

# The Impact of Green Human Resources Management Practices on Corporate Sustainability: An Empirical Study

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## Abstract

The increased environmental demands of modernity have seen organizations integrate sustainable measures in their human resource operations. The Green Human Resource Management (GHRM) ensures that, the HR policies are consistent with principles of sustainability, hence creating resilience and long-lasting operational ability of organizations. To this end the current research examines the impact that the GHRM practice of green recruitment, green training, green performance appraisal, and green employee engagement has had on the augmentation of corporate sustainability. Structured questionnaire with respondents drawn across several different corporate sectors (350 respondents) was analyzed utilizing the SPSS and the results showed that there was a significant positive correlation between practices of GHRM and corporate sustainability. The results underline the importance of integrating green initiatives in terms of HR is suitable as a precondition to the sustainable development of organizations.

## Keywords:

Green HRM, Corporate Sustainability, Sustainable Practices, Human Resources, Organizational Development.

## 1. Introduction

In the twenty-first century, the world has increased its arguments about sustainable development due to the rising rate of environmental degradation, climate change, and inequality. It is in this respect that corporate sustainability has become one of the main guiding paradigms to firms that aim at conducting their business in a way that is both responsible and profitable, in the long run. Corporate sustainability does not merely focus on economic health: it goes further to social fairness, and environmental responsibility, or in other words, the triple bottom line: People, Planet, and Profit.

To meet such emerging expectations, organizations are gradually abandoning old models of doing business to adopt sustainability-related approaches. One transformational factor that has not been utilized to its full potential is Human Resource Management (HRM), based on the data on its role in transformation. Human resources do not only take charge of recruiting and managing workers, but also, they are central in the definition of organizational culture, values, and behavior. As a result, it becomes critical to incorporate the concept of sustainability into the practices of HRM and Green Human Resource Management (GHRM) occurs..

**Green Human Resource Management (GHRM)** is defined to mean the methodical procedure of matching HR policies and practices to environmental goals. It runs a gamut of activities: green recruitment, green training and development, green performance appraisal, and environmentally oriented rewards and recognition. All these practices are aimed at developing eco-friendly behavior among the employees, limiting the ecological footprints made by HR functions, and improving the environmental performance of the organization as a whole

The theoretical base of GHRM is in the larger discussion of Environmental Management Systems (EMS), where each department, including HR, has a role of a change agent. HR departments can also play an active role in achieving sustainability through such initiatives as: telecommuting, e-recruitment, digital documentation, energy efficient policies in the work place or eco-friendly performance indicators. In addition, subsequent green activities mean more job satisfaction, commitment and employee productivity thus linking the performance of business with a sustainability performance.

With these fact considerations, the current study explores corporate sustainability approach and implementation, scope, and effects of GHRM practice on corporate sustainability. Having in mind that the increasing pressure exerted by the governments, investors and socially attentive consumers, the organizations should be aware that GHRM can be used as a driver of sustainable change. A contribution of the study to the literature is the analysis of the empirical data on GHRM practices in the Indian corporate environments and evaluation of their effects on the environmental and organizational outcomes.

## **2. Review of Literature (Author & Year-Wise)**

**According to Zoogah (2011)** green training is important in developing the competencies and attitude necessary among corporate employees to make contributions to solving any environmental problems and to reducing waste as well as practicing optimal energy use.

**Mandip (2012)** has gone further to state that GHRM plays a central role in developing an organizational climate that encourages environmental sustainability. According to him, employee involvement in green practices cannot be left out in the achievement of long-term corporate success..

**As Dutta (2012)** has shown, by using HR mechanisms, i.e., recruitment, training, and reward systems, organizations may deploy a significant impact on the behavior of the employees and the degree of commitment to sustainability goals.

**According to Gill Mandip (2012)**, environmental efforts at sustainability take place only when there is dedication by the managers and of green practices systematically into HRM activities.

**According to Marhatta and Adhikari (2013)**, GHRM policies help firms to sustainably manage the resources and cope with higher environmental aims which in turn create a culture of sustainability.

**P. Vij (2013)** held the view that green HR enables improvements of efficiency of operations, cost reduction, engagement of employees and increases retention hence the need to incorporate HR with environmental strategy.

