Green human resource management for organizational sustainability: lessons from insurance companies in emerging market

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Abstract

Purpose – This paper was intended to examine the effects of green HRM practices on organizational sustainability in Nepalese life insurance companies. The ongoing discourse on green HRM practice as a key organizational strategy for organizational sustainability has been paid attention of many researchers across the globe.

Design/methodology/approach – In order to give a general overview of present scenario on implementation of green HRM practices and their connection to corporate sustainability, this research used a descriptive research design. For this, the study has gone through structured questionnaires to collect primary data from the sample of 190 officer-level employees across nine eldest life insurance companies in Nepal.

Findings – This study found that Nepalese life insurance companies are in the early period of applying green HRM practices. However, the regression analysis demonstrated that emerging practices of green HRM has made significant positive contribution to organizational sustainability. The findings of this research depicted that sampled organizations have realized benefits of green HRM practices. This study concluded that the gap existed because of the lack of awareness towards handling the green issues in Nepalese context.

Practical Implications – This study will be productive to make constructive decision for applying the approach of green HRM for long run existence of corporations. Yet, this paper has some uncovered areas of green HRM practices as to state best green HRM practices which contribute to achieve organizational sustainability in different backgrounds of emerging nations.

Keywords: Green HRM, organizational sustainability, insurance companies, emerging markets.

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1. Introduction

Sustainability has become a focal point for many researchers after United Nations issued its sustainable development goals (SDGs), which recognizes that businesses can be sustainable when ecosystem is pleasant (Rubel, Kee & Rimi, 2020; Elshaer et al., 2021; Lashari et al., 2022). Environmental issues and organizational sustainability are now gaining attention as critical areas that every company needs to be mindful of (Rajabpour et al., 2022; Hou et al, 2022). As such, organizations are not only focusing on financial benefits, but also concerned with environmental issues (Chauhan, 2020). Employees are key to looking after these issues, and green HRM helps to maintain the balance among corporate goals and environmental concerns integrating green human resource policies with business environment management (Vuong & Sid, 2020; Jamal et al., 2021). Across the globe, companies are concentrating on making their businesses sustainable by ensuring efficient use of resources and energy in an effort to safeguard the environment and enrich the productivity (Masri & Jarron, 2017, Gupta, 2018; Zahrani, 2022).

Considering environmental and sustainability issues, traditional strategy of HRM has now shifted to the green HRM. As it improves the level of staffs' consciousness on environmental concerns (Adubor et al., 2022). This form of management is dedicated to greening the HRM practices, and developing and implementing organizational policies to achieve the ecological sustainability alongside organizational competitiveness (Yong et al., 2020; Sharma, Sakhuja & Nijjer, 2022). This green concept of HRM targeting to the greening organization and their peoples, leading to eco-friendly behavior (Sharma, Shakuja & Nijjer, 2022). Every organization from different sectors is now committed to apply green HRM to address sustainability issue (Zhu et al., 2021).

Green HRM is a method aimed at promoting sustainable use of resources, increasing employees' mindfulness and commitment to environmental sustainability issues, and highlighting the significance of environment management to benefit the individuals, society, businesses and the natural environment (Shafaei, Nejati & Yusoff, 2020; Adubor et al., 2022). Green management policies and strategies prioritize the sustainable business, making companies accountable for preparation and implementing the eco-friendly actions to generate a green atmosphere so that employees can ensure their maximum contribution (Hossen, Ashadullah & Islam, 2018; Tahir et al., 2020). Green HRM is a strategy, procedure, and program used in businesses to minimize the adverse effect on environment and advance the outcomes of the organization (Nawagsari & Sutawijaya, 2019). It is concerned with environmental sustainability to contribute to economic and ecological value. Green HRM practices are powerful tools for increasing the environmental friendliness of enterprises and their operations. (Arulrajah & Opathah, 2016). To accomplish corporate objectives while ensuring environmental sustainability, a set of practices known as green HRM includes recruitment, training and development, performance appraisal, employee relations, compensation and reward (Uddin & Islam, 2015). This management strategy offers a number of advantages, comprising the development of an environmentally friendly organizational culture and workplace, an increase in resource efficiency, a decrease in needless financial waste, the development of a positive company image, and an improvement in organizational economic performance (Suharti & Sugiarto, 2020) and reducing carbon emission (Chauhan, 2020).

