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A REVIEW ON THE ROLE OF GREEN HRM IN ENHANCING ORGANIZATIONAL PERFORMANCE IN PHARMA COMPANIES

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Green Human Resource Management (GHRM) has been an important practice that is being applied by many organizations in their bid to reduce environmental impact as well as ensure an improved long term business performance. This research aims to establish the correlation between GHRM and organizational performance, while adopting pharmaceutical organizations. Pursuing sustainable environmental practices to the HR operative functions of the business in industry 5.0 perspective of sustainable goal achievement. This paper reveals how GHRM directs a focus on sustainability, optimises business performance and also improves organisational image so as to create organisational success. Keeping this in view the study through a light on theoretical and conceptual considerations of GHRM practices and the strategic implication of these practices for the pharmaceutical industry. The recommendations acquired are expected to be beneficial for both the HR specialists and organizations, as well as the policymakers and entrepreneurs who are interested in the integration of sustainability strategy with organizational goals.

KEYWORDS: ***Green HRM, Organizational Performance, Sustainability, Eco-Friendly HR Practices.***

INTRODUCTION

Over the years, being able to sustain has also gained much attention for organizations aiming at long run business development and competitiveness. With the global focus towards environmental conservation, Green Human Resource Management or Green HRM has become a new approach of implementing sustainable practices within the HRM functions. Green HRM as defined by Renwick et. al., (2013) refers to the concept that maintains environment-friendly employee attitude and action on organization's HR processes and objectives. Major objectives of Green HRM include the reduction of the company's emission of greenhouse gases, productivity in relation to energy, as well as the promotion of sustainability in workplace environment. It also adds value to corporate sustainability agenda but also provide benefits in terms of brand building and business improvement. The pharmaceutical sector is one of the most resource-consuming sectors, so it is an important segment that should incorporate GHRM. The companies operating in this sector are constantly experiencing increasing pressure to make their production more efficient and environmentally friendly, and meet the environmental legal requirements (Zoogah 2011). Responding to these demands, the idea of endeavouring studies about the relationship between the GHRM and organizational performance is thought to be feasible and apt.

The context under which the pharmaceutical industry conducts its operations is characterized by environmental standards where issues relating to sustainability are addressed both as a business, as well as legal imperative. Every country and international regulatory bodies like CPCB of India have laid down strict policies concerning the disposal of pharmaceutical wastes together with energy use (Sarma & Krishna, 2020). Green recruitment, training and other green practices in HRM can assist the pharmaceutical firms in satisfying these specifications while encouraging organizational effectiveness (Jabbour & de Sousa Jabbour, 2016). Moreover, green incentives promote the principles of sustainability at the workplace, which subsequently alters the employees' behaviour. GHRM is not just the process of meeting legal requirements, but a competitive advantage perspective as well. Policies that have been adopted in organisations

should adopt green initiatives within the work interface, so that they can reap the benefits such as better financial performance, fewer costs of operation, and satisfied employees (Arulrajah et. al., 2015).

The whole objective of Green HRM organizational performance can be operationalized in terms of productivity, creativity, reputation, and return on assets. Green HRM has a positive impact on the people practices at workplace as it requires all employees to embrace their responsibility especially in the implementation of sustainability strategies (Mishra, 2017). The appropriate strategy of Green HRM will positively impact the morale, commitment and organizational loyalty among the human capital as the employees effectively translate personal values to organizational sustainability. In addition, eco-friendly practices in employing organizations like policies of minimizing the usage of papers, adopting digital human resource management system, and allowing the work from home also prove to be economically efficient (Ren et. al., 2018). Such approaches are highly applicable in the pharmaceutical firms, since most of them experience issues concerning resource management and environmental standards. The development of a structured Green HRM can assist these firms to harmonise sustainable workforce management practices and strategies hence enhancing the firm's profitability and growth.

Nevertheless, there are some barriers which the pharmaceutical sector encounters while adopting Green HRM. Yusliza et. al., (2019) admit that there are some barriers such as resistance to change, lack of awareness and insufficient investments in green initiatives which can become the reasons for the unsuccessful implementation of the sustainable HRM practices. More awful, many of the companies in the pharmaceutical industry are also inclined towards achieving significantly short-term financial objectives, the impact of the environment on their operations is not sufficiently considered. To overcome these challenges, leadership support, capital investment on green technologies and ongoing sensitization of workers on sustainable strategies should be enhanced by organizations (Shen et. al., 2018). For Green HRM to kick start in organizations, there should be synergy between the HR managers and the environmental department or team and the regulators in the industry. This way, the maximal usage of green HRM options can be achieved, and the companies can work through mentioned challenges effectively to improve the organizational performance.

