

Empowering Employees for Sustainability: A Study on Environmental Awareness and Green HRM Implementation

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ABSTRACT

Green Human Resource Management (Green HRM) aims to blend eco-friendly practices into HR. As companies try to cut their environmental impact, Green HRM has become more important bringing both hurdles and chances. Green HRM offers big chances for companies to boost their image, draw in eco-friendly workers, and save money in the long run by optimally utilizing their resources. On the other hand, the challenge is to make standard HR methods that match sustainability targets, which means changing how companies hire, train, and grow staff so that they are able to put the environment first. Also, people not wanting change, not knowing enough, and not having enough resources can make it hard to start using Green HRM. This study will explore the link between employee environmental awareness and support for Green HRM practices. To get this connection is the key, as workers who care more about nature are likely to push for and take active part in green projects within the company. The study also aims to take a deep look at the challenges and prospects associated with implementing Green HRM practices. By observing these things, this paper attempts to give a deeper insight at how Green HRM might affect an organization's capacity to achieve sustainable performance.

Keywords: Green HRM, Sustainability, Sustainable performance.

1. Introduction

In recent times businesses worldwide have made sustainability a top priority. The importance of integrating sustainable development goals into business plans to address pressing environmental issues like pollution resource depletion and climate change is becoming more and more apparent. Green HRM or the concept of incorporating environmental sustainability into human resource management is a key element of this shift. Green HRM encompasses environmentally friendly hiring training performance management and incentive schemes. Establishing an organizational culture where sustainability permeates every aspect of the business is the aim of these initiatives.

However, a number of factors often influence the effectiveness of Green HRM implementation with environmental awareness among employees being a crucial element. The purpose of this research is to examine the opportunities and challenges those businesses face when putting Green HRM into practice as well as how employee environmental consciousness aids in the process.

2. Literature Review

2.1. Green Human Resource Management (Green HRM)

Green HRM is a novel concept that integrates environmental management into human resource practices and policies. Renwick Redman and Maguire (2013) claim that green HRM consists of rules meant to promote ecologically friendly corporate practices. These include green performance management green hiring green training and development and rewards for eco-friendly behaviour.

GHRM includes practices that align human resource strategies with environmental sustainability. This strategy encourages eco-friendly behaviour and reduces an organizations environmental impact by including green efforts into hiring training performance reviews and staff management (Nasir et al. 2023 Zafar et al. 2022).

Green recruitment aims to attract environmentally sensitive talent while green training focuses on providing employees with the knowledge and skills to lessen environmental impacts. Through the evaluation and reward of contributions to environmental sustainability performance management systems encourage staff members to engage in environmentally friendly activities.

2.2. Employee Environmental Awareness

Environmental consciousness among employees is the understanding and knowledge that people have about environmental issues and their role in mitigating them. Staff members who are more knowledgeable about the environment are often more involved in sustainability projects (Daily Bishop & Massoud (2012). Employees are more likely to take action to reduce their ecological footprint when they are aware of environmental issues which can increase the efficacy of Green HRM. Research indicates that GHRM significantly improves employee attitudes about sustainability. As Ribeiro et al. (2022) point out green HR practices for instance encourage pro-environmental behaviour through procedures like organizational identity.

2.3. Role of Leadership in Green HRM

Strong leadership is necessary to advance green human resource management. Leaders who support sustainability can cultivate an organizational culture of environmental responsibility. In line with Gholami et al. Employee involvement with green HRM practices can also be increased by leadership that adheres to green principles (2016). Effective leadership encourages employees to actively participate in green initiatives when environmental priorities and business objectives are in line.

2.4. Challenges in Green HRM Implementation

Despite its many benefits implementing Green HRM presents a number of challenges. One of the primary challenges is a lack of awareness and education regarding environmental issues. Another problem is cost as companies may be hesitant to invest in green technologies and sustainable practices because they think their funds are tight. Employee and management resistance to change may also be a barrier to the adoption of Green HRM. Cultural resistance a lack of training materials and insufficient managerial commitment are some of the issues preventing the widespread adoption of Green HRM (AlKetbi 2024). To get past these challenges certain strategies are required like effective communication and alignment with broader sustainability goals.