In recent years, companies have realized that human resources are a strategic resource and key to success of an organization (Yong et al., 2020). Hence, companies ought to be careful towards acquiring, developing, using and maintaining the competent and conscientious employees. The emphasis here is on managing employee-friendly and eco-friendly environment within the organization for sustainable business. One of the major responsibilities of today's organization is to design and develop environment friendly human resource practices that will benefit nature, human beings and sustainable business equally (Adubor et al., 2022; Damico, Aulicino &Pasquale, 2022). Organizational sustainability has numerous positive outcomes, including increased employee productivity, reduced cost of new recruitment and lowered operational and strategic risks and staff turnover (Tahir et al., 2020; Tauseef et al., 2021).

Hence, literatures indicate a growing focus on sustainability issues across industries pushing organizations to adopt green practices. However, balancing economic and environmental performance remains a challenge for companies seeking to stay competitive. Green human resource management is concept that concentrates on creating a green atmosphere within an organization by applying sustainable practices across functional areas. Skilled and aware employees on green issues are crucial for handling environmental issues related to the organization, and institutions that promote and maintain green culture enjoy positive images in society. Despite the increasing significance of green HRM practices worldwide, there is a lack of proper exploration in emerging economies from a South Asian perspective. Hence, it is important to conduct research and identify the factors contributing to the organizational sustainability. This study as such intends to examine the green HRM practices in Nepalese life insurance companies and their impact on organizational sustainability.

2. Literatures and Research Framework

Green management philosophy has given rise to the green HRM (Patel, 2018; Jamal et al., 2021), which aims to develop and implement HRM strategies for the sustainable utilization of resources to promote environmental sustainability (Ahmed, 2015; Masri, 2017; Gupta, 2018). Green HRM is determined to continuously improve the balance between social, economic and environmental issues of organization for its long-term existence (Ehnert, 2016; Bhutto, 2016; Jamal, 2021). The antecedents of green HRM have been found to have an important effect on corporate sustainability (Adubor et al., 2022). The environmental performance is significantly impacted by green HRM practices, comprising; employee engagement, green performance appraisal, green remuneration and rewards, and green training and development (Chauhan, 2020). According to Islam, Praveen, and Ali (2018), employing green human resource management strategies can increase employer reputation and attract more job seekers. Employee performance and green innovation are critically impacted for sustainable business (Kuo et al., 2022).

2.1 Green Human Resource Management
Green HRM is a relatively new idea that is gaining attention among academicians and experts in the context of HRM (Aragao & Jabbour, 2017). This strategy can be quite effective in encouraging eco-friendly behavior, including staff in green efforts, and bringing about change to current procedures. The main focus of green HRM is to encourage environmentally sustainable practices

and raising staffs understanding and commitment to these problems (Mishra, Sarkar & Kiranmai, 2014). To accomplish the primary goals and objectives of the business, it must adopt environmentally friendly human resource policies and practices, while also minimizing any adverse environmental effects that may result from such policies and activities (Uddin & Islam, 2016). It endeavors to establish policies and practices for employees and executives towards greater eco-friendly organizational environment (Shafaei et al., 2020; Amjad et al., 2021). Green compensation, green training and development, green employment relations, and green performance management are some elements of green HRM (Nawagsari & Sutawijaya, 2019).

