PROMOTING SUSTAINABILITY THROUGH GREEN HUMAN RESOURCE MANAGEMENT PRACTICES: A REVIEW

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Abstract
There is no denying the fact that sustainability has become a buzz word in today's fast-changing business scenario owing to the increased environmental concerns raised and changes in environment laws initiated both at global and national levels attracting thus a renewed focus and intent among business executives towards it. Besides that, the fast-shifting socioeconomic and ecological environments have compelled businesses to re-evaluate the role of HRM and how it may contribute significantly to the firm's sustainability objectives. In line with this, green human resource management (GHRM) and sustainability though two distinct concepts, have found a reasonable attention and space in the literature in the recent past. While traditional HRM focuses on tasks that give a company a competitive advantage, green HRM focuses on capturing and retaining green efforts to accomplish corporate goals.

Therefore, green human resource management (GHRM) blends HRM with environmental management and is used by businesses to accomplish green organizational policies by offering opportunities and inspiring workers to become involved in environmental initiatives in a bid to advance the organization's sustainability. Thus in order to raise employee wisdom on sustainability concerns, "Green human resource management" (GHRM) emphasizes the development of sustainable employee habits via the use of the interaction of every employee. Hence, "green HR" refers to human resources practices that are advantageous to the environment and encourage efficient utilization of the company's resources. While greater emphasis is being given to environmental sustainability, the role of GHRM in this context is in its infancy. Therefore the main aim of this paper is to provide a conceptual understanding of green human resource management (GHRM) practices as a tool for sustainability and to categorize them in order to identify gaps and concerns that will aid in the development of a solid knowledge base in this area. Therefore the scattered views, concepts and practices shared by academics and practitioners in this direction is an opportunity expected to be met by the current study using the archival method of review.

Keywords: Green Human Resource Management, Sustainability, Environmental Management, Green Initiatives

INTRODUCTION

Countries throughout the world, both advanced and emerging, have experienced a swarm of repercussions from the large and growing need for a more sustainability-oriented and environmentally sustainable action plan; ergo, a call has been made for an immediate transformation and adaption of green initiatives. Because of the globalization of environmental concerns, businesses are adopting environmental practices at a faster rate; these changes can help organizations become even more sustainable and ambitious (Jabbour et al., 2012). Scholars such as Jackson et al., (2019) and Renwick et al., (2019) have argued that GHRM plays a remarkable aspect in this regard; therefore, incorporating these green practices in HRM operations may increase the possibility of an organization's sustainability. Due to GHRM's propensity to generate a competitive advantage, its practices are crucial in rising and developing nations. Because wide-ranging manufacturing

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operations in these nations are associated with increased resource use, such as water and electricity, as well as increasing CO2 emissions from industrial operations (Yong et al., 2019). Therefore by implementing GHRM, resources will be preserved, and the growth of economies and workplace activities will not have a detrimental impact on the environment or the natural ecosystem. Global concerns regarding organizational sustainability have grown in recent years as a result of environmental difficulties, according to Sharma and Gupta (2015).

Currently, the whole setting of HRM is viewed through the lens of sustainability. To elaborate on the aforementioned claim, we contend that green human resource management is the most crucial element of sustainability. While businesses account for 60% of the global economy (Stahl et al., 2020), however, making them crucial troupers in today's socio-economic systems, a shift to sustainability is felt more than ever before at the national and global levels. In line with this, researchers attempted to determine how encouraging human resources focus on Green HR could improve the organization's interest in green human resource management (GHRM) which, according to (Lopez & Valle-Cabrera, 2020; Boudreau & Ramstad, 2005; Dubois & Dubois, 2012; Jackson & Seo, 2010) gives organizations a prism through which to view the potential for the desired change in goal-oriented human resource management policies and practices as a step towards making a noticeable impact or headway in making business operations sustainable. Therefore GHRM is a branch of management that focuses on how to match an organization's staff with its environmental management goals (Jarlstorm et al., 2016).

