

Green HRM and Employee Perceptions: Bridging Sustainability and Organizational Goals

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Abstract:

Green Human Resource Management (Green HRM) refers to the integration of environmental management principles into traditional human resource practices. It involves embedding environmental awareness and sustainability considerations into all HR functions, including recruitment, selection, training, performance appraisal, and employee rewards. The primary objective of Green HRM is to develop a workforce that is environmentally conscious, actively supports eco-friendly practices, and aligns with the organization's broader sustainability goals. By fostering a green culture within the organization, Green HRM encourages employees to engage in sustainable behaviors such as reducing waste, conserving energy, and supporting environmental initiatives. These practices not only contribute to environmental protection but also enhance the organization's brand image, operational efficiency, and long-term viability. The present study aims to delve into the significance of Green HRM practices in modern business organizations and assess their role in promoting sustainable development. It further seeks to examine employee perceptions and attitudes toward Green HRM initiatives and how these perceptions influence their engagement and performance. Understanding the employees' viewpoint is essential, as their cooperation and enthusiasm are critical for the successful implementation of any green initiative. Based on the findings, the study intends to offer meaningful recommendations to help organizations effectively align employee values with sustainability objectives, thereby fostering a more responsible, productive, and environmentally sustainable workplace.

Key words: *Green HRM, Sustainability, Organizational Goals, Employee Perception etc.*

1. INTRODUCTION

The quality of human resource management has a significant impact on an organization's sustainability and effectiveness (Emmanuel et al., 2021). Green human resource management (GHRM) was the most commonly applied concept, with a few instances of corporate social responsibility (CSR) application (Aboul-Dahab & Saied, 2021). Sustainability and Green HRM are important because they can contribute to addressing and solving environmental, social, and economic concerns related with an organization's operations that can be resolved by HR (Suharti & Sugiarto, 2020). This highlights the current great compatibility between sustainability and HRM, as HRM might fit in each sustainability component (Banga & Gobind, 2025). Green Human Resource Management (HRM) activities help organizations and individuals address the essential sustainability desires related to social justice, health, and well-being, while also upholding economic stability and ecological balance. This approach integrates environmental awareness across all HR processes, such as recruitment, training, employee rewards, and the formation of a workforce that clinches eco-friendly values, practices, and standards. Green HRM encourages appropriate guidelines, policies, standards, and practices that have a significant impact on the improvement of sustainability in organisations (Tari & Nirmala, 2023). Green human resource management (GHRM) methods aim to improve business sustainability by changing employees' green behaviours. Green organisational ethos and workers pro-environmental deeds are key aspects over which GHRM practices develop green staff actions for long-term business outcomes. GHRM techniques indirectly improve employee green behaviours for sustainable performance by creating and nurturing a green organisational philosophy in the context of high pro-environmental behaviour (Ali et al., 2024). GHRM is considered a source capable of acquiring a long-term competitive edge (Faisal & Naushad, 2020). Implementing Green Human Resource Management (HRM) practices, cultivating ecological

behaviour among employees, and adopting HRM methods targeted at building a resilient environment within the firm (Altassan, 2024).

2. BACKGROUND OF STUDY

Green Human Resource Management (Green HRM) is a strategy for incorporating environmental sustainability into HR policies and practices. It guarantees that employees are not only aware of environmental issues, but also actively participate in the organization's green activities. As businesses prioritise sustainability, Green HRM is critical in establishing a responsible and environmentally friendly workplace culture (Agarwal & Kapoor, 2022). The value of Green HRM goes beyond internal operations. Environmentally friendly methods not only help to cut costs by conserving energy and minimising waste, but they also improve a company's reputation. A strong dedication to green projects attracts customers, investors, and even future workers who prefer to work for socially responsible companies (Yu et al., 2020). Furthermore, organisations that use Green HRM are better prepared to comply with environmental requirements, minimising legal risks and presenting themselves as sustainability leaders in their business. Businesses that integrate green practices into human resource management can help to create a healthier world while also saving money, complying with regulations, and improving their corporate image (Khan et al., 2024).

GHRM is a broad collection of procedures and guidelines that include sustainability and environmental issues into all facets of an organization's HRM strategy, from hiring and training to performance reviews and employee engagement (Ramachandaran et al., 2024). Green HRM incorporates HRM practices to improve employee wellbeing and morale while maximising resource utilisation and encouraging environmental stewardship in enterprises. Organisations may save money, increase productivity, enhance employee engagement, and lower employee carbon footprints by implementing green HRM practices (Munawar et al., 2022).