2.2 Green Recruitment and Selection

Green recruitment and selection is concerned with attracting and choosing highly committed, highly potential eco-conscious candidates in the organization (Khan, 2017; Tang et al., 2017; Jiang & Messersmith, 2017; Ercantan & Eyupoglu, 2022). Green recruitment and selection assures that the new recruits contribute to establishing a green culture by imparting the environmental values alongside green awareness in the community (O'Donohue & Torugsa, 2015; Tang et al., 2017). Many studies recommend that recruitment announcement have to consider the environmental criteria (Arulrajah & Opathah, 2016; Jamal et al., 2021). The job description to be used is green recruitment process should consist of provisions of environmental reporting (Renwick, Redman & Maguire, 2013). The selection interview makes sure that the candidates agree to contribute on greening initiatives of organization (Jamal et al., 2021). Also, organizations can provide their job offer and joining letters in e-form reducing use of paper (Likhitkar & Verma, 2017). Working with eco-conscious employees will support to the companies to attain their sustainability goals (Amrutha & Geetha, 2020). Friday and Clarance (2019) found green hiring and environmental sustainability are related.

2.3 Green Training and Development

Green training and development are the programs and actions organized to increase sensitivity to environmental issues among employees and to encourage them to acquire skills for preserving and protection of green environment (Ren, Tang & Jackon, 2017) These are the events and activities that encourages staffs to pay attentions towards environmental issues as result employees can become more mindful to the necessity of protecting environment (Ren, Tang & Jackon, 2018; Cabral & Jabbour, 2020; Ercantan & Eyupoglu, 2022). Green training focuses on educating staff members about energy efficiency, safety, and other topics (Likhitkar & Verma, 2017). To give organizations a sustainable competitive edge in the future, green training and development's primary goals are to increase knowledge of various environmental challenges and to apply green practices inside them (Islam, Praveen, and Ali, 2018). Employees can acquire environmental preservation abilities and skills to accomplishing eco-friendly goals through green training and development (Aragao & Jabbour, 2017).

2.4 Green Performance Appraisal

The concept of green performance appraisal pertains to the system within an organization that motivates employees to engage in environmentally responsible practices while also considering their overall performance (Amjad et al., 2021). This concept focuses on employee's performance

evaluation considering their contribution to the green productivity (Sharma & Gupta, 2015). Similarly, Ahmed and Allen (2015) assess that employees' evaluation to be done with the view of their performances and specialized knowledge and skill on sustainable environment. Studies show that an organized method called a "green performance appraisal" compares an employee's work and personality to specified green standards. These standards may include, among other things, a worker's familiarity with environmentally friendly work methods, the caliber and volume of their output, their leadership skills, their outlook on their jobs, their attendance, their cooperation, their judgment, their adaptability, and their health-related activities.

2.5 Green Pay and Reward

Green pay and reward comprise of both monetary and non-monetary payments to attract, encourage and retain the employees who are contributing to accomplish the green purposes of the business (Alhaddi, 2015). Green pay are inducements used to motivates employees to perform for achieving environmental goals (Jabbour et al., 2015). Employees receive green rewards for learning new environmental management skills (Likhitkar & Verma, 2017). Employees get bonus or reward for green innovation and prizes to their performance related to environment friendly behavior. (Suharti & Sugiarto, 2020). Participating employees in green compensation management combined both monetary and non-monetary incentives encourage employees to contribute to attain organizations' green objectives (Javed & Cheema, 2017). These are incentives that recognizes employee's eco-friendly behavior enhances workers' pride and boost sense of society (Ercantan & Eyupoglu, 2022). These incentives boost the employee's morale for green behaviors benefiting to the organizational sustainability (Masri & Jaaron, 2017; Jamal et al., 2021).

2.6 Green Culture

Promoting green behaviors at work includes encouraging walking, taking public transportation, carpooling, and sharing, as well as teamwork for environmental sustainability (Likhitkar & Verma, 2017). By integrating green values into HRM's entire function, businesses use green HRM to create a green culture for all of their employees (Suharti & Sugiarto, 2020). Talent development for an organization's greening, designing green positions, top management adopting green models, information sharing strategies and empowerment, evaluation of green parameters and performance, and green recruiting and retention are the seven levers of a green culture. (Mishra, Sarkar, & Kiranmai, 2014).