GHRM

Green human resource management (GHRM) is the application of HRM policies to encourage organizations to utilize resources in a more sustainable manner (Deshwal, 2015). Mishra (2017) defines GHRM as a tactical tool for organizing human resource competencies and highlighting ideas that drive firms to adopt environmentally friendly practices. The phrase Green HRM is most frequently used to describe the attention that people management practices and policies pay to the overall company environmental agenda. Actually, it means the systems, policies and processes that teach an organization's employees to be environmentally aware of the welfare of each staff member, community, surroundings, and the company (Opatha & Arulrajah, 2014). GHRM aims to develop, promote, and maintain greening in every company's staff so that they may contribute as much as possible in each of the four roles—preserver, environmentalist, non-destructive, and inventor—individually. Thus, Green HRM is viewed as a tactic used by organizations' green movements to safeguard the environment's safety (Sheikh, 2019). GHRM recommends immersing staff in environmental decisions, raising environmental knowledge, and encouraging sustainable and environment-affable behavior. It increases employees' care for the environment, converts them into green workers, and secures their heartfelt commitments to accomplishing company objectives. Therefore, to reduce waste and accomplish company green objectives, all HRM procedures should be carried out keeping this in mind.

Sustainability

Sustainability is described as a business's ability to offer long-term remedies which will improve the socio-economic environment while continuing to garner employment and financial prosperity deftly into the years ahead. Green business practices were outlined as those that focused on social responsibility and environmental care. Sustainability can be defined as a development to effectively meet the people's current needs without compromising the next generation's future needs (Burndtland & Khalid, 1987). It is well-defined that three components of sustainability are environmental protection, fostering economic progress and ensuring social justice (Amurtha & Geetha, 2019). In fact, most of the time, sustainable development is defined as achieving a balance between profit, the planet, and human welfare. In order to be truly sustainable, an organization must make positive contributions to all three areas of society (the economy, the community, and the environment) at the same time (known as the Triple Bottom Line) of sustainability.

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Moreover, numerous believe sustainability is becoming increasingly important to generating value for shareholders as stockholders and workers expect businesses to be decent corporate citizens (Chouinard et al., 2011). Hence, an organization's capacity to achieve sustainability depends on its commitment to the environment, and a strong environmental perspective may help organizations build such capacities. Furthermore, sustainability, which lies at the confluence of supremacy in economic, environmental, and social spheres, might eventually result in a significant and long-lasting strategic edge (Paulraj, 2011). Research has shown that organizational sustainability greatly benefits from GHRM principles (Amjad et al., 2021) because, due to changes in environmental laws, and societal pressure toward social and environmental responsibility, sustainability has surfaced as a key issue for many organizations. The endmost definition of sustainability is measuring a company's success in terms of its impact on society and the environment in addition to traditional financial metrics like profit and return on investment (Gardberg & Fombrun, 2006). Therefore, for an organization to move towards sustainability, the HR department is crucial in establishing the business competencies, teamwork tactics, and capabilities needed (Wirtenberg et al., 2007). In this context, Green HRM offers one of the best possibilities for harmonizing environmental integrity with sustainability (Freitas et al., 2012). Yusoff et al., (2015) contend that GHRM provides a thorough comprehension of the triple bottom line idea, indicating that Green HRM contains human resources that are in accordance with the three primary sustainability pillars: ecological, societal, and parity in the economy.

OBJECTIVE

The main objective of this paper is to provide a conceptual understanding of green human resource management (GHRM) practices as a tool for sustainability and to categorize them in order to identify gaps and concerns that will aid in the development of a solid knowledge base in this area. Correspondingly the research focused on several areas. First, review the existing literature on GHRM. The second step is to figure out the essential practices of GHRM that emerge from the examination of this literature, and the third is to identify the research gaps in the area of GHRM so that they may be filled by future research.

METHODOLOGY

A systematic review of the literature was undertaken by using the archival technique to attain the objectives mentioned above. This paper employs a methodology to examine papers from various databases and websites with Green HRM, Environmental Management, Sustainability, and Organizational Sustainability as the topic. The other sources of information include publications, journal articles, and magazines. The current study used an archival approach of a literature review so that the researcher could organize the research, identify the gaps, possible areas for further research, and a legitimate knowledge base in this area of study (Renwick et al., 2008). Research publications were excluded from the examination if they did not have a concentration on environmental management and sustainability because it relates to management, workers, organizations, and the larger social field.