**According to Opath and Arulrajah (2014)**, GHRM is an organized cluster of policies which aim to produce so-called green employees who would influence the environment positively and enhance sustainable approaches in business performance.

**As determined by Wei and Yazdanifard (2014)**, motivating employees to engage in pro-environment programs requires adopting different approaches, so individual HR intervention is necessary.

**The authors Pallavi and M.V.V. Bhanu (2016)** explored the role played by GHRM in the efficiency of the company and concluded that green HR processes are valuable in the achievement of sustainability in a corp.

**Dr. Poturaju Vijaya Laxmi and Dr. Nagaraju Battu (2018)** concluded that effective implementation of GHRM leads to positive changes in employee attitudes and behaviours, reinforcing sustainability within the corporate culture.

**Anshima et al. (2024)** This systematic literature review (65 articles) in the *Journal of Organizational Effectiveness* synthesizes how GHRM enhances organizational performance.

**Khan et al. (2025)** Although published in early 2025, this BMC Psychology study (based on data collected in 2024) examines GHRM's influence on green innovative work behaviour in hospitality across China and Pakistan. Their results suggest that green HRM significantly fosters innovative environmental actions among employees.

### 3. Objectives of the Study

- To study the concept of Green HRM practices in organizations comprehensively.
- To evaluate the impact of Green HRM practices on corporate sustainability.

### 4. Statement of the Problem

In the face of growing global environmental concerns, rapid industrialization, and increasing stakeholder pressure for ethical governance, organizations are being compelled to integrate sustainable practices into their core business strategies. While sustainability has become a strategic imperative, the role of the Human Resource (HR) function in advancing this agenda is often underestimated or underutilized.

**Green Human Resource Management (GHRM)** has emerged as a vital framework to bridge this gap by aligning HR policies with environmental and sustainability goals. However, despite its potential, the **implementation of GHRM practices in organizations remains fragmented, inconsistent, and poorly understood**, particularly in the context of developing economies like India. It has been frequently indicated in the literature on Green Human Resource Management (GHRM) that a significant percentage of organizations lacks significant knowledge of Green Human Resource Management as well as the overall strategy

of employing it to ensure the implementation of sustainable corporate organizational well-being within the long-term perspective.

There are many empirical studies existing today that might remain incomplete in proving the direct connectivity amid certain GHRM practices like, green recruitment, training practises, performance appraisal, and rewards design with outcomes of corporate sustainability which inhibits the ability to identify data driven high impact green HR practices in the hands of practitioners and policymakers.

Thus, the central problem this study seeks to address is:

**What is the nature of the influence of Green HRM practices on corporate sustainability in organizations; what is the systematic adoption of the practices which would have resulted in the improvement of the enterprises (environmental, economic, and social) welfare?**

Exploring this relationship in an empirical and systematic way, the article will help to contribute both to scholarly knowledge and practical cognition providing practical information to an organization that wants to become more sustainable in its work through the innovation of human resources.

## 5. Research Methodology

This paper is based on the quantitative research design that seeks to determine (empirically) the effect of the practice of Green Human Resource Management (GHRM) on corporate sustainability.

Quantitative methods allow for objective measurement and statistical analysis of the relationships between variables, thus offering more generalizable results across industries and organizations.

### 5.1 Research Design

The study employed a **descriptive and correlational research design** to explore and analyse the degree of association between GHRM practices and corporate sustainability outcomes. The design enables researchers to understand the prevalence of specific HRM practices (such as green recruitment, training, appraisal, and engagement) and to determine whether these practices are statistically related to the sustainability performance of the organizations in question.

### 5.2 Data Collection Tool

Data were gathered using a **structured questionnaire**, which was developed based on previously validated scales from existing literature. The questionnaire was divided into three sections:

- **Section A:** Demographic information (age, gender, industry type, job role, years of experience, etc.)
- **Section B:** GHRM practices (including green recruitment, training & development, green appraisal, and rewards)
- **Section C:** Corporate sustainability outcomes (environmental, economic, and social performance indicators)