The Green HRM seems to be a strategic concept for the pharmaceutical firm that seeks to achieve environmental management and firm performance at the same time. This paper light on the reader why integrating green HR policies in organisations' Human Resource Management can no longer be considered as an option of choice rather is a business necessity of the future. More precisely, this study will present the strategic implications of staffing best practices, P-O-W sorting, and major challenges for the efficient functioning of HRM based on a conceptual analysis of the topic. Examining the role and influence of Green HRM in making business for sustainable purposes will aid organisations in the pharmaceutical industry by promoting both economic and environmental objectives in ensuring sustainable performance within the dynamically competitive environment.

NEED FOR THE STUDY

Green HRM is a modern phenomenon which focuses on incorporating environmental management into management of human resources for creating higher organizational values. It is, therefore, a purely theoretical research essay that aims to undertake the review of literature and theory rather than the collection of primary data. It discusses the role of Green HRM practice in achieving corporate sustainability, managing employee commitment in the pharmaceutical industry and the success of the business. The focus is on HR management activities including green recruitment, training, performance appraisal and management, and employee engagement consistent with the company's sustainability objectives as proposed by Renwick et. al., (2013). Thus, analysing these dimensions the study offers considerable insights that how green HRM could improve operational performance, compliance and organisational image (Jabbour & de Sousa Jabbour, 2016).

Specifically for the context, this study examines a very important subject of environmental sustainability due to the regular energy use, generation of chemical wastes, and global warming effluence. This is because with the increasing pressure being placed on such firms by the regulatory authorities and the society as a whole, pharmaceutical firms need to incorporate sustainable works programmes in order to stay relevant in the long run (Sarma and Krishna, 2020). The study affirms the importance of implementing Green HRM as a strategic organisational function instead of an organisational responsibility (Zoogah 2011). The data were collected from the reviewed academic literature, industry reports and assumed policy framework documents in the pharmaceutical industry to gain theoretical understanding of the concept of Green HRM without empirical tests.

The study area of the proposed research is quite large yet specific with taking into consideration, all the facets that are associated with Green HRM. It is particularly restricted to the pharmaceutical sector because of the increasing Industrial development and complexities of the regulation. Green human resource management activities such as green recruitment, environmental training of the employees, the use of green performance appraisal, and green policies at the workplace; and sailing how these practices create the double bottom line of sustainability and effectiveness (Arulrajah et. al., 2015). Since this study does not generate primary data, it would serve as a theoretical framework for empirical future research about best practice, the challenges and even the

probable strategies on GHM implementation as stated by (Shen et. al., 2018).

Furthermore, this study reviews the Green HRM's compliance to CPCB of India and the global green standards and policies and how the corporate environment policies can be integrated to correspond with international sustainability standards. This paper also explores leadership commitment, employee attitude, and culture in the overall process of green HRM (Yusliza et. al., 2019). The study implication will be suitable for human resource management managers, government bodies or policymakers, and firms which wish to adopt sustainable practices within the HRM context yet improve organizational performance.

In conclusion this article has aimed at providing a structured logical analysis of Green HRM in the context of pharmaceuticals industry in order to highlight a spectrum of its strategic importance for sustainability and business advancement. But it is useful at least for providing rather general theoretical framework for insights for businesses and researchers focused on the relation of HRM and environmental management (Ren et. al., 2018). Thus, adding some more notions to the discussion of sustainable HRM and corporate sustainability, the study focuses on the significance of the best models of human resource management, potential advantages of the utilisation of sustainability concepts, and implementation issues.

SIGNIFICANCE OF THE STUDY

The importance of this study is founded on contribution to establish the impact of Green Human Resource Management (Green HRM) on organizational performance in the pharmaceutical industry. With the growing concern for the population's welfare and the preservation of the planet, the integration of green into the company's HRM has become pertinent to the sustainability of the business in the long run. This research offers scholarly reviews on the factor through which Green HRM can influence sustainability and regulatory compliance, engage employees and therefore have positive impacts on all organizations and society (Renwick et. al., 2013).

One of the important implications of this research study is that focuse on the pharma sector, especially in relation to environmental issues emanating from high energy use, generation of dangerous waste, and discharge of chemicals. Following the current environmental measures placed by CPCB of India and standards practices in sustainable management, pharmaceutical firms must integrate the green workforce policy to align with their operations (Sarma & Krishna, 2020). The understanding of Green HRM's contribution in regulation compliance about the nature of environmentally friendly HR policy to manage regulation compliance for the improvement in the reputation of a business and the competitiveness in the market of the business is facilitated by this study.