REVIEW OF LITERATURE

According to existing HR literature on the subject of sustainability, a growing number of HR managers are keen to make their companies environmental champions. At the same time, GHRM is a credo that promotes the creation of a green staff capable of understanding and appreciating green culture within a business. This green effort can retain its green aims throughout the human resource management process of recruiting, induction, and training, along with paying, expanding, and increasing the firm's intellectual capital (Dutta, 2012). According to Arulrajah and Optha (2014), GHRM practices include all actions involved in implementing, deploying and continuing maintenance of a system aimed at making staff members more environmentally friendly. As such, it is an area of HRM dedicated to transforming regular workers into greener employees so as to satisfy the firm's objectives regarding the environment and substantially enhance ecological sustainability.

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In addition to having a strong connection to commercial performance, green HRM is also thought to have a stronger correlation with sustainable development (Ghouri et al., 2020). In the literature, HRM has been acknowledged to have a crucial role in establishing the organizational capabilities, collaborations, and strategies needed to support an organization's journey toward sustainability. As argued by some, organizations can better match their business strategy with the environment with the aid of GHRM practices (Yong et al., 2019).

Thus, in order to develop a successful environmental management system (EMS), environmental objectives and strategies must be integrated into a company's overall strategic growth goals (Haden et al., 2009). Many scholars believe that HRM techniques are beneficial for advancing human capital and providing contributors to overall organizational performance and growth (Boselie & Jansen, 2001). By outlining the characteristics that motivate businesses to transition to sustainable practices, scholars offer policymakers, managers, and organizations a reference for thinking about green human resource management at the firm level (Hussain et al., 2022). Throughout time, researchers have underlined the rising relevance of internal resources as the source of competitive advantage, particularly the strategic importance of people as internal resources to a business's prosperity and long-term sustainability (Wright et al., 2001). Therefore, academics growing focus on sustainability has emphasized the value of HR practices and sustainability. According to Bombiak & Marciniuk (2018), using green HRM practices will boost employees' ecological knowledge and the organization's sustainability efforts. It is essential, says Opatha and Arulrajah (2014), that HRM activities be improved or altered to be green in order to guarantee that the business obtains the correct green inputs and the right green performance of the job from its green employees. Some practices to promote green HRM are listed below:

1. **Green Job Analysis and Design**

Job analysis is a meticulous procedure that examines job assignments, responsibilities, working circumstances, and required qualifications (Dessler & Tan, 2006). It can be used to describe a number of work activities and responsibilities connected to environmental management from a green management perspective (Renwick et al., 2013). To the best of their ability, businesses have merged their societal and environmental obligations to protect the environment. A growing number of organizations have begun emphasizing environmental management responsibilities in job descriptions.

2. **Green Recruitment**

Green recruitment refers to the process of hiring new workers who have an understanding of conservation, sustainable development, and other environmentally friendly activities and systems. Organizations have the ability to find and select people who will support environmental problems (Jabbour & Santos, 2008). According to Tang et al., (2018), green
recruitment includes candidates' green awareness, green employer branding, and green criteria. First, the core component of green recruitment and selection is the applicant's green awareness, which takes into account personality traits like candidates' conscientiousness, agreeableness, and green consciousness that help organizations achieve their environmental goals. Second, GHRM practices may help a firm build a positive green employer brand that attracts and retains employees who care about the environment. As a third point, environmental criteria should be used in hiring and evaluating staff.

3. **Green Induction**

Programs for new employees should emphasize how concerned an organization is about employee health, safety, and environmentally friendly working environments (Deshwal, 2015). Employee orientation programs should be created in a way that makes it easier for new hires to fit into an environment-conscious culture.

4. **Green Training and Development**

Green training (GT) is a series of activities that persuade employees to become knowledgeable about environmental concerns and learn how to safeguard the environment, which is essential for achieving environmental goals (Jabbour, 2011). All employees at the organization, not only those working in environmental areas, should receive green training in addition to an educational program. In green

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training, there are three components: knowledge management, climate building, and awareness raising (Tang et al., 2018). Green training and development involves instructing staff members on how they can function in a manner that reduces waste, makes the optimal use of resources, saves energy, and diminishes the variables that lead to environmental degradation (Dumont et al., 2017).