2.7 Organizational Sustainability

Organizational sustainability is an outcome of companies' policies and practices that focus on human relationship, developmental activities and natural environment (Owino & Kwasira, 2016; Pham & Paille, 2019). Organizational sustainability concerns with institutional capability to function in an approach that assurances the enduring favorable conditions and existence of the business and the societal, economic, and environmental frameworks which are linked with company (Amrutha & Geetha, 2020; Adubor et al., 2022). Now, organization have to draw the attention of all of its stakeholders for being mindful to economic, social and environmental effect for sustainable business. Many green initiatives provide support to the organizational sustainability such as e-filings, online recruitment and selections, virtual meetings, recycling and

creation of energy efficient structures (Likhitkar & Verma, 2017; Amjad et al., 2021). Das and Singh (2016) argues the noteworthy role of green HRM making employee conscious towards environmental issues and establishing green culture for organizational sustainability.

2.8 Economic Sustainability

The concept of green economic sustainability denotes to the capacity of a business to create income while contributing to the local and national economy. To remain competitive and thrive in the marketplace, companies must generate financial resources and maintain economic stability (Tamunomiebi & Mezeh, 2022). Organizations must be mindful of their economic aspects to achieve sustainable growth (Rubel, Kee & Rimi,2021) as sustainable economic growth diminishes the poverty in developing economies (Adubor et al., 2022). Green HRM practices encourage minimization of wastage and optimum utilization of resources without harming the environment. The green initiatives such as green training and development program enhances employees' special skills to handle environmental issues efficiently so that cost is minimized and optimal use of resources can be achieved for economic sustainability of the organization.
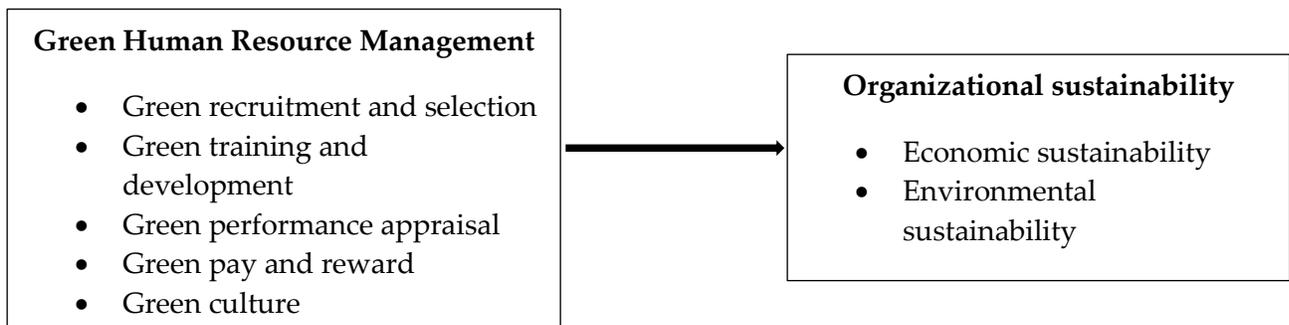
2.9 Environmental Sustainability

Environment sustainability concentrates on fulfilling the present requirement of resources and services without harming the ecosystem (Zahrani, 2022). It is concerned with protecting the natural resources, supporting to biodiversity, minimizing environmental hazards and searching for the stability among human development and preservation of eco-system. (Damico, Aulicino & Pasquale, 2022). Some scholars have also argued on the association between green HRM and green production system for the attainment of environmental performance (Amui et al., 2017). One of the major techniques to achieve the environmental sustainability is proper execution of green HRM practices by encouraging in the organizations to be responsible towards green practices (Shafaei et al., 2020; Amjad et al., 2021; Jamal et al., 2021).

Past researches have depicted that green HRM plays strategic role in achieving organizational sustainability in developing economies (Rawashdeh, 2018; Yong et al., 2020; Mousa & Othman, 2020). Based on the literatures, figure 1 displays the research framework for this paper.