Another innovation in this study is the focus on the role of employee engagement as well as organisational culture in influencing green activities. A study done by Mishra (2017) states that green HRM practices' upsurge organizational commitment, productivity, and retention of employees because of personal-correspondence with the organisational sustainability values. Friendly work practices that are supported by incentives are more likely to foster employee engagement and involvement in a green stipulated decision-making process and results imitate the company environmentally and financially (Shen et. al., 2018). In this regard, the study is useful for the HR practitioners, who look for theoretical and practical guidance on how to properly engage their employees in the long-term sustainable development interest.

This means that more organisations should adopt Green HRM since in the long-run it enhances the financial gain of the business. Justifiably, firms that incorporate green strategies into their working model within the human resource management system can benefit from the minimized cost of energy and waste, better usage of resources, and others (Arulrajah et. al., 2015). Therefore, value-wise, organizations with good environment management creditability policies attract customer ether and investor confidence than the ones without them and in the global market they stand out this is approved (Yusliza et. al., (2019). Consequently, the result of this study provides theoretical implication on the way pharmaceutical firm can apply the Green HRM to enhance sustainability-driven profitability and hence make this paper useful to corporate strategists and policy makers. Additionally, the study opens up the area for future research on the effect of Green HRM in different industries, which underlines the significance of environmental concern in the decision-making process of HRM.

REVIEW ON ROLE OF GREEN HRM AND ORGANIZATIONAL PERFORMANCE

Renwick et. al., (2013): This is a systematic literature review of Green Human Resource Management (Green HRM) and its part in giving insight on sustainability in organizations. In the implementation of green human resource management, the various functions of human resource include recruitment, training, performance management, and rewards. They state that Green HRM can improve the company's CSR, engage employees, and increase its efficiency. It also highlights the potential issues, with regard to change stewardship, attitude from the managerial level, and high cost of implementation. Therefore, according to Renwick et al., although Green HRM improves organizational environmental performance that cuts across cost reduction, it also has the advantage of cutting across regulatory costs. They argue that it is high time organizations incorporated Green HRM strategic models in their strategic management plans in order to achieve competitive advantage.

Jabbour & de Sousa Jabbour (2016) in their study establish a connection between Green HRM and GSCM as both of them are closely linked. The research indicates that through green elements in the operation of HRM, enhances the relationship of the organization's HR department and the supply chain in a way that leads to optimal utilization of resources and efficient streamlining of waste. Some options that the authors emphasize focus on positive and sustainable HR practices, which include the HR policies meant for supporting innovation, the training of employees in sustainable practices, and the rewards based on the organizational performance and tied to the sustainability goals. Some of its points include that Green HRM is a critical tool used in the accomplishment of environmental objectives as well as compliance to sustainable policies.

Mishra (2017) in his work identifies are green recruitment, training, performance appraisal, engagement, and incentives. The study focuses on leaders' efforts by Green HRM and points out that the organizations having well-developed environmental beliefs attract and employ the employees resourcefully concerned about the stewardship of the environment. Another area covered by the study is the benefits where there is efficiency in the usage of energy, the products that are used in the construction which resulted in wastage, and the efficient supply chain management. It is worth sharing that Mishra defines several hurdles for GHM adoption such as resistance from the employee front, lack of awareness and inadequate government support. The research further affirms that the organisation practicing Green HRM not only gives them competitive advantage but also embrace the green agenda.

Arulrajah et. al., (2015) their study aims at investigating various ways in which Green HRM can facilitate environmental sustainability by considering green job design, green workplace policies, and green commitment of the employees. About it the authors assert that HR managers are also very influential in influencing workers to adopt sustainable practices within the organizations through communication, rewards and incentives as well as seminars. They highlight the benefits which arise when organisation practices sustainability in human resource management activities that include; High compliance to the environment laws and improved image. This study also reveals that Green HRM plays a role of lowering of employee absenteeism and enhancing the level of job satisfaction. As rightly claimed by the authors Green HRM is a long-term approach in the achievement of Organisations organizational goals and should therefore form part of strategic management mandates.