5. Green Performance Appraisal

Green performance appraisal (GPA) is a method of assessing how well employees are performing in the context of managing the environment (Jabbour & Santos, 2008). Utilizing green HRM enables firms to achieve their environmental goals. The term "performance appraisal" refers to an ongoing method of communicating between a supervisor and an employee to achieve the company's long-term objectives. Green performance management addresses concerns about the organization's policy and environmental sustainability. When environmental management is incorporated into the performance management system, the value and excellence of environmental achievements rise (Renwick et al., 2013). According to Tang et al., (2018), to generate green performance measures, green performance standards must be established for all employees in performance reviews. The criteria should include a focus on preventing environmental catastrophes, taking responsibility for lowering greenhouse gas emissions and spreading awareness of environmental problems and regulations.

6. Green pay and Reward

The goal of green pay and reward (GPR), a monetary and non-monetary incentive system, aims to draw in, keep, and inspire employees to support environmental ambitions (Jabbour et al., 2013). Employees can be recognized for their environmental achievements with both monetary and non-monetary incentives. For contributions to environmental management, monetary awards may be given in the form of salary increases, cash bonuses, and incentive payments. At the same time, non-monetary benefits may include leaves of absence, paid time off, praise, recognition and present for staff workers and their families.

7. Employee Green Involvement

Employees may be given chances to take part in environmental sustainability, which encourages them to support pollution avoidance and the identification of environmental possibilities (Renwick & Maguire, 2013). Various studies have demonstrated the importance of employee's green involvement (GI) in enhancing the performance of environmental management systems, such as lowering waste and pollution in organizations and utilizing resources as efficiently as possible (Florida & Davison, 2001). Employees are more likely to care about one another's green behavior and awareness when there is a culture of mutual learning; this may stimulate a culture of oversight among employees and raise their understanding of environmental concerns. Employees can propagate green culture through various formal and informal communication channels, which also give them a welcoming environment to develop their eco-awareness and habits (Dumont et al., 2017; Tang et al., 2018). By promoting eco-friendly activities like newsletter writing, problem-solving groups, and green teams, employers can encourage their staff to participate in environmental management.

8. Green Health and Safety

The term green health and safety (GHS) refers to a company's environmental management practices as well as the traditional health and safety administration. The primary responsibility of GHS is to provide all employees with a green work environment. Businesses continuously invest resources into a wide range of environmental actions to reduce workplace stress and illness caused by the workplace environment. Some companies have implemented environment-related heath policies to preserve a healthy workplace and prevent health problems (Shah, 2019).

8. Green Employee Relations

The part of HRM that deals with building friendly ties between employers and employees are called green employee relations. The cooperation improves both the productivity and morale of the employees. Employee relations consist mostly of employee participation and empowerment activities (Renwick et al., 2008, 2013). Additionally, it helps prevent and resolve workplace problems that might interfere with work. Employee engagement in green initiatives increases the chance of greener management by bringing workers' objectives, skills, motivations, and perceptions into line with

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green management practices and systems. It has been stated that including workers in environmental management improves environmental management (EM) systems overall, such as resource usage optimization, waste minimization, and preventing pollution in the workplace (Florida & Davison, 2001).

GREEN HRM'S BENEFITS FOR ORGANIZATIONS

Base	Benefits for the Employer	Benefits for the Employee
Green HRM	An Assortment of Happy Workers. Raise Efficiency and Long-Term Sustainability. Improves the overall standard of output. Employee morale is boosted, leading to greater productivity. There has been an uptick in the product's quality. Develop positive relationships. Good communication and cooperation between the company and its employees. Increased credibility as a result of word-of-mouth advertising. Improvements in the proportion of returning customers. Improves one's marketability in terms of one's financial resources. Employees are more committed to the company as a whole.	Increases enthusiasm for and commitment to work. Increased levels of contentment in one's work environment. Having a real sense of belonging and empowerment. Improves self-esteem. Developing the knowledge and abilities necessary to solve a wide range of challenges encountered over the course of a specific endeavour. Eager to move up the ladder and assume a position of more responsibility in the management ranks. Boosts morale and cooperation in the workforce. It fosters a safe and pleasant workplace for all employees. Fuels originality

Source: Likhitkar &Verma (2017)

These are just some of the advantages that Pawar (2016) noted that an employee and an organisation may get by adopting green HRM in the company:

- Enhanced employee retention rate
- Enhanced public perception
- Gains in luring better candidates to jobs
- Industrial development and economic innovation
- Enhancement of Resource Sustainability
- Alower expenditure on Utilities
- Save Tax Breaks and Rebates for Reducing Your Environmental Impact
- More chances for success in business abatement of activities that contribute to environmental deterioration.