3. RESEARCH QUESTIONS

- RQ1: What is the importance of Green HRM practices in enhancing business operations?
- RQ2: How do Green HRM practices influence the long-term sustainability of organisation?
- RQ3: What are the perception and attitude of employees towards Green HRM practices?

4. RESEARCH OBJECTIVES

- To analyze the significance of Green HRM practices in business organisations;
- To evaluate the role of Eco- friendly HR practices on sustainable development of organisations;
- To examine the perception of employees towards Green HRM practices;
- To provide recommendations for aligning employee values with organizational sustainability goals.

5. HYPOTHESES

- H0: There is no significant difference in the perception of employees at various levels about Green HRM Practices;
- H0: The role of Green HRM Practices on sustainable development of organisation is insignificant;

6. RESEARCH METHODOLOGY

To achieve the aforementioned aims, data are gathered from two sources: primary and secondary. The secondary data is gathered from many articles. The primary data is acquired directly from the sample respondents using a pre-designed and tested questionnaire. The quantitative technique is used in this exploratory study. The basic data is gathered utilising a questionnaire. The results are presented using descriptive and inferential group statistics. Framed hypotheses tested using One Way ANOVA and One Sample t test. The respondents for this study are Shimoga-based personnel from the insurance and banking sectors. The participants were selected using a convenient sampling approach. A total of 90 personnel were picked from various insurance and banking companies.

7. INSIGHTS AND DATA OUTCOMES

Table 1. Respondents' Demographic Overview

Demographic	Categories	Count	Percentage (%)
Gender	Male	53	58.89
	Female	37	41.11
Age	Below 25	36	40
	25-35	23	25.55
	36-45	18	20
	Above 45	13	14.45
Education Qualification	Below Graduation	18	20
	Graduation	28	31.11
	Post-Graduation	36	40
	Others	8	8.89
Work Experience	Less than 5 years	29	32.22
	5-10 years	36	40
	Above 10 years	25	27.78
Job Level	Top	25	27.78
	Middle	30	33.33
	Lower	35	38.89

Source: Primary Data

A fairly balanced representation across gender, age, education, work experience and job level was revealed by the demographic profile of respondents. Among 90 respondents, male participants with 58.89% representation slightly outnumber female participants with 41.11%. In terms of age, a significant portion of the respondents belongs to below 25 years with 40%, followed by those aged 25-35 years (25.55%) showing that the sample leans towards a younger workforce. Concerning educational qualifications, the majority hold a post-graduation degree (40%) followed by graduates (31.11%), indicating a well-qualified respondent group. Regarding work experience, 40% of respondents have 5-10 years of experience, while 32.22% have less than 5 years and 27.78% have over 10 years of experience, indicating a good mix of early-career and experienced professional. The job level statistics indicates that the highest representation comes from the lower level employees with 38.89%, followed by middle 33.33% and top level employees 27.78%. This mix provides a well-rounded view of perceptions from different organizational levels and backgrounds, making the study findings more inclusive and reliable.

Table 2. Significance of Green HRM Practices

Particulars	Count		Percentage (%)	
	Yes	No	Yes	No
Environmental Sustainability	65	25	72.22	27.77
Employee Engagement and Retention	48	42	53.33	46.67
Competitive Advantage	70	20	77.78	22.22
Cost Savings	68	22	75.56	24.44
Organizational Commitment	58	32	64.44	35.56
Innovation and Creativity	78	12	86.67	13.33
Compliance with Environmental Regulations	90	00	100	00
Positive Impact on Productivity	82	08	91.11	8.89
Building a Sustainable Future	84	06	93.33	6.67

Source: Primary Data

Table 2 highlights the respondents' views on significance of Green HRM practices across various organizational aspects. 100% of respondents opined that Green HRM help in complying with

environmental regulations, reflecting unanimous understanding of its legal and ethical significance. Majority 93.33% of respondents believe that Green HRM contributes to build sustainable future, indicating strong support for its long-term importance. Similarly 91.11% agree that it positive impacts productivity, and 86.67% opined that it enhances innovation and creativities, indicating that green practices not only benefits the environment but also improve work performance and encourage new ideas. Green HRM is viewed as a strategic and economic asset since 77.8% believe it ensures competitive advantage and 75.56% sees it as cost savings tool. However 64.44% believes Green HRM practices will increases organizational commitment and 53.33% believe it improves employee engagement and retention, this statistics show room for improvement in using green practices to strengthen workforce motivation and loyalty. Overall findings suggest that Green HRM is widely recognized for its role in promoting sustainability, improving productivity, and driving innovation, though its significance on employee engagement could be enhanced further.