Shen et. al., (2018): This paper looks into how employees make sense of green humanitarian management initiatives and their organizations' work-related outcomes. According to the authors, organizations that adopt strong Green HRM policies in the workplace receive more employee motivation, job satisfaction as well as commitment towards their job. They state that it helps employees to feel involved if the employer pays attention to sustainable solutions at the company, the work environment, transportation and policies. This research also elaborates on the factors that influences employees' self-identification with green organizations based on social identity theory. The study has it that the organisations that communicate about them and their stewardship responsibilities positively influence the reactions of the employee, leading to a healthier organisational performance.

Yusliza et. al., (2019): This study focuses on the application of GHMR in emerging economy: Malaysia; with reference to the drivers and challenges. From the analysis of the literature, the authors identify that the various factors which contribute to the implementation of Green HRM include; regulation, culture, leadership, and awareness. They argue that others characteristic of companies located in emerging economies include besides, they have small amount of capital, lack of knowledge, and poor environmental laws and policies. Although, this type of research shows that, sustainability improvement, organizational workforce and stakeholder satisfaction and trust can be achieved if organizations carry out Green HRM strategies effectively. According to the authors, Green HRM plays a strategic role that can assist firms in developing economies adopt sustainable business models in their business operations.

Zoogah (2011): The article under discussion focuses on the psychological and social factors that affect promotion of Green HRM practices among the employees. According to the author, awareness, behavioural compliance, and performance promotion are the elements that the HR policies are required to deliver to encourage sustainability practices among the employees. The paper uses a behavioural approach to Green HRM, as such, it argues that environmental management has to take the following factors into account: the employees' values and motivation. It also underlines that top management support is one of the cornerstones to develop a green culture within organisations – since leaders are key role models and policymakers within an organisation. In the light of the investigative findings, Green HRM is beneficial in boosting morale of employees, improving the ethical position of Green Dubai and establishing long term business sustainability.

The authors' Ren et. al., (2018) have focused in their article on establishing the developments in Green HRM literature review and determinants of Green HRM research agenda. The authors discuss diffusion patterns of Green HRM in the area of application study and realize that the rising star area of application, such as manufacturing, health care and so forth, are paid much attention to Green HRM. The paper also briefly explores how Green HRM is being facilitated by the use of technology including artificial intelligence in sustainability reporting as well as green HR software applications. The research shows that Green HRM has numerous positive environmental as well as financial

implications, thus this present study acknowledges the need for more studies on the topic in order to; investigate the possible impacts of Green HRM on employee welfare as well as the overall organizational performance in the long run.

Sarma and Krishna, 2020: This paper aims at analysing the prospects of Green HRM with respect to making pharmaceutical companies in India compliant to environmental standards. The authors note that business entities possessing well-developed proactive approaches to sustainability are to be better equipped to address applicable regulations, penalties, and receptions. The paper also includes the topic of HR- led sustainability training, environmentally-friendly practices, and leadership. This means that the pharmaceutical firms implementing the Green HRM policies will experience increased operations performance, better control of environmental threats, and better employee loyalty.

Jackson et. al., (2011): This paper aims to give brief description of sustainable HRM and consider its impact on business management. According to the authors, there is a significant topic that is pertinent to human resources, its management, and workers, which is the topic of strategic alignments of the company's and sustainability objectives with workforce planning and training. It confirms that companies that adopt Green HRM are able to enhance the level of commitment from the staff, enhance the corporate image, and withstand various threats affecting the natural environment. Finally, the authors squarely place their propositions back to state that the enhancement of green HRM should be incorporated within other more extensive corporate sustainability initiatives.

Cherian & Jacob (2012): This paper aims to explore the mediation role of Green HRM on employees' attitude and behaviour towards environment sustainability. According to the authors, it is proposed that employees are more inclined to practice environment friendly behaviours when the HR practices are supportive of sustainability by providing organisational training, motivating and involving them in sustainability activities. It is evident from the present investigation that firms which have adopted the GHRS policies feel that there is an enhanced job satisfaction, elasticity in teamwork and increased responsibility towards the environment. This study also shows that integrating Green HRM into strategic management develops organisational environmental performance, employee health and overall organisational performance.

Dumont et. al., (2017): This research investigates the mediating role of psychological green climate in the relationship between Green HRM and employee engagement. The authors also discover that employees' perception of their organization's commitment to sustainability does affect their levels of pro-environmental behaviour. Thus, the study has asserted that Green HRM enhances the internal organisational environment, by ensuring everyone takes an individual responsibility for the environment resulting to organisational sustainability. The authors finally argue that Green HRM is proactive for enhancing the levels of motivation, OCB, and sustainability performance among the employees.