EMINENT EMPIRICAL STUDIES ON GREEN HUMAN RESOURCE MANAGEMENT (GHRM) PRACTICES AND SUSTAINABILITY

A research was done by Amjad et al., (2021) to look at how GHRM practices affect organizational sustainability. The study's primary goal was to look at the methods for improving organizational sustainability (OS). The research shows that green human resource management (GHRM) techniques are essential for environmental management and organizational sustainability. The study's results show the impact of GHRM activities, such as training and development, performance evaluation, and incentive and pay, on organizational sustainability. In developing nations, the GHRM is an offbeat concept, and more research is required to pinpoint sustainability problems and assess the effects of GHRM practices.

Raheel Yasin et al., (2022) conducted a study on GHRM, a gateway to employer branding: Mediating role of corporate environmental sustainability and corporate social sustainability. The findings show that GHRM positively impacts the environmental sustainability of businesses, which

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in turn has a favourable effect on the social sustainability of such businesses. In addition, the data show that CSR has a constructive effect on workplace branding. The results show that businesses that adopt GHRM improve their competitive standing, which in turn improves their ability to recruit talented individuals.

In a research on green human resource management (GHRM), Yong et al., (2019) used cross-sectional data collected from 112 significant Malaysian manufacturing companies to investigate the impact of green HRM practices on sustainability. The findings demonstrate that green recruitment and training have favourable benefits on sustainability. Future studies should examine the connection between green HRM and other parameters that could influence the current framework in diverse circumstances. Future research may also consider how each facet of sustainable HRM, or other green HRM components, relates to other sustainability factors.

The relationship between GHRM and sustainability was examined by Malik et al., (2020); in their research, they used cross-sectional data to look at how GHRM practices and green intellectual capital impacted sustainability. The findings demonstrate that green intellectual capital (green human capital, green structural capital, and green relational capital) and the two pillars of GHRM practices (green recruitment and selection and green incentives) have a favourable impact on a firm's sustainability. This strategy benefits from GHRM practices and green intellectual capital. The results of this study may be useful to academics, researchers, and practitioners. Future research should examine how sustainable human resource management practices affect new areas of sustainability, as well as the management's involvement and stakeholder pressure.

Richa Chaudhary (2019) conducted a study examining the level of implementation of green human resource management (GHRM) practices in the Indian automobile industry. It was explicitly determined to what extent the five GHRM practices—green employee participation, green performance management, green pay and incentives, and green training and development—were being implemented. According to the findings, GHRM implementation in the sampled organizations is at a moderate level. Just two of the five GHRM activities envisaged in the research, green training and development and green engagement, were able to achieve the level of 3 on a scale of 1 to 5. Green recruiting and selection processes were determined to have the highest degree of adoption, followed by green performance management and green pay and incentive management practices. This suggests that even while the selected organizations provide their staff with environmental management training and include them in creating and implementing environmental policies to some level, the green aspect still needs to be completely integrated into the hiring and reward management methods. Thus, to further enhance their environmental performance, Indian auto companies must increase the scope of their use of green performance and reward management approaches.

Ergün Kara et al., (2023) conducted a study to examine the mediating effect of GHRM on the relationship between organisational sustainability and innovative behaviour: An application in Turkey. The research aimed to determine how GHRM functions as an intermediate in the interaction between workers' creative behaviour and organisational sustainability in the tourist industry. Six hundred fifteen hotel staff members working at lodging businesses in Mugla were surveyed to gather data (Turkey). The study's findings demonstrate that organisational sustainability greatly impacts creative behaviour and environmentally friendly human resource management. Also, it was shown that GHRM substantially mediates the impact of organisational sustainability on creative behaviour.