Independent Variables   Dependent Variable

Green Human Resource Management

- Green recruitment and selection
- Green training and development
- Green performance appraisal
- Green pay and reward
- Green culture

Organizational sustainability

- Economic sustainability
- Environmental sustainability

Source: Zahrani (2022); Kuo et al. (2022); Adubor et al. (2022)

Figure1. Research framework

3. Methods

3.1 Research Design

This survey research's objective is to evaluate how Nepalese life insurance companies are currently managing their green HRM practices and what impact it has on the overall sustainability of business. Figure 1 illustrated the research framework and lists the key factors. The practice of green HRM, which comprises of five dimensions (green selection and hiring, green training and development, green performance evaluation, green rewards, and green culture), is the independent variable. The dependent variable on the other hand is organizational sustainability, which consists of two constructs: environmental sustainability and economic sustainability. The research design used is descriptive and correlational to deliver an overview of the current status of green HRM practices and their relationship with organizational sustainability.

3.2 Population and Sample Characteristics

There is growing attention towards the environmental, governance and sustainability issues by the many researchers. However, despite of increasing interest on these issues, studies relating to the life insurance companies are still scarce (Chiaramonte et al., 2020; Brogi et al., 2021). Considering the literatures, this paper targeted to all 19 life insurance companies of Nepal. Among these 19 life insurance companies, employees of nine life insurance companies (Rastriya Beema Sansthan Ltd., National Life Insurance Company Ltd., Nepal Life Insurance Company Ltd., Metlife Alico Ltd., LIC Nepal Ltd., Surya Life Insurance Company Ltd. Gurans Life Insurance Company Ltd., Asian Life Insurance Company Ltd. and Prime Life Insurance Company Ltd.) of Nepal operated in Kathmandu valley has been taken as the sample for this study. The sampled organization has more than of decade operation in field of insurance business in Nepal. Employees of officer level working in the mention life insurance companies of Nepal are the respondents for this study. Among the distributed questionnaire to the respondents, 190 questionnaires were found complete and useful for further processing and analysis. The purposive sampling technique was applied to get in-depth information to fulfill the stated objectives.

3.3 Source of Measurements

Structured, five point Likert scale questionnaire was used to collect the responses on study variables. Questionnaire were distributed in google form as well as personal visits of insurance companies. While developing the questionnaire, different constructs (green recruitment and selection, green training and development, green performance appraisal, green reward and green culture) of independent variable green HRM were extracted from Longoni, Luzzini and Guerci (2016); Gureci et al. (2016); Zahrani (2022); Kuo et al. (2022) while constructs (environmental sustainability and economic sustainability) of dependent variable organizational sustainability were extracted from Damico, Aulicino and Pasquale (2022); Adubor (2022).

3.4 Measurement and Data Analysis

For further analysis of data to assess the practice of green HRM in Nepalese insurance companies' as an emerging issue for organizational sustainability, descriptive statistics such as mean and standard deviation has been used to assess the present position of life insurance companies regarding adaptation of green HRM practice in their organizational settings. Additionally, correlation and regression analysis was utilized to determine the impact of the independent variable on the dependent variable while looking at the relationship between the dependent and independent variables.

Table 1. Reliability Test

Variables	Chronbach's Alpha	No. of Items	Item deleted	Item Retained
Green HRM				
▪ Green recruitment and selection	0.79	6	1	5
▪ Green training and development	0.76	5	-	5
▪ Green performance appraisal	0.84	6	2	4
▪ Green pay and reward	0.83	5	-	5
▪ Green culture	0.73	5	-	5
Organizational Sustainability				
▪ Economic sustainability	0.74	5	1	4
▪ Environmental sustainability	0.84	5	1	4

Source: SPSS output

Table 1 displays the reliability of scales applied in this paper. Table exposes that five constructs to represent green HRM. All five constructs of green HRM; green recruitment and selection, green training and development, green performance appraisal, green reward and green culture have the Chronbach's alpha value 0.79, 0.76, 0.84, 0.83 and 0.73 respectively. Green recruitment and selection have total six statements to measure it while one statement of them has been deleted considering its reliability. Likewise, green performance appraisal also has total six statements however only four items are retained considering its reliability statistics. Table shows that organizational sustainability has two constructs economic sustainability and environmental sustainability, to measure both of the constructs 5/5 statements has been used while only 4/4 statements from each are retained considering their reliability. Table indicated that reliability of constructs used in this study is higher than of 0.7 as shown by the alpha value. Nunally (1978) stated that alpha value greater or equal to 0.7 is satisfactory and shows the good indication of construct reliability. Hence, it indicated that all the constructs used in this study are the consistent and reliable for the further analysis.