2.5. Opportunities in Green HRM

Despite these challenges there are numerous potential benefits to Green HRM. Green human resource management can lead to cost savings improved employee satisfaction improved company reputation and a competitive advantage. Companies that employ sustainable practices have a better chance of gaining market share and retaining environmentally conscious investors and consumers.

Implementing GHRM principles gives businesses a competitive edge and improves their environmental performance. Incorporating green training and incentives can motivate staff to behave in an environmentally conscious way claim Zafar et al. (2022). These practices not only foster a positive work environment but also enhance overall organizational performance (Mahdy et al. 2023 Paillé and associates. 2020).

3. Objectives

The primary objectives of this research are:

1. To evaluate how environmental consciousness among employees contributes to the effective application of green human resource management.
2. To determine the main obstacles that businesses encounter when implementing green HRM practices.
3. To investigate how Green HRM can improve sustainability and organizational performance.
4. To make recommendations to companies wishing to implement Green HRM successfully.

4. Research Methodology

This study uses a mixed-methods approach that integrates qualitative and quantitative techniques to achieve its stated goals. Included in the methodology are the following.

- **Literature Review:** It included a comprehensive analysis of employee environmental consciousness sustainability practices and green human resource management.

- **Survey:** Employees from various industries were given a standardized questionnaire to complete in order to ascertain their level of environmental awareness and involvement in green practices. In addition to measuring employee environmental awareness (an independent variable) and the effectiveness of implementing Green HRM (a dependent variable) the survey also assessed organizational culture resource availability and leadership support.
- **Survey variables:**
 - Independent variable: Employee Environmental Awareness (EEA).
 - Dependent variable: Green HRM Implementation Success (SGHRM).
 - Control variables include resource availability (RA) organizational culture (OC) and leadership support (LS).
- **Scale of Data Collection.**
 - A Likert scale (1–5) is used to gather responses on each variable with 1 denoting Strongly Disagree and 5 denoting Strongly Agree.
- **Interviews:** HR professionals and executives from businesses that have adopted Green HRM practices were interviewed in-depth to gain a better understanding of the opportunities and challenges.
- **Data Analysis:** The quantitative data obtained from the surveys was analyzed through the use of statistical tools like regression and correlation.
 - Correlation Analysis: This will assess the degree and direction of the linear relationship between the success of green HRM implementation (SGHRM) and employee environmental awareness (EEA).
 - Regression analysis: Using EEA and the control variables a linear regression model will be employed to forecast SGHRM.

5. Analysis and Interpretation

5.1. Employee Environmental Awareness Levels

Preliminary survey results indicate varying levels of environmental awareness among employees, with a significant proportion having a basic understanding of environmental issues. However, it was discovered that there was little in-depth understanding of particular sustainability strategies including waste management, energy conservation, and carbon footprint reduction.

Table 1: Descriptive Statistics

Variable	Mean	Standard Deviation	Minimum	Maximum
Employee Environmental Awareness (EEA)	3.75	0.85	1	5
Success of Green HRM Implementation (SGHRM)	3.60	0.80	1	5
Leadership Support (LS)	3.85	0.78	1	5
Organizational Culture (OC)	3.70	0.82	1	5
Resource Availability (RA)	3.50	0.75	1	5

Table 2: Correlation Matrix

Variables	EEA	SGHRM	LS	OC	RA
Employee Environmental Awareness (EEA)	1.000	0.680	0.560	0.520	0.490
Success of Green HRM Implementation (SGHRM)	0.680	1.000	0.620	0.580	0.500

Leadership Support (LS)	0.560	0.620	1.000	0.550	0.470
Organizational Culture (OC)	0.520	0.580	0.550	1.000	0.600
Resource Availability (RA)	0.490	0.500	0.470	0.600	1.000

Interpretation:

- There is a strong positive correlation between Employee Environmental Awareness (EEA) and Success of Green HRM Implementation (SGHRM) with a coefficient of 0.680.
- Leadership Support (LS) also shows a moderate positive correlation with SGHRM (0.620), indicating its importance in successful Green HRM implementation.
- Organizational Culture (OC) and Resource Availability (RA) are positively correlated with SGHRM, but to a lesser extent than EEA.

5.2. Impact of Awareness on Success of Green HRM implementation

According to the statistics, employees are more likely to support and participate in Green HRM efforts if they have a higher level of environmental knowledge. Employees at companies that offer ongoing training on environmental concerns are more likely to be engaged and take personal responsibility for lessening their environmental effect.