Mushtaq and Jegadeeshwaran (2022) carried out a study to examine the implementation of GHRM practices at Bharathiar University, Coimbatore, and Tamil Nadu. The sample data of 150 were obtained from the teaching and non-teaching staff members of Bharathiar University, Coimbatore, using a simple random sampling approach and the questionnaire method. The research reveals that the total number of GHRM practices used at Bharathiar University in Coimbatore is low; thus, given the current environment, it is crucial to improve its HR practices to be more environmentally sustainable. The study implies that while policies and procedures could be present, workers are unaware. So, it is critical to modernise its HR processes to be more environmentally friendly. The institution's top management must understand the value of green HRM and fully embrace it.

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Mamta- Arora and Arpita -Kaul (2020) conducted an empirical study of GHRM in India. The overarching objectives of this work were to investigate what constitutes "green HRM," to learn about the green HRM techniques used by various organisations in India (representing specific sectors) and to evaluate the relative adoption of green HRM across these various sectors. The data from this survey shows that the majority of participating businesses use green HRM practices (though to varying extents). The most prominent components of green HRM are green recruitment, green training and development, and green safety and health management. Nonetheless, green performance assessment among these businesses is among the least common green HRM practices. Although the information technology and IT services industries are early adopters of green HRM practices, the banking and finance industries need to catch up. Based on the findings of this research, it is clear that green HRM is a relatively new idea in India but one that is gaining popularity swiftly. Building a green HRM index that quantifies the several aspects of HRM that contribute to sustainability would be really helpful.

Khatoon et al., (2021) conducted a study on GHRM. The study's goal was to gain insight into the extent of the modern idea of greening a company via human resource management (HRM), to try to close the knowledge gap regarding the environment, and to examine the aspects of GHRM practices and their impact on environmental sustainability. This research strongly emphasises the use of GHRM methods such as green hiring and selection, green performance management, green training and development, green remuneration and incentives, and green welfare elements to address environmental challenges. According to the results, these initiatives make use of environmental sustainability. This study also demonstrates that green remuneration and incentives are the best way to leverage environmental sustainability.

Pavitra Mishra (2017) researched to investigate the current state of GHRM practices in the Indian manufacturing sector and to investigate variables that may support Green behaviours. The results indicate that some GHRM practices exist in the organisations, but they are neither explicitly structured under GHRM efforts nor carefully implemented. It also demonstrates that, although there are examples of groups making informal attempts to raise awareness, just a bunch give environmental training. In the area of recruiting and selection, firms are exclusively using internet portals and social media. There is no specific point concerning green behaviours in performance evaluation.

CONCLUSION AND SUGGESTIONS

It is no secret that a company's most valuable asset is its employees, and to put it simply, they are indispensable in the realm of human resource management. Given the prevailing trend towards emphasising green business, effective human resource executives have been given the extra task of integrating the Green HRM concept into the corporate goal statement and HR policy. Green HRM is a recent development in the HRM field. For HR professionals, it brings about some new difficulties. Based on an analysis of previous literature, the study attempted to investigate the ideas, significance, processes, requirements, and managing green human resources presents problems. In developing HR strategies and putting them into practice in line with environmental management, HR professionals must take into account the needs of the environment. It is believed that GHRM is important for raising environmental awareness among new hires and current employees working for the organization and motivating staff to contribute to the organization's efforts in reducing environmental degradation through the green.

Based on the preceding review, it has been observed that organizations are putting various green HRM techniques to work to promote sustainability. However, a considerable effort must be made to put them into effect, to educate the employees regarding them, to promote adherence to such green initiatives across all stakeholders, and to reward those who do appropriately. Moreover, it is critical to include the green HRM policy in numerous HRM processes, such as recruiting and hiring, training and development, performance and pay management, and promoting employee participation in green HR projects. The literature further advocates that employee engagement and involvement play a crucial part in fostering organizational sustainability by emphasizing waste management, recycling,

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conservation of energy, and upholding health and safety requirements. When they do this, companies might inadvertently improve the reputation of their brand and foster a working environment that is safer, cleaner, and more ecologically friendly for both their stakeholders and their workers. Additionally, GHRM aids in reducing waste, decreasing negative environmental effects and reforming workers so they may significantly improve organizational performance and environmental sustainability movements, programs, and practices.