4. Observation and Analysis

Table 2. Respondents' Profile

Gender of Respondents	Frequency	Percent
Male	128	67.4
Female	62	32.6
Total	190	100
Age of Respondents		
25-30	38	20.0
30-35	42	22.1
35-40	45	23.7
40-45	31	16.3
45-50	23	12.1
50 Above	11	5.8
Total	190	100.0
Academic Qualification of Respondents		
Bachelor degree	58	30.5
Master's degree	117	61.6
Above master's degree	15	7.9
Total	190	100.0
Work Experience of Respondents		
Less than 5	74	38.9
5-10	63	33.2
Above 10	53	27.9
Total	190	100.0

Source: Survey, 2022

Table 2 shows the demographic profile of respondents taking part in this study. It displays that 67.4 percent respondents were male while 32.6 percent of respondents were female. It indicating that higher male employee participation in this survey. It also demonstrates that about 65.8% of respondents were from the age of 25 to 40 years. Among the different age group of respondents, majority (23.7%) were between 35 to 40 years, 22.1% between 30 to 35 years, 20% between 25 to 30 years and least 5.8% of respondents have the age of above 50 years. Table illustrated that most (61.6%) of the respondent employee having the master's degree followed by the numbers (30.5%) of respondent employees' having bachelors' degree. Only 7.9% of respondent employees were found the higher academic qualification than of master's degree. Table indicated that experience wise similar distribution of respondents. However, greatest number 38.9% of respondents were found less than 5 years of work experience in insurance companies. Instead of 27.9% of respondent employee have good work experience of more than 10 years.

Table 3. Descriptive Analysis of Constructs of Green Human Resource Management and Organizational Sustainability

Constructs	N	Mean	SD
Green recruitment and selection	190	3.45	0.92
Green training and development	190	3.24	0.84
Green performance appraisal	190	2.08	1.17
Green pay and reward	190	2.45	1.08
Green culture	190	3.54	0.86
Economic sustainability	190	3.62	0.77
Environmental sustainability	190	3.78	0.72

Source: Survey, 2022

Table 3, indicating (mean 3.45) that Nepalese life insurance companies are considering paper less work during their recruitment procedure and select those candidates who are aware with environmental issues. Similarly, it also displays that the life insurance companies of Nepal are somehow (mean 3.24) conducting the environment friendly training and development program to generates awareness about environmental issues. However, it is express that respondent employees are not agreed (mean 2.08 and 2.45, SD 1.17 and 1.08) that their organizations have more attention towards setting eco-friendly targets as well as appraise and reward for their green innovations. Instead, table demonstrates that Nepalese life insurance companies are on the way of implementing (mean 3.54) green culture among the employee. Table showing that respondent employees are agreed (mean 3.62) their companies are aware to design environment friendly product and services. It also illustrates that the Nepalese insurance companies are concerned to implement environ friendly business operation.

4.1 Correlation and Regression Analysis

Regression analysis is utilized in this study to examine the influence of independent variable on dependent variable (Sarstedt & Mooi, 2014), while Pearson correlation coefficient is mostly employed to determine the link between dependent and independent variables (Schober, Boer, & Schwarte, 2018). Mean score on green recruitment and selection, green training and development, green performance appraisal, green reward and green culture as treated as independent variable green HRM practice. And, mean aggregate score on economic sustainability and environmental sustainability is treated as depended variable organizational sustainability.