Pham et. al., (2019): This paper seeks to establish the degree of the relationship between the implementation of Green HRM and OCBE. The authors posit that Green HRM practices like stakeholders' green word-of-mouth on employment, organic green training, and news green appraisal systems enhance employee; voluntary participation in green initiatives. The paper establishes that green HMR can generate extra-role sustainable behaviour if employees view it as an organizational core value. In the light of the research studies, it is argued that organizations should make efforts to enhance green HRM across the organizations to attain the most significant positive impacts on the environment.

Gholami et. al., (2016): This study seeks to investigate the link between Green HRM and corporate sustainability in manufacturing organizations. From the study, Green HRM firms are learnt to have reduced carbon footprint, enhanced waste management systems and overall compliance with the set environmental standards. The authors also opine that sustainability is the responsibility of HRM through encouragement of green policies, leadership, as well as establishing environmental awareness. The study completes the proposition that sustainability integrated in the human resource assists in attaining competitive benefits and increased stakeholder confidence at the long run.

Tang et. al., (2018): This article seeks to investigate the mediation role of CSR on the relationship between Green HRM and financial performance. The authors opine that Green HRM does not only bring a positive impact on the firms through environmental concerns but also added advantage in terms of brand image and improved returns. This paper establishes that organizations with effective Green HRM practices have higher investor attraction and customers' confidence besides meeting the international sustainability standards. Finally, the authors state that Green People Management approach results in achieving higher profitability and Business sustainability, if it is included in the corporation's CSR initiatives.

A study by Singh et. al., (2020): Green HRM is said to have an influence on the productivity and health of workers. Therefore, the authors note that companies that have been adopted environmentally friendly practices such in developing offices, and implementing environmentally friendly practices to engage the employees are likely to have increased yields, healthier and contented employees as compared to companies that do not have such practices. This shows that Green HRM enhances organizational employees' morale through developing a better working environment that embodies ethical issues among the staffs. The study also finds out that, organisations should embrace Green HRM in order

to get improved performance for both the employees and the business.

Ahmad 2015: This article aims to established the tactical relevance of Green HRM in Multi-National Corporation (MNCs). The author concludes that organisations migrant across the world benefit from integrating Green HRM strategies by having a higher standard commodity that complies with all legal aspects and organisations with better brand value. The paper examines specifics of sustainability HRM and its impact on world's sustainability, including carbon-neutral recruitment, and green leader development. In conclusion, it unravels that MNCs should follow Green HRM measurement with the global environmental standards to sustain competitive advantage in global business.

Paille et. al., (2014): This article focuses on the relationship between Green HRM and EMS. These arguments aim that the situation within which organizations implement EMS frameworks is more likely to be successful when people within the HR departments subscribe to the sustainability goals of such organizations. This research establishes that firms adopting the Green HRM alongside the EMS enhance enforcement of environmental legislation, low expenses in operations, and higher staffing of green programs. Therefore, the study provides evidence that supports why sustainability initiatives are a responsibility of the HR managers in order to address the environmental and business goals.

Zibarras & Coan (2015): This article aims to establish the ways in which an organization can implement green human resources management as a means of developing the tradition of environmental sustainability. Through the findings the authors establish that decision-making involvement, promotion of green innovations and provision of incentives for sustainability practice are determining factors that lead to higher levels of organizational commitment to its environmental goals. This paper also concludes that the adoption of Green HRM at workplace is immensely beneficial it is done constructively as an assimilated model rather than adding it as an innovative model. The study also shows that it is sustainable that organisations enhance sustainable HR practices since they result to favourable environmental and organisational effects in the long run.

Khurshid & Dar (2022): This research aims at explaining the effect of Green HRM on talent retention as well as employer branding. The authors identify that organizations demonstrating a commitment to sustainability will be latterly sought after by employees, especially the millennial and Gen Z employees, who are more conscious about environmentalism. The paper also exposes the benefits of Green HRM, such as improving employer reputation, decreasing the turnover rates, and building a healthy organizational culture. The research discusses the significance of adopting Green HRM in the talent acquisition and management system to increase competition with organizations that comprise talent acquisition and retention strategies.

