

# Green Human Resource Management (GHRM): Advanced Concepts, Strategic Frameworks, and Emerging HR Perspectives

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**Abstract:** *Green Human Resource Management (GHRM) has become one of the most transformative approaches in modern Human Resource Management due to increasing environmental challenges, ESG regulations, climate governance, and digital transformation. Unlike traditional HRM, GHRM integrates sustainability principles into workforce planning, employee behaviour, leadership development, organizational culture, and strategic decision-making (Bindeeba et al., 2025; Chowdhury et al., 2025). Recent HR research indicates that Green HRM is evolving from a compliance-oriented system into a strategic organizational capability influencing employee engagement, innovation, ESG performance, organizational resilience, and AI-driven HR transformation (Fatima & Laheri, 2025). Emerging concepts such as green psychological climate, sustainable leadership, AI-enabled green HR analytics, employee green citizenship behaviour, and climate-conscious workforce management are becoming central themes in HR studies (Gao et al., 2025; Wang et al., 2025). This research paper critically examines advanced Green HRM frameworks, strategic HR dimensions, contemporary trends, organizational implications, research gaps, and future HR directions using recent literature and modern HR theories.*

**Keywords:** Green Human Resource Management (GHRM): Advanced Concepts, Strategic Frameworks, and Emerging HR Perspectives

## I. INTRODUCTION

The 21st century has witnessed growing environmental degradation, climate change, carbon emissions, biodiversity loss, and increasing global pressure for sustainable development. As organizations attempt to balance economic growth with environmental responsibility, Human Resource Management has emerged as a strategic driver of sustainability (Chowdhury et al., 2025).

Traditional HRM mainly focused on recruitment, training, compensation, and employee performance. However, modern organizations increasingly expect HR departments to contribute to environmental sustainability, ESG performance, carbon neutrality goals, a sustainable organizational culture, ethical workforce management, and green innovation capabilities (Setyadi et al., 2025).

This transformation led to the development of Green Human Resource Management (GHRM), which integrates environmental sustainability into all HR functions. Research suggests that organizations with strong GHRM practices experience higher employee commitment, improved environmental performance, greater innovation capability, stronger ESG ratings, better employer branding, and increased employee retention (Science Direct, 2025).

Modern HR scholars now view employees as “green intellectual capital” capable of driving sustainability-oriented organizational transformation (Bindeeba et al., 2025).



## **II. EVOLUTION OF GREEN HRM**

### **2.1 Traditional HRM Phase**

Earlier HR systems focused mainly on administrative efficiency, labour management, employee productivity, and compensation systems. Environmental responsibility was not considered part of HR strategy.

### **2.2 Sustainable HRM Phase**

Organizations gradually began integrating sustainability into HR practices through Corporate Social Responsibility (CSR), employee wellness programs, ethical labour policies, and social sustainability initiatives (Science Direct, 2025).

### **2.3 Strategic Green HRM Phase**

The latest phase integrates ESG frameworks, green leadership, climate governance, AI-driven sustainability analytics, green innovation management, and circular economy workforce models (ArXiv ESG HR Study, 2025). Modern Green HRM is now considered a strategic organizational capability rather than an operational HR activity (Chowdhury et al., 2025).

## **III. THEORETICAL FOUNDATIONS OF GREEN HRM**

### **3.1 Ability–Motivation–Opportunity (AMO) Theory**

The AMO framework explains how HR practices influence employee environmental behaviour. Employees perform green activities effectively when organizations provide:

Ability → Green training and environmental knowledge

Motivation → Green rewards and incentives

Opportunity → Participation in sustainability initiatives

The AMO framework is widely used in modern Green HRM research (Fatima & Laheri, 2025).

### **3.2 Resource-Based View (RBV)**

According to RBV theory, employees are strategic organizational resources, and green skills and environmental competencies create sustainable competitive advantage (Bindeeba et al., 2025). Sustainable organizational culture becomes difficult for competitors to imitate.

### **3.3 Social Exchange Theory**

Employees respond positively when organizations demonstrate environmental commitment. This creates green organizational citizenship behaviour, employee loyalty, environmental engagement, and sustainable workplace participation (Gao et al., 2025).

## **IV. ADVANCED DIMENSIONS OF GREEN HRM**

### **4.1 Green Workforce Planning**

Modern organizations now include sustainability objectives in manpower planning. This includes:

Green job design

Sustainable workforce allocation

Climate-sensitive HR forecasting

Energy-efficient work structures

Remote and hybrid work models help reduce transportation-related carbon emissions and support sustainable workforce systems (Setyadi et al., 2025).

### **4.2 Green Recruitment and Employer Branding**

Modern candidates increasingly prefer environmentally responsible employers. Organizations now use:



Green employer branding  
Digital recruitment systems  
Paperless hiring processes  
Virtual interviews  
Sustainability-based competency assessments  
Research shows that Gen Z employees are highly attracted toward organizations with strong environmental values (Fatima & Laheri, 2025).

#### **4.3 Green Training and Development**

Green training now extends beyond environmental awareness. Advanced green learning includes:

Climate literacy  
Sustainable decision-making  
Carbon management skills  
ESG reporting knowledge  
Circular economy training  
Sustainable leadership development  
Organizations increasingly use AI-based learning systems, virtual sustainability simulations, and e-learning sustainability modules (MDPI AI and Green HRM Review, 2025).

#### **4.4 Green Performance Management**

Modern HR systems integrate environmental Key Performance Indicators (KPIs) into performance appraisal systems.

