

A Critical Review of Associating Sustainability with Green Human Resource Management (GHRM) through Funnel and Ontological-based Approach

Abstract Over the past few years, Green Human Resource Management (GHRM) has become the predominant approach to HRM policy. Sustainable human green resource management (sustainable GHRM) is the name given to this strategy that aims to connect sustainability with GHRM. Understanding the meaning of the word "sustainability" and how it relates to human resource management are both challenging tasks. A crucial part is played by green HR practices' that affects sustainability of an organization and this has an impact on an employee's capacity to balance their professional and personal lives. What isn't evident, though, is how Green Human Resource Management (GHRM) relates to employees, clarifying the function of employees and impact on their behavior and productivity. A comprehensive examination of the literature can help in providing answers to these issues because a vast array of research has been conducted in this particular field. One method for drawing answers to these issues from a literature study is the funnel model and ontological based approach.

Keywords Green human resource management (GHRM), Ontology, Funnel approach, HR practices, Sustainability

1. Introduction

An investigation of Green Human Resource Management via literature review is not new but a continuous & a necessary process. Green Human Resource Management is called the soft and human side of building the environmental sustainability, which is a niche and a new area in human resource (HR) which connects or acts as a bridge between the employees and organization who would work together, towards achieving the sustainability [1]. Going green and sustaining become the topmost priority in today's ever-changing environment for organizations. Corporate companies that achieve their organizational objectives of ecological administration by putting their best HR practices in place, can expect to achieve an ideal point of a good balance of eco-friendly mission [2]. Yong and his fellow researchers [3] said that to decrease an ecological impression by a company and to make its business more profitable and sustainable, green management strategy can work for the organization which can be termed as Green Human Resource Management (GHRM). However, it also demonstrated that environment needs to be taken care of which is not possible without humans' support. According to [4] incorporating green practices in HR domain will decrease the likelihood of concerns regarding organization's sustainability in the current dynamic environment. The human capital assists in framing and accomplishing the green and societal goals and it also helps in balancing the targets in contradiction of the old & obsolete monetary performance charts. In order to accomplish the above stated points, environmental training (green training) seems to be an important factor in order to achieve environmental sustainability in an organisation. Training & Development of its employees is seen to play an important role in any organization that tries to increase and maintain its environmental management strategy [5]. As per [6], companies should continuously pay attention on increasing employee's outlook and encourage them to take initiatives towards the betterment of the environment through various green initiatives. This article examines Green Human Resource Management (GHRM) from Green Training (GT) perspective and how GT in an organization affects and changes the Organisational Culture (OC), the Environmental Knowledge (EK) and how it helps in bringing about a change in making an employee Green – **A Green Warrior**. To positively impact an organisational performance, training is seen as an important source of practice. [7] Specified training as a planned and systematic effort to modify or develop knowledge, skills and attitudes through learning experiences, to achieve effective performance in an activity or a range of activities. As per [8] the authors emphasize the importance of increasing the awareness and sensitising the employee in being a green which is also an essential CSR element. Work place processes & individual work place behaviours do change over a course of time and accessing the change in behaviour to green behaviour is a part of research [9, 10]. Research has been conducted on sustainable trainings also but as per previous research works [11–14], organisations should train their employees with best green practices and initiatives and how environmental trainings changes the organisational culture and the knowledge of the employee which are at times seen as barriers in implementing the training sessions. This article attempts to address the gap by providing a systematic review analysis. A Funnel Model Approach is used to categorise the theoretical standing of the articles studied and determine new areas of research. A funnel approach would provide us a deep & clear insight of the studied works. In addition to this, the works are presented in hierarchical form by creating customized ontology of the studied works of four levels of funnel approach. The paper is divided into following sections. Section 2 presents methodology of review of studies

conducted in context of green HRM for achieving sustainability. Section 3 describes funnel approach and construction of ontology using editor named HOZO. Section 4 presents results and discussions. Section 5 presents conclusions, implications, novelty and future scope of the study followed by references.

2. Methodology

A systematic review methodology was adopted for the review of literature. A systematic review of literature can be defined as one which identifies, select and critically appraises research in order to answer a clearly formulated question [15]. Examples of systematic review would be employee level study in manufacturing industries [16], implementation of GHRM in service organizations [17], role of psychological green climate and green value [18].