KEY FINDINGS FROM REVIEWS ON GREEN HRM AND ORGANIZATIONAL PERFORMANCE

- The study has found that success in appealing to the strategies of change in organizational behaviour mainly relates to human resource management training and incentives in relation to sustainability. Support for Green HRM leads to a favourable understanding of the green concept among the staff and the organization assumes responsibility of environmental conservation. Employees participate in implementation of green initiatives when they are encouraged by the human resource management of the firm that sustainability values are important. Implementing Green HRM leads to improved sustainability compliance, thus minimizes legal liabilities and fines among the organizations which have embraced this model. There are a number of benefits of sustainable HR practices such as enhancing the company's image and reputation, attracting investors, and positively affecting the company's financial returns.
- By embracing environment friendly measures in the workplace, stress is reduced, satisfaction at the workplace is attained and performance upgraded at work. Ideally, the concept of sustainability-based HR practices makes it strategic and more effective when it is a system rather than a set of sporadic activities.
- Eco-friendly policies help to attract young workers and to increase a positive employers' image among the competitions. Employees are more engaged to sustainability practices as human resource management practices approve options that are eco-friendly. Self-generated management driven initiatives in the firm increases green innovation when employees are encouraged to be involved in sustainability. Workplace environmental policies that are friendly and work arrangements help to reduce the level of working stress, hence high organizational commitment. Green HRM, when included in the governance frameworks, leads to better ethical decision and organisational success.
- Adoption of Green HRM leads to better energy efficiency, waste management, and lower operational costs. People who receive green training are inclined towards being involved in other extra initiatives in sustainability. Businesses with good green HRM systems had better investors' confidence and firm profitability. Based on the survey results on employee expectations, organizations that care for the environment are preferred by the employees other than being associated with companies with low turnover. It is found that companies that have sustainable policies are always in a position to deal with environmental dilemmas.
- It is observed that Green HRM has dual responsibility of managing organisational performance, employee conduct as well as sustainable development. Greening

of HRM is inimical for overall organizational success as well as organizational responsibility while contributing to performance in environmental management, cost–benefit analysis, motivation, and improvement of organizational structures in terms of corporate governance. Highlighted benefits of linking sustainability to the firm's HR strategies include; compliance, innovation, and employer branding. In other words, the promotion of sustainability can contribute to the organization's internal and external stakeholders increasing confidence and long-term sustainability of the business.

SUGGESTIONS

- ✓ From the research, an understanding should be made by organizations to incorporate Green HRM as policies in their main strategic plan. This is a clear indication that HR departments need to lead by example by ensuring that green values are included into the processes of selection, training, and conducting appraisals. Effective incentives such as gifts, acknowledgments or bonuses for the desired pro-environmental behaviours in organizations may also help to extend employee participation.
- ✓ Continuous training should be incorporated into firms as a requirement for their employees in creating sustainability in their companies. sustainable practices should be supported all-round the organisation so that all the employees are committed to the green goals. Thus, encouraging the community to be environmentally friendly such as through the promotion of waste management and energy saving increases employee morale and job satisfaction.
- ✓ There has to be integration of Green HRM strategies with the environmental management systems that may be in order to bring into focus the organizational long-term goals. They should also undertake policies that seek to reduce the quantities of carbon emissions, waste disposal, and create environmentally sustainable workplace practices. Thus, companies can extend green practices such as performance of HR activities with the help of digital systems which at the same time will continue to cut paper use and organizational costs.
- ✓ Suppliers and the regulatory bodies should be involved in the improvement of Green HRM because working together improves efficiency in the implementation of the measures. It is necessary to form sustainable partnership to gain certifications and follow an international environmental management system to enhance business reputation and competitiveness in the market. Communication about business practices and policies regarding, for instance, the environment should also enhance the organization's standing among the clients, investors and its workforce.

CONCLUSION

Green HRM, as a key strategy of incorporating environmental management into the HRM practices to improve the performance and increase employees' commitment. The application of sustainable HRM strategies in the areas of recruitment, training, and performance implies enhanced organization reputation and operational efficiency. Hiring also gives Green HRM a positive outlook in a firm's strategic direction owing to cost saving, compliance to the law, and business sustainability. From this study, it is clear that Green HRM has a positive influence on the level of motivation of the employees, their retention, the overall corporate management and organizational effectiveness.

Future Scope of Study

The study of Green HRM should be examined in different sectors that are known to have significant impact on the environment. Literature review carried out in other regions and states may help to identify the standards of practice and the determinants of Green HRM success in other corporate structures. Also, the state of technology in enhancing Green HRM has to be discussed to ascertain technology's role in enhancing sustainable HRM processes. Ideally, there is also a need to look at psychological impacts and reception of Green HRM policies regarding employees' performance, thoughts, and attitude. Thus, the future research needs to focus on creating the benchmarking tools for evaluating the effects of Green HRM on the organizational performances that will be significant for policymakers and HR managers.

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