

# GREEN HRM- The New Model towards Sustainable People Practices

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## ABSTRACT

Organizations are increasingly adopting green initiatives, recognizing their dual advantage—enhancing environmental quality and strengthening corporate reputation.

Green HR practices align fundamental human resource strategies with a company's broader sustainability objectives. Incorporating sustainable practices into HR functions is a key element of Green HRM and is closely linked with building a capable and future-ready workforce. This approach enables long-term growth by fostering employee understanding of environmental policies and integrating eco-friendly practices across recruitment, training, incentives, performance evaluation, and financial management processes. A survey instrument was developed to examine various aspects of environmentally friendly human resource management policies. The primary data collection involved 65 individuals who responded using a five-point Likert scale questionnaire. The Cronbach's Alpha method was deployed to assess reliability in questions, also analysis was conducted using SPSS version 20. The data was further categorized and organized to facilitate the application of data compression techniques, which resulted in the identification of four key elements relevant to the study. HR managers and employees consider green org inclusion (Induct.), Green staffing, Green R&R, and G training to be topmost identical & acceptable HR initiatives.

***Keywords: Green Initiatives, Green R&R, Green Learning &Development, Sustainability.***

**INTRODUCTION**

The color green often symbolizes serenity and a strong connection to nature, offering psychological and ecological benefits. Humanity has received many benefits from nature, but unauthorized exploitation has resulted in severe crises, including natural catastrophes, global warming, and the degradation of the ozone layer. Environmental conferences, such as the recent one in Paris, have urged for enhanced measures to decrease carbon emissions. Such global environmental movements have prompted companies to embrace green branding as a core business strategy. Green HRM is an integral component of a larger initiative known as Green Management. Implementing environmentally friendly practices in human resources management enables organizations to decrease carbon emissions across various departments, including employee selection, staff training and growth, employee incentives, performance evaluation, and performance reviews. Companies globally are coming under pressure from the public and their clients to incorporate environmentally friendly practices into their business strategies. The struggle for sustainable growth among companies is intensifying due to growing consumer recognition of environmentally friendly products and services. Green human resource management can substantially assist organizations in attaining inclusive expansion. This entails not only adopting sustainable practices but also making an effort to hold onto valuable talent. Firms that implement these HR policies see a substantial effect on employee engagement, work-life harmony, and overall job satisfaction. Green human resources management is incorporated into a more comprehensive corporate policy structure for environmental management. It centers on environmentally friendly human resources policies and maintaining a knowledge base. Green HR incorporates digital methods to minimize carbon emissions in the recruitment, training, and development processes and performance evaluation, along with cost-saving frameworks designed to conserve intellectual capital and reduce the need for layoffs during economic downturns.

The growing environmental consciousness among businesses and consumers has led to a transformation in corporate strategies, where sustainability and green initiatives play a central role (Renwick et al., 2013). Green Human Resource Management (Green HRM) represents the convergence of traditional HR practices with ecological responsibility (Jabbour & Jabbour, 2021), aligning recruitment, development, and employee management with eco-conscious values.

Sustainable people practices (Gupta & Sinha, 2024) are now integral to improving corporate image while addressing global environmental concerns. By integrating green training and development (Milliman & Clair, 1996), and reward systems that reflect environmental priorities, organizations can drive positive change and build future-ready, responsible workforces. Ultimately, such measures strengthen organizational sustainability (Kumar & Kaur, 2022) and foster employee engagement through purpose-driven work cultures. Post covid one more branch of HRM has turned more green, which is Green Learning & Development. platforms and learning management systems have gained pace to replicate classroom learning on virtual platforms. Rewards are turning paper less through online coupons in partnership with reward platforms and banks.

