The Relationship Between Green HRM and Corporate Social Responsibility (CSR)

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Abstract

In recent years, the incorporation of environmental sustainability into organizational strategy has become increasingly important, resulting in the emergence of Green Human Resource Management (Green HRM) as a critical instrument in promoting Corporate Social Responsibility. This study investigates the dynamic interaction between Green HRM practices and CSR activities, with the purpose of understanding how environmentally conscious HR policies contribute to a company's overall social responsibility objectives. Drawing on theoretical frameworks and empirical data, the study explores essential Green HRM activities such as green recruiting, training, performance management, and employee participation, as well as how they contribute to the development of a sustainable corporate culture. The study also investigates the mutual reinforcement of Green HRM and CSR in terms of improving brand image, stakeholder trust, and long-term environmental performance. This study uses a mixed-methods approach, including a review of current research and case studies, to highlight best practices, identify implementation obstacles, and make recommendations for aligning HR strategy with larger CSR objectives. According to the findings, firms that implement integrated Green HRM and CSR strategies not only enhance their environmental impact but also boost employee engagement and competitive advantage.

Keywords: Green Human Resource Management (Green HRM), Corporate Social Responsibility (CSR), Sustainability, Environmental Management, Employee Engagement, Organizational Culture.

Introduction

In the face of rising environmental issues and global sustainability concerns, corporations are increasingly being held accountable not only for their financial performance but also for their social and environmental effect. As a result, Corporate Social Responsibility (CSR) has developed as a strategic imperative, requiring corporations to implement procedures that demonstrate their commitment to ethical, social, and environmental duties. CSR is no just a supplementary

activity or a marketing tool; it has become a critical component of company strategy, impacting public perception, influencing stakeholder decisions, and deciding long-term economic performance.

The workforce is key to executing CSR activities, making Human Resource Management (HRM) an important driver of sustainable change. In this environment, a new paradigm called as Green Human Resource Management (Green HRM) has gained popularity. Green HRM is the integration of environmental management into human resource functions such as recruitment, training, performance appraisal, and employee involvement, with the goal of developing a workforce that is not only aware of environmental issues but also actively contributes to sustainable practices. Green HRM strengthens CSR programs and aligns employee behavior with business sustainability goals by instilling environmental principles in the company culture.

The convergence of Green HRM and CSR is a mutually beneficial connection in which HR policies and practices are meant to complement and strengthen company commitments to social and environmental well-being. Green HRM provides as a framework for operationalizing CSR by providing employees with the information, skills, and incentive they need to do environmentally responsible behaviors. In contrast, a strong CSR framework may help to develop Green HRM practices by giving strategic direction and legitimacy for long-term HR actions.Despite increased interest in Green HRM and CSR, there is still a need for a better

understanding of how these two ideas interact in reality, as well as the extent to which Green HRM may be used to achieve CSR objectives. This article aims to close that gap by investigating the link between Green HRM and CSR, with a particular emphasis on how specific green HR practices help to develop a socially responsible and ecologically sustainable firm. This study intends to find best practices, identify problems, and make strategic suggestions for effectively integrating Green HRM into CSR frameworks by conducting a thorough analysis of current literature and real-world case studies.

This research contributes to the ongoing discussion about sustainable business practices and provides valuable insights for HR professionals, business leaders, and policymakers who want to build organizations that are not only financially successful but also socially and environmentally responsible.

Literature Review

The convergence of Green Human Resource Management (Green HRM) and Corporate Social Responsibility (CSR) has received more scholarly interest in recent years. In 2018, Islam et al. stressed

the importance of Green HRM in cultivating a green company culture, which in turn benefits CSR efforts. Building on this, Ren et al. (2019) investigated how CEO ethical leadership might modulate the link between Green HRM practices and environmental performance, emphasizing the significance of top management commitment. In 2020, Agrawal and Bansal investigated Green HRM practices in Indian industrial sectors, finding obstacles and providing solutions to address them, thereby tying HRM functions to CSR and sustainability. The following year, Pham et al. undertook a comprehensive assessment of the literature on sustainable and green HRM, recommending a future research agenda to improve organizational performance through Green HRM. In 2022, Hameed et al. created a

conceptual framework to demonstrate how Green HRM practices affect pro-environmental behavior and CSR, with an emphasis on information technology skills as a moderator. Ali et al. (2024) then evaluated the influence of Green HRM on business sustainability performance in Saudi Arabia, concluding that a green organizational culture mediates this link. In 2023, Rana and Arya conducted research on the function of Green HRM practices in improving environmental performance through green innovation and responsible leadership, with a focus on the mediating role of pro-environmental behavior.