Organizations should give their staff the green training necessary for the successful execution of green projects. This training should help employees understand the value of green management and give them the necessary knowledge and skills. In order to promote green practices, organizations should also evaluate and reward employees' environmental performance. Furthermore, to derive even larger advantages, workers should be provided chances to join and engage in the organization's green activities, which will motivate them to come up with more inventive thoughts and make valuable contributions to attaining green objectives (deshwal, 2015).

SUGGESTIONS TO THE HR FOR BECOMING GREENER

- In order to make a good change and impact at work by lowering the carbon footprint, top management should support and encourage Human resources and other stakeholders.
- Additionally, HR departments need to be aware that only with improved education and awareness programs in place will employees be more productive and support green initiatives. To attain a sustainable Green HRM, the organization should concentrate on developing robust policies, processes, and support systems.
- Employee participation in a sustainable Green HRM initiative across the organization would be ensured by a rigorous recognition and reward system, awareness, incentives, and ongoing training and development programs.
- Establish guidelines for disposing of waste, using environmentally friendly technology, recycling, and product reuse.
- Employees should receive public appreciation for their efforts to promote environmental sustainability since it boosts their motivation and commitment.
- Teleconferences and video conferences can replace business trips and official tours.
- By using energy-efficient light bulbs, putting timers to turn off lights automatically, and turning off the electricity when it's not needed, you may reduce your energy and power use.
- There should be both monetary and non-monetary incentives for employees who contribute to sustainable development.
- It should become second nature for employees to shut down their computers when not in use.
- Employees should rehearse printing on both sides of the page and save the reverse of old documents for faxes and scrap paper.
- Use of eco-friendly paper.
- It should be standard practice for businesses to upload employee handbooks and other comparable documents online rather than hand out printed versions.
- Encourage increased employee involvement in the organization's improved adoption of green practices.

RESEARCH GAPS AND FUTURE RESEARCH DIRECTIONS

Based on the above review, we conclude that Green human resource management (GHRM) is a proactive approach to managing the workforce that aims to integrate environmental sustainability into all aspects of the organization's human resource practices. Although there has been some research on GHRM, several gaps in the literature need to be addressed. Besides, the scope of Green HRM is bright for all HRM stakeholders, including business owners, workers, scholars, and academics. Many professionals have become interested in GHRM, which has given them a long-lasting competitive advantage over their rivals. In this scenario, GHRM has a tonne of room to grow. Some of the research gaps in GHRM for promoting sustainability include the following:

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- The need for a standardized GHRM framework: Since there is presently no established framework for GHRM, businesses are finding it challenging to adopt it systematically. The research should concentrate on creating a standardized framework that firms can utilize to incorporate GHRM practices into their HR activities.
- The importance of leadership in fostering GHRM: Research has demonstrated that leadership is critical in supporting organizational sustainability. On the other hand, the exact measures that leaders may take to promote GHRM have yet to be well known. Further study could be conducted to investigate the role of leadership in supporting GHRM and to identify specific steps that leaders can take to incorporate sustainability into HR practices.
- Employee involvement and participation in GHRM: Although GHRM is meant to include all workers in achieving sustainability, research on the elements that support or impede employee engagement in GHRM practices is still being determined. Further study might look at the characteristics that influence employee involvement in GHRM and find tactics that firms may utilize to encourage employee participation.
- The influence of GHRM on employee well-being: Although GHRM practices are meant to enhance sustainability, they may also have an effect on employee well-being. Research might look at the influence of GHRM practices on employee well-being and suggest ways that firms can utilize to enhance both sustainability and employee well-being.
- There is a need for further research on the impact of external environmental elements (such as client expectations, regulations and guidelines, environmental activists and Nonprofits, and regional cultural values) on strengthening GHRM implementation and efficacy.
- Researchers need to dig further into how firms may achieve sustainable growth by using GHRM practises, the sustainable consumption, and technology viewpoints.
- Further research is needed to compare the use of GHRM and its functions in various industries/economic sectors.
- In summary, there is a need for further research to address these gaps in the literature on GHRM for promoting sustainability. By addressing these research gaps, businesses may get a better understanding of how to apply GHRM practices that promote sustainability while also benefitting their workforce and organizational effectiveness.

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