## **LITERATURE REVIEW**

Sustainable HRM has become a vital element of the green economy over the past few years. Research has documented several human resource management functions associated with green management, including Green Job Descriptions and Evaluation (Wehrmeyer, 1996; Renwick et al., 2008 and 2013), Sustainable Human Resource Planning (Arulrajah, Opatha, Nawaratne, 2015), Learning and Development (Milliman and Clair, 1996; Weise, 1992), and Induction (Prasad, 2013). This is supported by Renwick, D. W., Redman, T., & Maguire, S. (2020). Green Human Resource Management practices have become increasingly important. The authors, Jabbour, C. J. C., and Jabbour, A. B. L. S., published their work in 2021. Green HRM as defined by Sharma S. Author Ghosh, published a work in the year 2023. The authors Kumar and Kaur published their work in the year 2022. Enhancing Organizational Sustainability with Implementation of sustainable HR practices. Written by Gupta and Sinha in the year 2024, the authors. Green people practices & company sustenance are linked. Research on sustainable people practices depicts its impact on employee morale, job retention, and the overall work environment. Effective, sustainable policies for companies rely heavily on the involvement of their human resources, without which policy is rendered ineffective in absence of people involvement (B & D. 1992). This section aims to provide a more comprehensive understanding of the evolution of GHRM and its theoretical underpinnings. Prior research indicates that aligning HR practices with sustainability goals not only influences corporate branding but also shapes the psychological contract between employers and employees. Scholars such as Renwick et al. have emphasized process-oriented

GHRM, whereas others such as Jabbour et al. focused on innovation-led approaches. This diversity in perspective highlights the need for a multidimensional GHRM framework.

Recent studies suggest that GHRM is more than an environmental add-on; it plays a strategic role in influencing employee attitudes, operational policies, and long-term firm performance. Arulrajah et al. (2015) argue that aligning HRM with ecological objectives requires a shift from conventional hiring and training models to competency-based sustainable planning. In this context, employee orientation and learning programs must address eco-conscious behavior as a core outcome. Similarly, Sharma and Ghosh (2023) emphasize that environmental accountability in HR not only affects organizational perception but also drives regulatory and stakeholder compliance, which is increasingly vital in ESG (Environmental, Social, Governance) reporting.

Moreover, empirical studies from European and Asian companies have demonstrated that green reward systems significantly influence workforce morale and retention. In particular, performance evaluations that incorporate sustainability targets are found to reinforce behavioral alignment with corporate values (Renwick et al., 2020). Green HRM frameworks also benefit from digitalization, enabling paperless processes and carbon tracking, which contribute to operational efficiency and transparency. These evolving practices align closely with global sustainability goals including SDG 8 (Decent Work and Economic Growth) and SDG 13 (Climate Action).

Furthermore, the evolving discourse now encompasses psychological contracts and green organizational citizenship behavior (GOCB), illustrating how GHRM shapes employee perceptions of purpose and agency. According to Dwyer et al. (1993), behavioral interventions that support ecological values at work are more likely to succeed when reinforced by participative leadership and inclusive HR policy frameworks. These developments underscore the interdisciplinary nature of GHRM, integrating insights from HRM, sustainability science, and organizational behavior to promote both individual and institutional transformation.

Research into company compensation and reward management strategies, such as those employed by ITC, has yielded significant insights. Several articles on environmental management have made a substantial contribution to this research framework. Implementing GHRM practices acts as a positive catalyst that impacts the environment and also improves employee morale and the work

environment (David, Pandey, 2015). Environmental assignments have a significant impact on various human resources-related aspects. A UK-based Carbon Trust investigation discovered that more than 75% of employees prefer to work for organizations that focus on minimizing their carbon footprints (Clarke, 2006). Research by the CIPD found that 49% of those surveyed consider an organization's environmental branding when deciding whether to join (Brockett, 2006). Research indicates that GHRM achieves dual benefits of decreasing environmental impacts and boosting both company reputation and employee morale. By extension, it can be stated that "going green" is likely to become the dominant trend of the decade, with companies adjusting their HR strategies to suit this shift.

## **OBJECTIVES**

- To identify the level of awareness among HR managers and employees regarding Green HRM practices.
- To assess the feasibility of implementing Green HRM policies in organizations.

## **RESEARCH METHODOLOGY:**

This study adopted a quantitative research approach to investigate the level of awareness and feasibility of Green Human Resource Management (GHRM) practices among employees and HR professionals. The objectives of the study were clearly defined at the outset to guide the research process.

To collect primary data, a structured questionnaire consisting of 17 items was developed. The questionnaire was designed to capture participants' perceptions, awareness levels, and experiences related to various Green HRM practices, including green induction, green staffing, green reward systems, and green learning and development. The survey was distributed among personnel and HR managers from multiple organizations, ensuring a diverse representation of views and experiences.