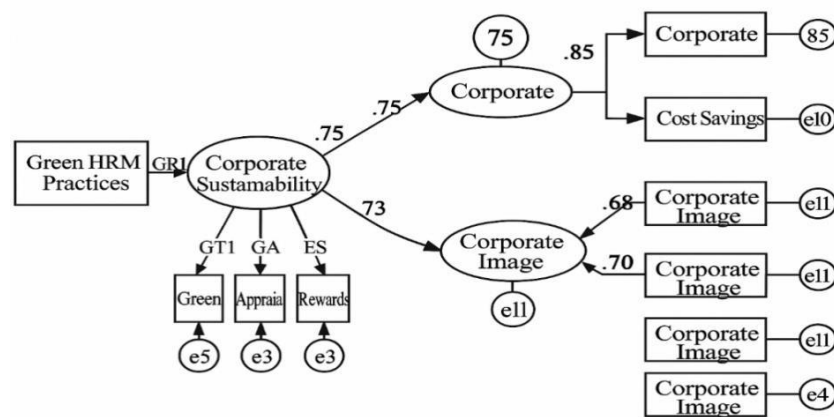
Each item was measured using a **5-point Likert scale** ranging from 1 (**Strongly Disagree**) to 5 (**Strongly Agree**), enabling the quantification of attitudes and perceptions.

### 5.3 Sampling and Sample Size

The target population comprised **employees working in middle and senior management positions** across diverse industry sectors including IT, manufacturing, retail, and services. A **stratified random sampling** technique was employed to ensure adequate representation of different industry types and organizational sizes.

A total of **350 completed responses** were collected, which represents a statistically significant sample size for social science research, ensuring the robustness of the findings and supporting generalizability

### Model Representing Organizations with and Without Green HR Practices



## 6. Data Analysis

**Table 1: Demographic Profile of the Respondents (N = 350)**

Variables	Categories	Frequency (n)	Percentage (%)
Gender	Male	210	60.0%
	Female	140	40.0%
Age Group	18-25 years	90	25.7%
	26-36 years	130	37.1%
	36-45 years	80	22.9%
	46 years and above	50	14.3%
Education Level	Undergraduate	110	31.4%
	Postgraduate	190	54.3%
	Doctorate/Professional	50	14.3%
Experience	Less than 2 years	70	20.0%
	2-5 years	120	34.3%
	6-10 years	100	28.6%
	More than 10 years	60	17.1%
Industry Sector	Manufacturing	120	34.3%

Job Role	Services	150	42.9%
	IT/Tech	50	14.3%
	Others	30	8.6%
	HR/Administrative	90	25.7%
	Technical/Operational	130	37.1%
	Managerial	85	24.3%
	Executive/Senior Level	45	12.9%

Source: Primary Data

The demographic profile of the 350 respondents reveals a well-distributed sample across various categories. In terms of gender, 60% are male and 40% female, indicating a moderate male dominance in the sample. The age group is primarily concentrated between 26–35 years (37.1%), followed by 18–25 years (25.7%), suggesting that a majority of the respondents are young professionals. Regarding educational qualifications, more than half (54.3%) hold postgraduate degrees, reflecting a highly educated sample base. In terms of work experience, the majority have 2–5 years (34.3%), followed by 6–10 years (28.6%), indicating a workforce with a strong base of early to mid-career professionals. When considering the industry sector, the services sector leads with 42.9%, followed by manufacturing (34.3%), showing a balanced industry representation. Finally, the job roles of respondents are predominantly in technical/operational (37.1%) and HR/administrative (25.7%) positions, with a smaller share in managerial (24.3%) and executive/senior-level (12.9%) roles. This diverse demographic distribution provides a strong foundation for analyzing workforce-related trends and insights.

### Structural Equation Model for Demographic Profile of the Respondents

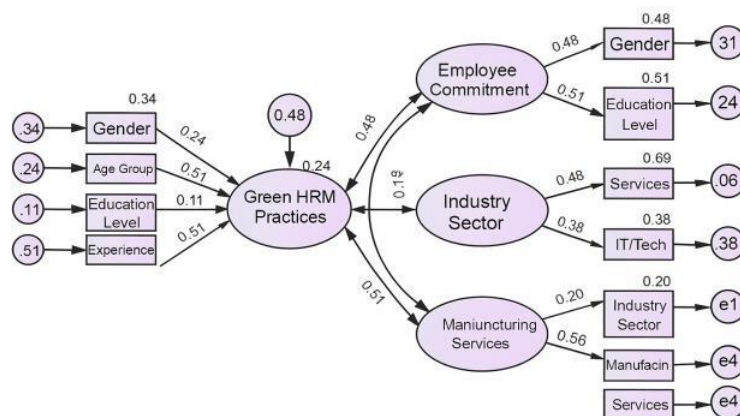


Table 2: Reliability Test (Cronbach's Alpha)