Examples include:

Energy-saving contribution  
Waste reduction participation  
Sustainability innovation  
Green teamwork participation  
Environmental performance metrics are now linked with organizational sustainability goals (Science Direct, 2025).

#### **4.5 Green Compensation and Rewards**

Recent meta-analytic research has found that green compensation systems significantly influence environmental innovation and employee participation in sustainability (Bindeeba et al., 2025). Modern green reward systems include:

Sustainability bonuses  
Carbon reduction incentives  
Recognition awards  
Green innovation rewards  
Eco-performance-linked promotions

### **V. EMPLOYEE GREEN BEHAVIOUR (EGB)**

Employee Green Behaviour (EGB) is one of the most researched concepts in modern HR studies. It refers to voluntary or formal employee actions that contribute to environmental sustainability (Fatima & Laheri, 2025).

**Examples include:**

Recycling  
Energy conservation  
Sustainable resource use  
Green innovation participation  
Environmentally responsible decision-making



**Recent studies categorize EGB into:**

Task-related green behaviour

Voluntary environmental citizenship behaviour

Green creativity and innovation behaviour

Research shows that leadership, organizational culture, and green psychological climate strongly influence EGB (Gao et al., 2025).

**VI. GREEN PSYCHOLOGICAL CLIMATE**

Green Psychological Climate refers to employees' perception that environmental sustainability is genuinely valued by management and embedded into organizational culture (Gao et al., 2025).

**Organizations with strong green psychological climates experience:**

Higher employee engagement

Lower resistance to change

Better sustainability participation

Improved innovation performance

This concept has become a major emerging theme in modern HR research.

**VII. ARTIFICIAL INTELLIGENCE (AI) AND GREEN HRM**

AI is transforming HR systems globally. Recent studies show that AI-enabled Green HRM systems improve sustainable recruitment, HR analytics, environmental performance tracking, workforce sustainability planning, and carbon reporting systems (MDPI AI and Green HRM Review, 2025).

**AI applications in Green HRM include:**

AI-based recruitment screening

Predictive sustainability analytics

Smart energy workforce systems

AI chatbots for employee engagement

Sustainability dashboards

However, researchers also warn about algorithmic bias, ethical transparency issues, employee surveillance risks, and AI literacy gaps among HR managers (Wang et al., 2025).

Modern HR professionals now require AI literacy and sustainability competencies simultaneously.

**VIII. ESG AND GREEN HRM INTEGRATION**

Environmental, Social, and Governance (ESG) frameworks are becoming central to HR strategy. Modern HR departments contribute to ESG through:

Sustainable leadership development

Diversity and inclusion

Ethical workforce governance

Employee well-being programs

Sustainability reporting

Organizations with strong ESG-driven HR systems experience better organizational legitimacy, higher investor confidence, improved employee trust, and greater sustainability performance (ArXiv ESG HR Study, 2025).



## **IX. GREEN LEADERSHIP AND ORGANIZATIONAL CULTURE**

Green leadership refers to leadership styles that promote environmental responsibility. Green leaders:

- Encourage sustainability innovation
- Promote ethical environmental behaviour
- Support employee participation
- Create green organizational cultures

Recent HR research indicates that leadership strongly mediates the relationship between Green HRM and employee green behaviour (Gao et al., 2025).

### **10. Contemporary HR Challenges in Green HRM**

#### **10.1 Greenwashing**

Some organizations falsely portray themselves as environmentally responsible without implementing real sustainability practices.

#### **10.2 Employee Green Fatigue**

Continuous sustainability pressure may create employee stress, burnout, and emotional exhaustion. Recent studies describe this as the “Green HRM paradox” (Wang et al., 2025).

#### **10.3 AI Ethics and HR Transparency**

AI-driven HR systems may create recruitment bias, lack of explainability, and privacy concerns. Organizations require ethical AI governance frameworks (MDPI AI and Green HRM Review, 2025).

#### **10.4 Lack of Standardized Green HR Metrics**

There is still no universally accepted framework for measuring Green HRM effectiveness.

## **XI. FUTURE TRENDS IN HR STUDIES**

Future HR research will likely focus on:

- AI-integrated sustainable HR systems
- Green HR analytics
- Climate leadership
- Sustainable employee mental health
- Block chain-based ESG reporting
- Skills-first green workforce planning
- Human-AI collaboration in HR
- Carbon-neutral workforce strategies

According to recent HR discussions, HR leaders in 2026 are prioritizing AI strategy, employee well-being, skills-based workforce systems, sustainable leadership, responsible AI governance, and HR analytics capability (ArXiv ESG HR Study, 2025).

## **XII. RESEARCH GAPS**

Current Green HRM literature still lacks:

- Longitudinal sustainability studies
- Rural and agricultural HR models
- Industry-specific green HR frameworks
- Employee mental health research



- AI ethics integration models
- Standardized environmental HR metrics

Developing economies such as India require more sector-specific empirical studies.

### **XIII. CONCLUSION**

Green Human Resource Management has evolved into a strategic sustainability framework influencing organizational culture, employee behaviour, AI integration, ESG governance, and green innovation capability. Modern HR professionals are no longer limited to talent management; they now play a critical role in environmental governance, climate strategy, sustainable workforce transformation, and ethical digitalization.

The future of HR studies will increasingly depend on integrating sustainability, AI, ESG governance, human-centered innovation, and employee psychological well-being. Organizations capable of combining these dimensions will gain long-term competitive advantage and sustainable organizational growth (Chowdhury et al., 2025; Wang et al., 2025).

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