A total of 65 respondents participated in the study. Of these, 40 individuals were either directly involved in human resource management or performed HR-related responsibilities. The sample included 45 female and 20 male participants, offering a balanced gender perspective.

Data analysis was conducted using SPSS version 20.0. To determine the suitability of the dataset for factor analysis, the Kaiser-Meyer-Olkin (KMO)

measure and Factor Analysis (FA) were employed. These statistical techniques helped to identify the underlying structure of the data and assess the reliability and validity of the instrument used.

The inferences drawn from the analysis provided insights into the awareness, implementation, and perceived impact of GHRM practices within the sampled organizations. The use of rigorous statistical methods ensured the credibility of the results and supported the formulation of evidence-based conclusions

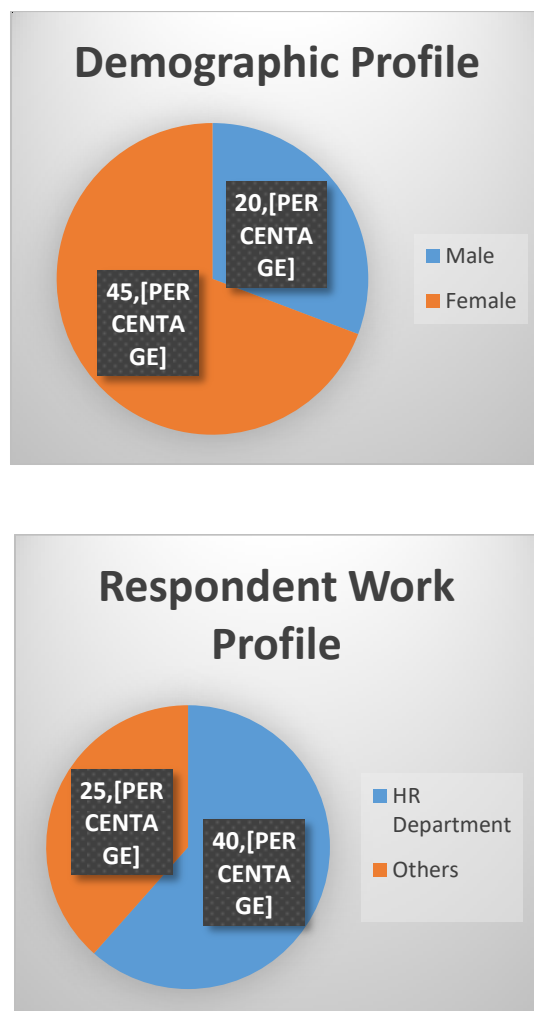


Figure 1: Demographic Profile and Respondent Work Profile

## DATA ANALYSIS

The Reliability study was first conducted over the collected sample. The Cronbach's Alpha coefficient for seventeen items gave a score of .871, signifying a significant internal consistency among the values.

| Cronbach's Alpha Value | Listed Items |
|------------------------|--------------|
| 0.87                   | 17           |

Table 1: Cronbach's Alpha Value

Exploratory Factor Analysis was utilized for analytical methodology to verify the primary indices that comprise the entire set of questions. The process serves as a data consolidation method for merging prominent factors or, to put it differently, for eliminating unnecessary data points. The Kaiser-Meyer-Olkin measure is a mathematical measure which quantifies the degree of variability in variables which is dedicated to different underlining factors. Number Value of Kaiser-Meyer-Olkin (KMO) if more than .5 are typically regarded as acceptable for preliminary data examination purposes. A factor analysis value of 0.756 indicates that the method is very suitable for the given data. The Varimax rotation component matrix indicates the presence of four significant factors, each with an Eigenvalue of one, and any factor with a loading exceeding 0.6 is considered substantial. The core practices of Green HRM comprise four key elements: Green induction, Green recruitment, Green reward management, and Green training.

#### **Exploratory Factor Analysis Table (Extracted Factors):-**

The following table presents all four extracted components from the factor analysis. Only factors with Eigenvalue > 1 and significant variance contribution were retained for final interpretation.