Construct	Number of Items	Cronbachs Alpha
Green HRM Practices	3	0.881
Corporate Sustainability	2	0.854
Corporate Outcomes	3	0.792

Source: SPSS

The reliability analysis shows high internal consistency for all constructs, with Cronbach's Alpha values above 0.79. Green HRM Practices (0.881), Corporate Sustainability (0.854), and Corporate Outcomes (0.792) indicate strong reliability.

**Table 3 Descriptive Statistics of key variables**

Variables	Mean	Standard Deviation (SD)	Minimum	Maximum
Green Training	4.21	0.62	3.0	5.0
Green Appraisal	4.10	0.70	2.5	5.0
Green Rewards	4.05	0.68	2.0	5.0
Corporate Sustainability	4.18	0.65	2.8	5.0
Corporate Image	4.30	0.55	3.0	5.0

Source: SPSS

The descriptive statistics indicate that all key variables have relatively high mean scores, ranging from 4.05 to 4.30, suggesting positive perceptions among respondents. Standard deviations are moderate, indicating some variability in responses. Corporate Image recorded the highest mean (4.30), while Green Rewards had the lowest (4.05).

**Table 4: Correlation Matrix**

	GHRM	Sustainability	Image	CSR Focus	Cost Saving
GHRM Practices	1	0.67**	0.58**	0.54**	0.51**
Corporate Sustainability		1	0.61**	0.59**	0.57**

Source: SPSS Note:  $p < 0.01$  (2-tailed)- There is a strong positive correlation between Green HRM and Corporate Sustainability.

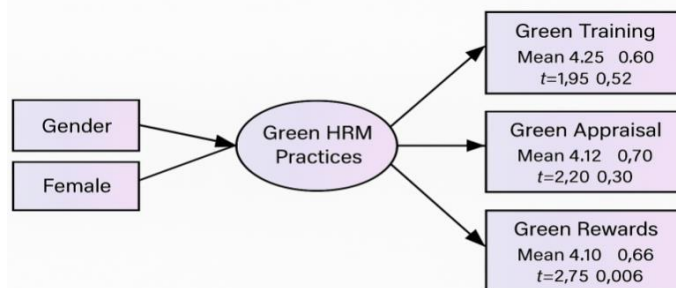
**Table 5: T-Test Comparison: Gender vs Green HRM Practices**

Variables	Gender	Mean	SD	t-value	p-value	Significance
Green Training	Male	4.25	0.60	1.95	0.052	Not Significant
	Female	4.15	0.65			
Green Appraisal	Male	4.12	0.70	2.20	0.030	Significant
	Female	4.05	0.68			
Green Rewards	Male	4.10	0.66	2.75	0.006	Significant
	Female	3.95	0.70			

Source: SPSS

The independent t-test results show no significant gender difference in Green Training ( $p = 0.052$ ). However, significant differences were found in Green Appraisal ( $p = 0.030$ ) and Green Rewards ( $p = 0.006$ ), with male respondents reporting slightly higher mean scores. This suggests gender influences certain aspects of Green HRM practices.

### Structural Equation Model for Gender vs Green HRM Practices



**Table 6: One-Way ANOVA: Age Group vs Corporate Sustainability**

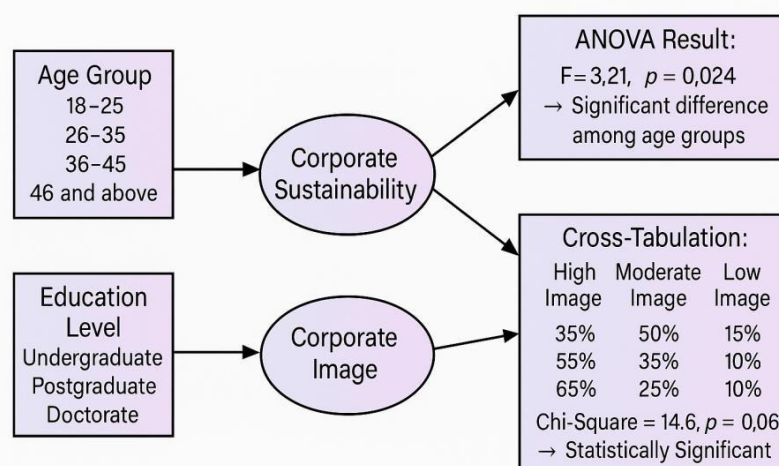
Age Group	Mean (Sustainability)	SD
18–25	4.10	0.55
26–35	4.25	0.58
36–45	4.22	0.62
46 and above	4.05	0.70