Table 3: Regression Analysis (Dependent Variable: SGHRM)

Independent Variables	Coefficients (B)	Standard Error	t-value	p-value
Employee Environmental Awareness (EEA)	0.520	0.050	10.40	0.000
Leadership Support (LS)	0.300	0.065	4.62	0.001
Organizational Culture (OC)	0.180	0.058	3.10	0.005
Resource Availability (RA)	0.120	0.070	1.71	0.090
Constant	1.100	0.180	6.11	0.000

Model Summary:

- **R-squared** = 0.62
- **Adjusted R-squared** = 0.60
- **F-statistic** = 15.50
- **p-value (F-statistic)** = 0.000

Interpretation:

- Employee Environmental Awareness (EEA) has the highest coefficient (B = 0.520) and is statistically significant (p-value < 0.05) at 5% level of significance, indicating that it has a strong and positive impact on the success of Green HRM implementation.
- Leadership Support (LS) also significantly impacts SGHRM (B = 0.300, p-value < 0.05), reinforcing the importance of management commitment to green initiatives.
- Organizational Culture (OC) also positively related to SGHRM (B = 0.180, p-value < 0.05), though its effect is smaller as compared to leadership support and employee environmental awareness.
- Resource Availability (RA) is less significant (p-value > 0.05 at 5% level of significance) (p value = 0.090), which is indicating that while it influences SGHRM, its impact is not as strong as other variables.

Table 4: ANOVA for Regression

Source of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	F-value	p-value
Regression	24.50	4	6.125	15.50	0.000
Residual	14.90	95	0.157		
Total	39.40	99			

Interpretation:

- The ANOVA table shows that the overall regression model is statistically significant ($F = 15.50$, $p\text{-value} < 0.001$), indicating that the independent variables collectively explain a substantial proportion of the variance in the success of Green HRM implementation.

5.3. Challenges Identified

Several barriers to implementing Green HRM were identified through interviews with HR managers. Notable challenges include:

- **Resistance to Change:** Citing inconvenience or a lack of perceived advantage, management and staff frequently oppose new eco-friendly procedures.
- **Cost Concerns:** For many organizations, especially small and medium-sized businesses (SMEs), the initial outlay for green technologies and training initiatives can be a major obstacle.
- **Insufficient Knowledge:** A lot of businesses lack the in-house knowledge required to create and carry out successful Green HRM policies.

5.4. Opportunities for Growth

Despite the difficulties, businesses who successfully implemented green human resource management (HRM) strategies reported a number of positive aspects, such as:

- **Increased Reputation:** Businesses with excellent environmental credentials enjoy greater public favour and client retention.
- **Cost reductions:** Long-term cost reductions are frequently the outcome of green initiatives like trash reduction plans and energy-efficient devices.
- **Employee Satisfaction:** Because they believe their employment serves a higher purpose than just making money, employees in green firms typically report higher job satisfaction.

6. Discussion

The study's conclusions highlight how crucial employee environmental consciousness is to the effective use of green human resource management. Businesses are more likely to achieve success from their sustainability initiatives if they make an investment in training their employees about environmental challenges. The survey also emphasizes how important leadership is in promoting green projects and cultivating an environmentally conscious culture.

The difficulties noted, like financial concerns and change aversion, are in line with previous research. The long-term advantages, however, appear to exceed the early challenges, as seen by the potential offered by Green HRM, which include cost savings, improved reputation, and employee happiness. Businesses can establish themselves as sustainability leaders and obtain a competitive advantage in a market that is becoming more environmentally sensitive by implementing Green HRM.

7. Conclusion

Green human resource management is one of the most crucial steps toward sustainable business practices. This study has demonstrated the significance of environmental awareness among employees for the successful implementation of green

HRM. Organizations must continuously invest in environmental education and training if they hope to overcome challenges and seize opportunities. Notwithstanding the fact that cost and resistance to change are major barriers there are many potential benefits to Green HRM ranging from enhanced organizational reputation to long-term cost savings. Effective integration of Green HRM practices and setting up businesses for long-term success in a changing environment require the dedication of leaders and knowledgeable employees.

8. References

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