Table 4. Correlation between green HRM and organizational sustainability

Variables	Economic Sustainability	Environmental. Sustainability
Green Recruitment and Selection	0.42**	0.56**
Green Training and Development	0.48**	0.62**
Green Performance Appraisal	0.45**	0.49**
Green Pay and Rewards	0.41**	0.57**

	Green Culture	0.55**	0.61**

** Correlation is significant at the 0.01 level (2-tailed).

In the table 4, correlation coefficient between two organizational sustainability factors and green HRM techniques reveals a strong positive link between independent and dependent variables. The correlation coefficients between environmentally friendly human resource management techniques, such as eco-friendly hiring and selection, eco-friendly training and development, eco-friendly performance evaluation, eco-friendly rewards, and eco-friendly culture, are favorable (0.42, 0.48, 0.45, 0.41, and 0.55, respectively) with economic sustainability. The correlation coefficients between environmental sustainability and practices in green HRM, such as green hiring and selection, training and development, performance evaluation, pay and reward, and culture, are all positive (0.56, 0.62, 0.49, 0.57, and 0.61, respectively). It pointed that as the practice of green HRM ingresses in Nepalese insurance companies it will leading to the positive outcome to the organizational sustainability.

Table 5. Summary of Regression model and ANOVA

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
		0.68	.46	0.41	1.23	
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128.56	1	128.56	367.31	0.00
	Residual	65.86	188	0.35		
	Total	194.42	189			

a. Dependent variable: Organizational Sustainability
b. Predictors: Green HRM practice

Table 5 displays the summary of regression model applied in this paper. The f-statistics (367.31) and p-value (0.000) of the model indicated effectiveness of the regression model used in this study. The value of R^2 (0.46) express that the 46% of the variation on the organizational sustainability in the Nepalese life insurance companies are contributed by the green human resource management practices.

Table 6. Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.68	0.97		8.25	0.00
	Green R and S	0.22	0.06	0.28	5.24	0.012
	Green T and D	0.38	0.04	0.41	4.65	0.00
	Green PA	0.29	0.06	0.33	4.68	0.15
	Green P and R	0.41	0.05	0.43	3.76	0.00
	Green Culture	0.37	0.03	0.39	6.23	0.00

a. Dependent Variable: Organizational sustainability

The beta coefficient value of green recruitment and selection 0.22 signify that one-unit increment in practice of green recruitment and selection will have addition to organizational sustainability by 0.32 units. Likewise, beta value of green training and development 0.38 indicated that one unit of addition to green training and development practice leads to the 0.38 units' positive change on organizational sustainability. However, the impact of green performance appraisal on organizational sustainability was seen insignificant (P-value 0.152). Instead of it, beta coefficient of green pay and reward 0.41 shows the greater positive impact on organizational sustainability amongst the other green HRM practices under this study. Similarly, the green culture beta coefficient of 0.37 indicates that a shift in green culture of one unit will increase organizational sustainability by 0.37 units. The table shows the overall beneficial effects of green HRM practices on the sustainability of the corporations.

5. Discussion and Conclusions

This study was designed to assess the current practices of green human resource concept in Nepalese life insurance companies, and also to detect the effect of applying green HRM practices on organizational sustainability focusing on the life insurance companies of Nepal. The study has depicted that the employees of the study organizations were in favor that their institutions focused on to attracting and recruiting the candidates who have green knowledge and awareness. Likewise, the employees felt that their organization were concentrating to organizing online, paperless training and development program to increase environmental consciousness, skills and abilities to manage the environmental issues. However, this study also discovered that the minimum attention has been given towards setting environment-friendly performance benchmarks to compensate non-monetary reward their employees for their green ideas and innovations. Yet, this paper observed that Nepalese life insurance companies were in the track of establishing green culture through ride sharing among employees for fuel efficiency, maintaining greenery around the office and restricting the smoking around office premises. Many of the emerging economies of the world are in their preliminary stage of implementing green HRM practices (Arqawi et al, 2019; Amjad et al., 2021; Khaskhely et al., 2022). Supporting this Saptaria, Soetjipto and Wardoyo (2022) stated that practices of green HRM in both emerging and advanced

nations in rising period. However, the pace of adopting green HRM practices was found growing day-by-day as sustainability is emerging as burning issue for every organization (Sharma, Sakhuja & Nijjer, 2022). Despite of this, the implementation of green HRM in academic organizations is yet in its embryonic stage (Goel et al., 2022; Lashari et al., 2022). Many authors have upraised importance of implementing green HRM concepts to create eco-friendly environment for their long run existence (Owino & Kwasira, 2016; Likhitkar & Veram, 2017; Pham & Paille, 2019; Suharti & Sugiarto, 2020).