**Table 2: Exploratory Factor Analysis Table (Extracted Factors)**

| Factor No. | Factor Name                  | Eigenvalue | % of Variance Explained | Cumulative % | Remarks  | Statement   | Value  |
|------------|------------------------------|------------|-------------------------|--------------|----------|---|--|
| 1          | Green Induction              | 5.266      | 41.677                  | 41.677       | Retained | 1. Implicit of organizational structure.<br>2. Economically feasible for a company.<br>3. Preconception about this policy before it took place.<br>4. Already implemented within organizations.<br>5. Following the implication, positive outcomes were achieved.<br>6. Support efforts to enhance the environment.<br>7. It will persist in the long term. | .830<br>.821<br>.808<br>.789<br>.738<br>.737<br>.543 |
| 2          | Green Staffing               | 3.162      | 16.97                   | 58.647       | Retained | 1. Recognition before the policies.<br>2. Expecting launch in the coming days<br>3. Enhancing the org reputation.<br>4. Well-liked among staff members.   | .892<br>.875<br>.828<br>.567                         |
| 3          | Green Reward & Recognition   | 1.859      | 7.674                   | 66.321       | Retained | 1. Practical issues arising from the consequences<br>2. A key component of official environmental regulations.<br>3. Well-liked by staff members.   | .703<br>.606<br>.550                                 |
| 4          | Green Learning & Development | 1.503      | 6.533                   | 72.854       | Retained | 1. Enhance org image<br>2. A leading thing in similar companies   | .877<br>.626   |

**Note:** Factors which were omitted from final analysis are Sustainable Performance Management, Green Disciplinary Practices, Eco-Friendly HR Compliance, and Green Workforce Retention.

**Rotated Component Matrix with All 17 Items:-**

This annexure provides a detailed view of the rotated component matrix used in factor analysis. Each of the 17 items is displayed with loading values across the four retained factors. Loadings above 0.6 were used to assign primary factor membership.

**Table 3: Rotated Component Matrix with All 17 Items**

| Item                                 | Factor 1<br>(Green<br>Induction) | Factor 2<br>(Green<br>Staffing) | Factor 3<br>(Green<br>R&R) | Factor 4<br>(Green<br>L&D) |
|--------------------------------------|----------------------------------|---------------------------------|----------------------------|----------------------------|
| Implicit of organizational structure | 0.83                             | 0.12                            | 0.21                       | 0.18                       |
| Economically feasible for company    | 0.821                            | 0.1                             | 0.2                        | 0.15                       |
| Preconception about policy           | 0.808                            | 0.13                            | 0.18                       | 0.16                       |
| Already implemented                  | 0.789                            | 0.14                            | 0.19                       | 0.13                       |
| Positive outcomes                    | 0.738                            | 0.11                            | 0.2                        | 0.12                       |
| Supports environmental enhancement   | 0.737                            | 0.1                             | 0.21                       | 0.13                       |
| Long-term persistence                | 0.543                            | 0.15                            | 0.3                        | 0.25                       |
| Recognition before policies          | 0.14                             | 0.892                           | 0.18                       | 0.16                       |
| Expecting launch soon                | 0.12                             | 0.875                           | 0.17                       | 0.14                       |
| Enhances reputation                  | 0.13                             | 0.828                           | 0.15                       | 0.17                       |
| Well-liked by staff (Staffing)       | 0.15                             | 0.567                           | 0.4                        | 0.3                        |
| Practical issues                     | 0.12                             | 0.18                            | 0.703                      | 0.15                       |
| Component of regulations             | 0.13                             | 0.16                            | 0.606                      | 0.14                       |
| Well-liked (Rewards)                 | 0.14                             | 0.19                            | 0.55                       | 0.16                       |
| Enhances org image                   | 0.13                             | 0.11                            | 0.17                       | 0.877                      |
| Adopted by similar companies         | 0.14                             | 0.12                            | 0.16                       | 0.626                      |
| Unaligned item (Omitted)             | 0.24                             | 0.23                            | 0.22                       | 0.17                       |

**Note:** Loadings above 0.6 are considered significant. Items without strong loading in any factor were omitted from interpretation but are presented here for completeness.