This study is a broader literature review addressing the relationship between GHRM and environmental performance and sustainability of an organization & role of employee in this relationship and in ensuring GHRM. The main purpose of the literature review was to give an insight based on the studies carried so far, on GHRM, environmental concerns of business, green workplace behavior, and environmental performance of an organization. This also enables gap identification, as to what more can be studied in the Green HRM field, in addition to listing all important concepts in this field, theories and emerging concepts. For carrying out this work, a total of 250 research papers were identified using major research databases viz. Elton Bryson Stephens Company (EBSCO), ProQuest, K-Hub and Google Scholar. The search terms used were literature review, Green human resource management, Environmental HRM, Green HRM, Green Training, Sustainable HRM, and Employee Green Behaviour. After eliminating duplication of papers (addressing similar concepts or research questions) and using only peer review published journals, a total of 55 papers were then identified & filtered for the purpose of the study. These 59 shortlisted articles were printed in some of the below journals: Asia Pacific Journal of Management, Australian Journal of Environmental Management, Benchmarking: An international Journal, Evidence-based HRM: A Global Forum for Empirical Scholarship, European Management Review and so on. The complete list of journal names with the number of articles from each journal used for this study has been shown in Figure 1.

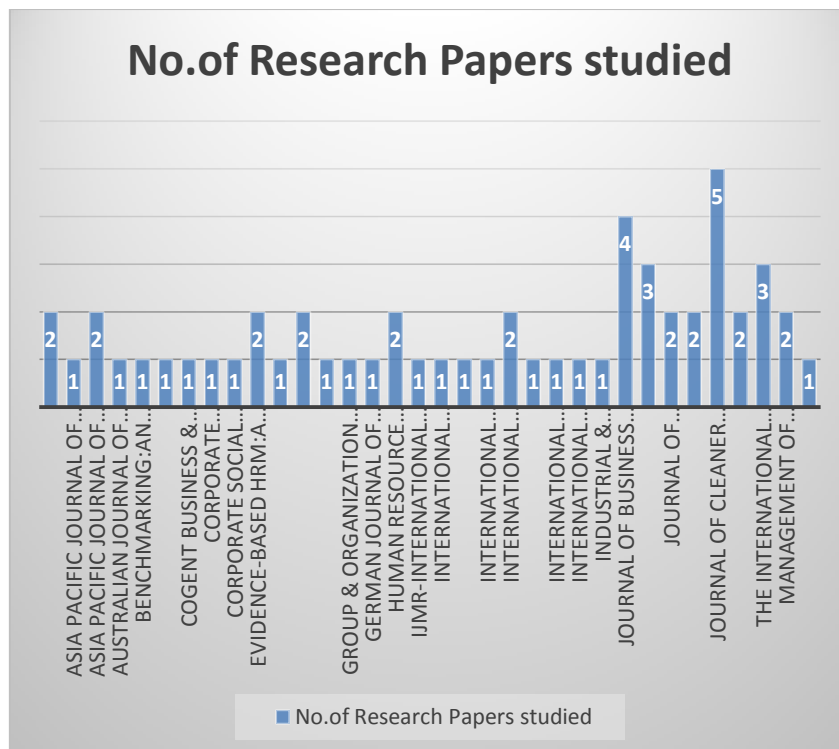


Figure1: Collection of research papers taken into consideration for study

3. Funnel Approach

An approach used by [19] to systematically discover, divide and analyse the literature is also used here. The same approach has been followed in this paper, where the authors have tried to segregate and analyse the articles on Green Human Resource Management in terms of:

- (a) How the GHRM has grown & developed in the few years?
- (b) What are the identifiable gaps that can be analysed and researched more?
- (c) Also, what are the unique contributions that can be recommended for future directions & research?

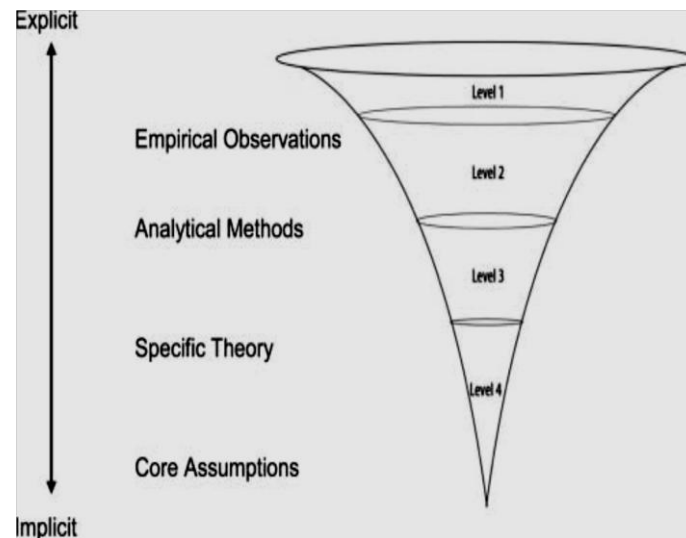


Figure2: The paradigm funnel (Source: Nairn, Berthon, and Money. 2007)