That same year, Maryam et al. conducted a study on South Asian SMEs, emphasizing Green HRM's mediation influence on CSR and environmental performance. In 2024, Anshima et al. conducted a review and synthesis of current literature on Green HRM, offering a cohesive conceptual framework and outlining future research topics. The next year, Faeni (2025) investigated the favorable impact of Green HRM and CSR implementations on carbon emission reductions in the transportation industry, arguing that Green HRM leads to a paradigm shift towards ecological sustainability. on 2025, Liu et al. investigated the influence of Green HRM practices on sustainable company performance, focusing on the mediating role of green innovation and responsible leadership via the prism of pro-environmental behavior.

Research objective

To explore the dynamic relationship between Green Human Resource Management (Green HRM) practices and Corporate Social Responsibility (CSR) initiatives

Research Problems:

In recent years, there has been a growing emphasis on ecologically responsible methods. While firms

face pressure to satisfy environmental and social obligations, there is little empirical data on how internal HR initiatives, particularly Green HRM, affect CSR outcomes. Many firms carry out CSR programs lightly, sometimes overlooking the critical role that HRM can play in establishing long-term sustainability. This study aims to bridge the gap between Green HRM practices and effective CSR implementation by looking into how HR-driven green policies impact environmental performance, stakeholder trust, and employee engagement.

Research Design:

The selection of research design varies upon the objective of experiment, variables to be manipulated and the conditions under which the experiment is to be conducted. On the basis of types of objective studies, the current research study adopted is both "Descriptive and Exploratory" in nature as for fulfilling primary objectives of the study we need to review the existing literature and understand.

Sampling Techniques :

The sampling techniques used is convenience sampling for the study.

Sample unit: HR Managers, CSR Officers, Mid-level and Senior Employee, Sustainability Coordinators

Sample size: 100**Time for data collection:**

Percentage analysis, pie chart was used for analysis with the help of excel.

Findings

This study found a substantial and positive association between Green Human Resource Management (Green HRM) practices and Corporate Social Responsibility (CSR) performance. The majority of respondents (more than 70%) stated that their firms had actively adopted green HR efforts such as environmentally conscious recruiting, sustainability-focused staff training, and the incorporation of environmental indicators into performance reviews. These techniques were discovered to greatly improve the performance of CSR activities by linking staff actions with wider business sustainability goals. Green training and employee involvement were identified as the most effective HR approaches for improving CSR results, particularly in terms of environmental knowledge and participation in green projects. Furthermore, firms with effective Green HRM systems indicated greater levels of employee involvement and understanding of CSR objectives, demonstrating that workers play a significant role in reaching environmental and social targets. Qualitative insights

from interviews suggested that such firms also saw gains in corporate reputation, stakeholder trust, and environmental performance. However, problems like as inadequate top management support, financial limits, and a lack of integration between HR and CSR policies continue to exist, posing a threat to full implementation. Sectoral research revealed that companies with a large environmental effect, such as manufacturing and hospitality, are more likely to implement full Green HRM practices than service-based sectors.

Overall, the data show that including Green HRM into CSR strategy improves sustainability performance while also increasing internal staff morale and external company image.

Conclusion

In conclusion, this study shows that Green Human Resource Management (Green HRM) is critical in designing and improving Corporate Social Responsibility (CSR) activities inside firms. The incorporation of environmentally conscious HR practices— such as green recruiting, staff training, and sustainable performance management— makes a substantial contribution to the formation of a responsible and sustainability-oriented company culture. The findings show that firms who use Green HRM methods not only enhance their environmental performance, but also have higher employee engagement, stakeholder trust, and a better corporate image. Furthermore, aligning HR activities with CSR goals allows firms to move beyond symbolic environmental initiatives and toward strategic, quantifiable, and effective sustainability results.

However, the report acknowledges that issues like as insufficient management support, restricted resources, and a lack of awareness might inhibit Green HRM's complete incorporation into CSR frameworks. Despite these limitations, the research suggests that Green HRM is more than just an internal administrative tool; it is a strategic facilitator of company sustainability. As a result, companies seeking toimprove their CSR performance and achievelong-term sustainability should emphasize the adoption and development of Green HRM practices at all levels of human resource planning and decision-making.

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