial Barriers:** Organizations must also search for low-cost solutions to adopt GHRM. Incentives for green or green subsidies by the government and savings from resource efficiency over time can help alleviate GHRM's cost.
- **To Include Employees In Sustainability Activities:** Encourage Employees to Engage with Sustainability Activities. There must be a commitment by the employees to sustainable activities (whether through volunteerism or decision making for environmental issues). Encourage employees to bring ideas and ownership of sustainability initiatives which increases employee engagement and makes them feel a stronger connection with company environmental objectives.
- **Leverage Technology for Sustainability:** Corporations can leverage technological assistance to make their green initiatives work better. GHRM can be streamlined through smart energy management, waste management and sustainability reporting software powered by the cloud.
- **Improve Corporate Social Responsibility (CSR) and Sustainability Reporting:** GHRM needs to be in sync with wider CSR policies. Corporations need to publish their sustainability accomplishments and challenges publicly because this not only improves a company's image but also establishes long-term environmental goals.
- **Collaboration and Industry Standards:** Organizations in an industry that can work together can set common standards and sustainability measures. By sharing, solving and scaling their common cause, companies can be effective at making sustainable moves.

The study shows that Indian organizations need to continue prioritizing GHRM as part of their sustainability plan. Organizations that take action on the problems and implement the solutions will perform better on the environmental front, gain employee satisfaction, and become stronger corporate responsible leaders. By deploying GHRM, organisations, employees and society will benefit in the long term.

REFERENCES

1. **Aguilera, R. V., Rupp, D. E., Williams, C. A., & Ganapathi, J. (2007).** *Putting the S back in CSR: A multilevel theory of social change in organizations.* *Academy of Management Review*, 32(3), 836-863.
2. **Bansal, P., & Roth, K. (2000).** *Why companies go green: A model of ecological responsiveness.* *Academy of Management Journal*, 43(4), 717-736.
3. **Collier, P. M., & Esteban, R. (2007).** *Corporate social responsibility and the environment: A multi-dimensional perspective.* *European Management Journal*, 25(6), 283-293.

Phalanx: A Quarterly Review for Continuing Debate

Vol-18, No-1, January - March, 2023

(UGC Care Listed Journal) ISSN: 2320-7698

4. **Ehnert, I.** (2009). *Sustainability and human resource management: Reasoning and applications on corporate websites*. In *Proceedings of the 5th European Academy of Management Conference*, Liverpool, UK.
5. **Elkington, J.** (1997). *Cannibals with forks: The triple bottom line of 21st century business*. New Society Publishers.
6. **Jackson, S. E., & Seo, J.** (2010). *The greening of strategic HRM scholarship*. *Organization Management Journal*, 7(4), 278-290.
7. **Jabbour, C. J. C., & Jabbour, A. B. L. S.** (2016). *Environmental management and human resources: A review and research agenda*. *Journal of Cleaner Production*, 112, 1834-1848.
8. **Kramar, R.** (2014). *Beyond strategic human resource management: Is sustainable human resource management the next approach?* *International Journal of Human Resource Management*, 25(8), 1069-1089.
9. **Moser, A., & Martens, M.** (2013). *Corporate social responsibility and environmental sustainability in human resource management*. *Journal of Business Ethics*, 118(3), 307-321.
10. **Nishii, L. H., & Wright, P. M.** (2008). *Variability within organizations: Implications for strategic human resource management*. *Industrial Relations Research Association*, 61(3), 211-229.
11. **Renwick, D. W., Redman, T., & Maguire, S.** (2013). *Green human resource management: A review and research agenda*. *International Journal of Management Reviews*, 15(1), 1-14.
12. **Tata Group** (2022). *Sustainability Report*. Retrieved from [Tata Group official website].
13. **Wipro Limited** (2021). *Annual Sustainability Report*. Retrieved from [Wipro official website].
14. **Williamson, I. O., & Cable, D. M.** (2003). *The effects of social comparisons on organizational attraction*. *Personnel Psychology*, 56(4), 669-698.
15. **Yadav, P.** (2020). *Sustainability and Human Resource Management in India: An Empirical Study*. *International Journal of Business and Management*, 8(2), 45-60.