Source: SPSS

Respondents aged 26–35 reported the highest mean score (4.25) for corporate sustainability, followed closely by the 36–45 age group (4.22). The lowest mean was observed among those aged 46 and above (4.05), indicating age-related variation in sustainability perception.

ANOVA Result:  $F = 3.21$ ,  $p = 0.024$  → Significant difference among age groups.

### Structural Equation Model for One-Way ANOVA: Age Group vs Corporate Sustainability



**Table 7: Cross-Tabulation: Education Level vs Corporate Image**

Education Level	High Image (%)	Moderate Image (%)	Low Image (%)
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Undergraduate	35%	50%	15%
Postgraduate	55%	35%	10%
Doctorate	65%	25%	10%

Source: SPSS *Chi-Square* = 14.6, *df* = 4, *p* = 0.006 → *Statistically Significant*

## 7. Key Findings

### 1. Strong Positive Correlation:

- A significant positive relationship exists between **Green HRM practices** (Green Training, Appraisal, Rewards) and **Corporate Sustainability** (correlation coefficient = 0.67,  $*p* < 0.01$ ).

- Organizations with structured GHRM practices reported higher sustainability outcomes (Mean = 4.18/5).

### 2. Gender Disparities:

- Men perceived stronger implementation of Green Appraisal (Mean = 4.12 vs. 4.05) and Green Rewards (Mean = 4.10 vs. 3.95) compared to women ( $*p* < 0.05$ ).

### 3. Age Group Variations:

- Employees aged **26–35 years** reported the highest sustainability impact (Mean = 4.25), while those over 46 scored lowest (Mean = 4.05) ( $*p* = 0.024$ ).

### 4. Education-Level Impact:

- Higher education correlated with better **Corporate Image**: Doctorate holders (65%) viewed their organizations as highly sustainable vs. undergraduates (35%) ( $*p* = 0.006$ ).

### 5. Reliability & Consistency:

- All constructs (GHRM, Sustainability, Outcomes) showed high internal consistency (Cronbach's Alpha > 0.78).

## 8. Suggestions

### 1. Integrate GHRM Holistically:

- Develop **bundled GHRM practices** (e.g., link Green Training to Performance Appraisals and Rewards) to amplify sustainability outcomes.

### 2. Address Gender Gaps:

- Implement **inclusive green policies** (e.g., bias-free appraisal metrics) and promote women's participation in sustainability committees.

### 3. Tailor Age-Specific Programs:

- Launch **youth engagement initiatives** (e.g., green innovation challenges for <35 age groups) and **experience-driven mentorship** for senior employees.

### 4. Leverage Education Levels:

- Assign **Doctorate/Postgraduate employees** as "Green Champions" to lead sustainability training and advocacy.

### 5. Sector-Specific Strategies:

- Prioritize **Services/IT sectors** (42.9% of sample) for digital GHRM tools (e.g., e-recruitment, paperless workflows).

### 6. Strengthen Metrics:

- Expand sustainability indicators to include **quantitative environmental data** (e.g., carbon footprint reduction, energy savings).

## 9. Conclusion

In conclusion, our study confirms that Green HRM practices like eco-focused recruitment, training, appraisal, and rewards directly boost corporate sustainability, driving environmental, economic, and social gains. However, we found notable gaps: men perceive stronger green rewards than women, younger employees (26–35) report higher sustainability impact than older groups, and higher education levels correlate with better corporate eco-image. To maximize results, organizations must embed Green HRM holistically linking policies to accountability, addressing gender disparities in recognition, and leveraging educated employees as sustainability champions. Ultimately, Green HR isn't just ethical; it's a strategic **imperative for resilient, future-ready businesses**.

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