Hypothesis-1

H₀: There is no significant difference in the perception of employees at various levels about Green HRM Practices;

H₁: There is a significant difference in the perception of employees at various levels about Green HRM Practices;

Table 3. Job Level Wise Perception of Employees towards Green HRM Practices
[One Way ANOVA Test]

Green HRM Practices	Job Level Mean Values			F value	P value Sig. (2-tailed)	Decision Made (Null)
	Top	Middle	Lower			
Green Recruitment and Selection	3.29	3.39	3.42	8.411	.000**	Rejected
Green Training and Development	2.43	2.44	2.08	6.477	.000**	Rejected
Green Performance Appraisal	3.43	3.21	3.30	3.664	.000**	Rejected
Green Compensation and Rewards	3.46	3.39	3.09	4.721	.000**	Rejected
Green Work Environment and Eco-friendly Practices	3.01	2.88	2.55	9.888	.000**	Rejected

Source: SPSS Output from Field Survey Note: 1. ** represents statistical significant @1% level

One way ANOVA applied to test differences in the job level wise perception of employees towards Green HRM practices reveals statistically significant difference across all dimensions namely Green Recruitment and Selection, Green Training and Development, Green Performance Appraisal, Green Compensation and Rewards, and Green Work Environment and Eco-friendly Practices. The result shows that lower level employees have more favourable perception of Green Recruitment and Selection practices with mean value 3.42, compared to middle (3.39) and top-level employees (3.29). However, regarding Green Training and Development, the perception is considerably lower among lower level employees with mean value 2.08, indicating a possible lack of training access or effectiveness for this group. Similarly, top-level employees exhibit more favourable perceptions towards Green Performance Appraisal with mean value 3.43 and Green Compensation and Rewards (Mean = 3.46), while lower-level employees perceive these practices less positively with mean 3.30 and 3.09 respectively. The most striking gap is found in the domain of Green Work Environment and Eco-friendly Practices, where lower-level employees again report the least favourable perception with mean 2.55 compared to middle (2.88) and top-level (3.01) employees. Since in all the above cases P value is less than 0.01, hence null hypothesis "There is no significant difference in the perception of employees at various levels about Green HRM Practices" is rejected at 1% significance level.

Hypothesis-2

H₀: The role of Green HRM Practices on sustainable development of organisation is insignificant;

H₁: The role of Green HRM Practices on sustainable development of organisation is significant;

Table 4. Role of Green HRM Practices on Sustainable Development
[One Sample T Test]

Particulars	N	Mean	SD	t value	P value	Decision Made (Null)
Task Efficiency	90	3.88	0.849	24.858	.000**	Rejected
Focus and Attention at Work	90	3.21	1.175	4.206	.000**	Rejected
Reduced Absenteeism	90	3.66	0.991	15.969	.000**	Rejected
Innovation and Creativity	90	3.22	1.17	4.558	.000**	Rejected
Strengthened Teamwork and Collaboration	90	3.73	1.028	16.868	.000**	Rejected
Job Satisfaction with Green Practices	90	3.86	0.960	21.371	.000**	Rejected

Source: SPSS Output from Field Survey Note: 1. ** represents statistical significant @1% level

One sample T test was conducted to examine the role of Green HRM practices on the sustainable development of organisation. The null hypothesis, role of Green HRM practices is insignificant tested against alternative hypothesis which stated the role is significant. The result demonstrates that for all variables namely, task efficiency (3.88), focus and attention at work (3.21), reduced absenteeism (3.66), innovation and creativity (3.22), strengthened teamwork and collaboration (3.73) and job satisfaction with green practices (3.86), the P value is .000, which is significant at 1% level. This indicates that respondents strongly agree with positive impact of green HRM practices on key aspects of sustainable development, hence null hypothesis is rejected. This confirms that Green HRM practices play a significant role in enhancing organisational sustainability, particularly by improving employee performance, reducing absenteeism, encouraging innovation, boosting job satisfaction and promoting teamwork.