This study discovered a strong connection of organizational sustainability with green HRM practices, including green hiring and selection, training and development, performance evaluation, compensation and reward, and green culture. Similar to this Hou et al. (2022) supported every relationship direct or indirect between green HRM practices and an organization's success in terms of going green. According to Amjad et al. (2021), green HRM methods (training and development, performance evaluation, pay and rewards) have a significant effect on the sustainability of corporations. The organizational sustainability of Nepalese life insurance businesses has undoubtedly benefited from the use of green HRM practices which supported by many literatures (Uddin & Islam, 2016; Pham & Paille, 2019; Rajabpour et al., 2022) that organization which considered the environmental issues on their functioning will have long existence in the market. Contrarily, Khaskhely et al. (2022) noted on lacking of evidences on effect of green HRM practices such as green recruitment and selection and green pay and reward on improving company's environmental and social performance. However, the study confirmed that green HRM and dynamic sustainable capabilities positively affected organization's sustainable performance. In line with this Islam, Praveen and Ali (2018); Adubor et al., (2022) express that institutional practice of green HRM enriches its attraction in the society.

Practice of green HRM has influenced to generate creative ideas on environmental issues leading to better environmental performance (Kuo, et al., 2022). Rubel, Kee & Rimi (2020) noted that green HRM positively influenced to green knowledge sharing leading to employee's green service behavior. Instead, Elshaer et al. (2021) has found green human resource management has no direct impact on environmental performance but green HRM has significant indirect impact on environmental performance via task related and proactive pro-environmental behaviors. Furthermore, Cahyadi, et al. (2023) exposed the mediating role of green HRM leading green transformational leadership for employee's green behavior. In the same way Adubor et al. (2022) has also noticed that green training enhances employee's abilities to minimize the wastage which improves the financial performance of organization. Lashari, et al. (2022) has also revealed that environmental sustainability can be achieved with practicing green HRM through innovative work behavior of employees. Likewise, Zahrani (2022) pointed that encouraging and strengthening the green orientation and practicing of different aspects of green HRM can have significant positive effect on the organizational sustainability. However, in the context of Nepalese life insurance companies, it was found that the overall practice of green HRM was in initial phase.

6. Implications of the Study

This paper has provided some valuable insights on how practicing green HRM can contribute on sustainability of companies. The findings of this research will be useful to the concerned authority to recognize the importance of implementing the green HRM and making the necessary plans and policies for their organization. The research framework applied in this study can be used by the body of government, corporations for policy making as it shows how the practice of green HRM is important for organizational sustainability. This indicates the benefits for implementing green HRM for economic and environmental point of view. The implementation of green culture in the company reshapes the workers' work behavior. Employees are more aware and concerned towards environmental issues. Considering these statements, the concerned bodies can be attentive to take green initiatives to adopt green HRM practices for long run existence of the companies.

7. Limitations and Direction for Future Research

This study has attempted to encompass green hiring and selection, training and development, performance evaluation, reward, and culture. Further, only economic and environmental sustainability were used as dependent variables to measure overall organizational sustainability. The respondents were limited to the nine Nepalese life insurance companies for data collection. Due to these reasons, the research outcomes may not be representing the perceptions of other companies, such as manufacturing industries, banks, hospitality industries, etc. Despite these constraints, this study has produced knowledge about green HRM. Future researches can accommodate other constructs of green HRM practices and organizational sustainability on different context and organizational settings. Nevertheless, it is recognized that practice of green HRM needs strong human resource department to make employees conscious towards green issues and encourage them for green participation.

Conflict of Interest
Authors declared no conflict of interest while preparing this article.

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