## RESULT & DISCUSSION

The research highlighted four central practices as prominent pillars of Green Human Resource Management (GHRM): Green Induction, Green Staffing, Green Reward and Recognition, and Green Learning and Development. These elements emerged as the most influential in shaping sustainable HR strategies across various organizational settings.

Among these, Green Staffing stood out as a widely acknowledged and emerging area, with many participants noting its growing relevance and expected future implementation. It was also associated with enhancing the organization's public image and gaining favor among employees.

Green Induction, on the other hand, was perceived as relatively easy to implement and had already been adopted by several organizations. Its integration was seen as both cost-effective and supportive of broader sustainability goals, with many reporting positive outcomes following its execution.

Green Reward Management was particularly well-received by employees, although some practical challenges related to its application were identified. Despite this, it was viewed as an essential component of the organization's environmental framework.

Green Learning and Development was valued for its potential to boost organizational reputation and was noted to align with trends observed in leading companies. It was regarded as a strategic area with room for further growth and structured implementation.

Additionally, the study observed a notable variation in awareness levels of GHRM practices based on gender and professional roles. Female employees and those in HR-related positions demonstrated a deeper understanding and engagement with green HR concepts compared to their male counterparts.

The results of this research indicate that there is a decent level of awareness among HR managers and employees regarding Green Human Resource Management (Green HRM) practices. While many participants were familiar with basic environmental initiatives within the workplace, specific knowledge about green job descriptions, performance evaluations, and sustainable disciplinary procedures was limited. However, green recruitment and employee orientation practices were relatively more familiar to respondents. These were often cited as entry points for embedding sustainability into the HR process.

Moreover, sustainable learning and development received positive attention, with respondents expressing an interest in incorporating environmental awareness into training modules. Nevertheless, a lack of existing infrastructure, formal guidelines, and managerial support appeared to hinder full implementation. Green reward and recognition systems, along with sustainable performance management, were among the least understood and practiced areas. Many HR personnel reported that these components had not been integrated into their current HR frameworks.

The findings highlight a significant gap between awareness and application of Green HRM in many organizations. Although there is a general openness toward adopting sustainable practices, practical challenges such as limited training, lack of resources, and insufficient policy support prevent effective execution. The higher awareness of green recruitment and orientation practices may stem from their relatively straightforward implementation, as compared to more complex areas like sustainable performance management and green disciplinary systems.

The interest in sustainable learning and development suggests a growing recognition of the importance of cultivating an environmentally responsible workforce. However, without clear strategies and investment in training, these intentions may not translate into action. Similarly, while some HR managers acknowledge the need for green reward systems and evaluations, the absence of clear metrics and models makes integration difficult.

This discussion underscores the need for a more structured and strategic approach to Green HRM. Organizations must move beyond awareness and take active steps toward embedding sustainability into their HR policies and procedures. This involves not only updating job roles and evaluation criteria but also aligning disciplinary measures, learning programs, and reward systems with environmental goals. With top-level support and appropriate resource allocation, the feasibility of comprehensive Green HRM becomes significantly more attainable.

## **CONCLUSION**

In today's modern era, Green Human Resources Management is crucial, enabling companies to have an upper market edge by fulfilling the needs of eco-conscious consumers and improving their corporate image. Studies on GHRM are currently very raw, presenting substantial opportunities to establish a thorough framework. Research suggests that businesses are increasingly cognizant of and are striving

to adopt Green HR policies due to their beneficial outcomes. There is still a significant distance to be covered, as organizations are currently only well-versed in a limited number of HR practices. The study's scope is limited by its small sample size, yet substantial scope remains for additional research because Green HRM is a relatively new area of study. As global discussions surround the ecological repercussions of pollution, Green Human Resource Management can offer a route towards environmentally sustainable business expansion.

### **LIMITATIONS & FUTURE SCOPE**

The study was done as an initial pilot to understand the level of awareness of certain Green HRM practices and their applicability; however, with AI coming into shape and integrating with HRM the dynamics of green HRM will change entirely hence the impact of AI was untouched aspect in this study, which has further scope for exploration further studies should have 3 dimension view of matrix of green hrn, awareness and Impact of AI, which would be one of the most important trilogy of coming decade.

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