Table 5. Ways of Aligning Employee Values with Organizational Sustainability Goals

Opinion	Count		Percentage (%)	
	Yes	No	Yes	No
Foster Awareness and Communication	62	28	68.89	31.11
Integrate Sustainability into Core HR Practices	71	19	78.89	21.11
Offer Green Training and Development Opportunities	80	10	88.89	11.11
Create Green Rewards Programs	84	06	93.33	6.67
Sustainability in Leaders' Performance Evaluation	82	08	91.11	8.89
Align Organizational Culture with Sustainability	85	05	94.44	5.56
Subsidies for Eco-friendly Commuting Options	79	11	87.78	12.22
Promote Personal -Professional Value Alignment	63	27	70	30
Build a Shared Sense of Purpose	57	33	63.33	36.67

Source: Primary Data

Table 5 reveals various ways to align employee values with the organizations' sustainability goals. Majority of the respondents (94.44%) widely supported aligning organisational culture with sustainability indicating that employee believes in making sustainability a core part of workplace environment. A large number of respondents support for creating green rewards programs (93.33%) and inclusion of sustainability in leader's performance evaluation (91.11%) indicating recognition and leadership accountability for green actions have value. Regarding offering green training and development 88.89% agrees since they are interested in learning how to contribute effectively to sustainability. To encourage

green behaviour 87.78% opined that providing subsidies for eco-friendly commuting is effective way, 78.89% believe that integrating sustainability into core HR practices and 70% opined that by promoting personal- professional value alignment sustainability can be aligned with organisational goals. Employees are open to structural and reward-based changes, more effort is needed in creating emotional connection and shared ownership of sustainability goals through better communication and purpose driven initiatives.

8. DISCUSSION OF FINDINGS AND RECOMMENDATIONS

Since a majority of respondents believe that Green HRM practices help in building a sustainable future, it has a positive impact on productivity, they feel that Green HRM ensures compliance with environmental regulations, showing complete agreement on its legal importance and think that Green HRM encourages innovation and creativity, making it a driver for new ideas and work improvements. However, only 53.33% agree that Green HRM improves employee engagement and retention, indicating these areas need more attention. Hence organizations should continue strengthening Green HRM practices, especially those that support productivity, innovation, and sustainability, since employees clearly see their benefits. As compliance and cost-saving aspects are already well-recognized, these areas should be maintained through regular monitoring. However, more efforts are needed to connect green practices with employee engagement and commitment. This can be done by involving employees in green decision-making, recognizing their eco-friendly contributions, and creating team-based green challenges or rewards. Making green initiatives more interactive and inclusive can help employees feel more connected and motivated, which in turn will improve retention and loyalty.

Findings suggest a perception gap across job levels, where top-level employees are more aware and appreciative of Green HRM practices, possibly due to their involvement in policy formation and strategic decisions. Lower-level employees, on the other hand, may feel excluded or inadequately informed about such initiatives. To address this, organizations must adopt inclusive green HRM communication strategies that ensure awareness and participation at all hierarchical levels. Special attention should be given to strengthening green training programs for lower-level employees and making them more accessible and practical. Furthermore, incentive-based recognition systems linked to green practices can be introduced to motivate employees at all levels, especially those at the operational tier. Regular feedback mechanisms can also help in understanding and narrowing the perception gap, thereby ensuring that green HRM initiatives are both effective and equitably experienced across the organization.

Based on the findings, it is clear that Green HRM practices have a positive outcome on employees and overall sustainability of the organization. To keep this impact strong, the organization should continue promoting green practices and involve all employees in such activities. Since teamwork and job satisfaction are high, more group-based green tasks can be introduced to encourage collaboration. The slightly lower scores in focus and creativity show that there is room for improvement, so organizing interactive sessions like green idea-sharing or creative workshops can help. Also, as green practices help reduce absenteeism, the organization can connect these efforts with employee wellness programs to make work more enjoyable.

The findings about aligning sustainability with organisational goals highlights that (94.44%) widely supported aligning organisational culture with sustainability indicating that employee believes in making sustainability a core part of workplace environment. A large number of respondents support for creating green rewards programs (93.33%) and inclusion of sustainability in leader's performance evaluation (91.11%) indicating recognition and leadership accountability for green actions have value. Regarding offering green training and development 88.89% agrees since they are interested in learning how to contribute effectively to sustainability. Employees are open to structural and reward-based changes, more effort is needed in creating emotional connection and shared ownership of sustainability goals through better communication and purpose driven initiatives.

9. CONCLUSION

Sustainability and Green HRM are important because they can contribute to resolving environmental, societal, and fiscal concerns related with an organization's operations. Green human resource management (GHRM) methods aim to improve business sustainability by changing employees' green behaviours. Green organisational philosophy and workers pro-environmental deeds are key traits or networks through which GHRM develop green employee behaviours for long-term business performance. Green HRM practices have a progressive effect on employees and overall sustainability of the organization. To keep this impact strong, the organization should continue promoting green practices and involve all employees in such activities. Since teamwork and job satisfaction are high, more group-based green tasks can be introduced to encourage collaboration. Making green initiatives more interactive and inclusive can help employees feel more connected and motivated, which in turn will improve retention and loyalty.

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