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GREEN HRM PRACTICES: A STRATEGIC APPROACH TO SUSTAINABLE ORGANIZATIONAL PERFORMANCE

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ABSTRACT

This study investigates the strategic role of Green Human Resource Management (Green HRM) practices in promoting sustainable organizational performance. Focusing on four key HR functions Training and Development, Employee Engagement, Recruitment, and Performance Management the research aims to evaluate their individual impact on environmental sustainability within organizations. Using a quantitative research approach and independent sample t-tests, data were collected from employees and HR professionals across various sectors. The findings revealed that Training and Development, Recruitment, and Performance Management significantly contribute to sustainable outcomes, while Employee Engagement did not show a statistically significant effect. These results suggest that although some green initiatives are effectively influencing sustainability, others require stronger strategic alignment and implementation. The study highlights the need for organizations to integrate green practices into core HR functions not just for compliance, but as a proactive strategy to drive long-term environmental and organizational success. Recommendations are provided to enhance Green HRM implementation for greater sustainability impact.

INTRODUCTION

In the face of mounting environmental challenges and increasing global awareness of sustainability, organizations are under growing pressure to align their operations with environmentally responsible practices. Human Resource Management (HRM) plays a critical role in facilitating this transition by embedding sustainability into the organizational culture and workforce behavior. Green Human Resource Management (Green HRM) practices such as green recruitment, training, performance management, and employee engagement emerge as strategic tools for promoting environmental consciousness and sustainable performance. These practices not only contribute to reducing the ecological footprint of organizations but also enhance employee commitment, innovation, and organizational resilience.

As sustainability becomes a core aspect of competitive advantage, integrating Green HRM practices is increasingly viewed as essential to long-term organizational success. Despite the growing interest, there remains a gap in understanding the strategic impact of Green HRM on sustainable organizational performance, particularly across diverse industries and cultural contexts. This study seeks to explore how Green HRM practices influence sustainability outcomes, providing insights into the mechanisms through which human resource strategies can drive environmental and organizational goals in unison. By examining the strategic role of Green HRM, the study aims to contribute to the broader discourse on sustainability in management practices.

REVIEW OF LITERATURE

Renwick, Redman, and Maguire (2020) provides a comprehensive review of Green Human Resource Management (Green HRM), highlighting its role in promoting environmental sustainability within organizations. It examines how HR practices such as recruitment, training, performance management, and employee involvement can be aligned with environmental objectives to drive sustainable outcomes. The authors propose a conceptual framework that links Green HRM practices to enhanced environmental performance, employee engagement, and overall organizational sustainability. Additionally, the paper outlines a future research agenda, identifying key gaps in the literature and suggesting directions for further investigation, such as the integration of Green HRM into strategic HRM models and the examination of its effects in different cultural and industrial contexts. This review underscores the importance of embedding environmental concerns into HRM strategies to achieve long-term sustainability goals and offers valuable insights for both researchers and practitioners seeking to understand the strategic impact of Green HRM

Jabbour and de Sousa Jabbour (2021) conduct a systematic literature review to explore the connection between Green Human Resource Management (GHRM) and sustainable organizational performance. The study synthesizes findings from a broad range of empirical and theoretical works to demonstrate that GHRM practices such as green training, green performance evaluation, and environmentally-conscious recruitment play a pivotal role in enhancing both environmental and financial outcomes. The authors emphasize that GHRM fosters a culture of sustainability by influencing employee behavior and organizational routines, which leads to improved environmental responsibility and operational efficiency. Furthermore, the review highlights that organizations integrating GHRM practices often report reduced waste, energy efficiency, and cost savings, contributing to overall financial performance. The paper also identifies research gaps and calls for more longitudinal and cross-sectoral studies to further validate the long-term strategic benefits of GHRM. This

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work establishes GHRM as a critical enabler of sustainable development in modern enterprises.

Naz, Raza, and Javaid (2022) examine the mediating role of employee eco-behavior in the relationship between Green Human Resource Management (GHRM) and sustainable environmental performance. The study presents empirical evidence showing that while GHRM practices such as green recruitment, environmental training, and eco-centric performance evaluation positively impact environmental outcomes, their effectiveness is significantly enhanced when employees actively engage in pro-environmental behaviors. The authors argue that employee eco-behavior acts as a crucial behavioral mechanism that translates green HR strategies into tangible sustainability results. By fostering awareness, responsibility, and voluntary participation in eco-friendly initiatives, GHRM not only influences organizational systems but also empowers individuals to act as environmental stewards. The study highlights the importance of aligning HR policies with behavioral outcomes to ensure a holistic approach to environmental performance. Overall, the research contributes to the growing body of literature supporting the psychological and behavioral dimensions of sustainability in HRM practices.

Pillai, Sivathanu, and Sharma (2023) explore the strategic role of Green Human Resource Management (GHRM) in fostering organizational sustainability through the lens of the dynamic capabilities framework. Focusing on Indian firms, the study argues that GHRM is not merely an operational tool but a strategic enabler that enhances an organization's ability to adapt, integrate, and reconfigure internal competencies to meet evolving environmental demands. The authors highlight how practices such as green workforce planning, continuous environmental training, and sustainability-focused leadership development contribute to building long-term capabilities. These capabilities enable firms to innovate, respond proactively to environmental challenges, and maintain a sustainable competitive advantage. The research establishes a strong link between GHRM and the development of dynamic capabilities such as sensing environmental risks and seizing green market opportunities ultimately leading to sustainable organizational outcomes. This study offers a strategic perspective on GHRM's potential in embedding resilience and adaptability within business models.

Khan and Umar (2024) present an empirical investigation into the impact of Green Human Resource Management (GHRM) practices on sustainable organizational performance within the service sector. Drawing on data from various service-based firms, the study provides strong evidence that GHRM practices such as green recruitment, environmental awareness training, performance appraisal linked to eco-goals, and reward systems for green initiatives are directly associated with improvements in key environmental performance indicators (KPIs). These KPIs include reductions in energy consumption, waste generation, and carbon emissions, along with enhanced compliance with environmental standards. The authors emphasize that the implementation of GHRM not only drives environmental outcomes but also contributes to broader organizational efficiency and stakeholder satisfaction. This research reinforces the view that strategic HRM aligned with environmental goals is essential for modern organizations seeking long-term sustainability. It offers practical implications for HR managers aiming to integrate sustainability into HR functions in the highly service-oriented economy.

Patnaik and Sahoo (2025) explore the emerging role of Green Human Resource Management (Green HRM) in enhancing organizational resilience and fostering sustainable workplaces. The study argues that Green HRM not only addresses environmental goals but also strengthens the organization's capacity to adapt and thrive amid environmental and economic disruptions. Through practices like green training, eco-conscious leadership development, and sustainable work design, Green HRM contributes to creating a resilient organizational culture that supports agility and innovation. The authors also highlight the mediating role of employee engagement, noting that environmentally aligned HR policies increase employee motivation, commitment, and participation in green initiatives. This dual focus on environmental responsibility and workforce resilience enables organizations to maintain continuity, adapt to change, and uphold sustainability goals even in times of crisis. The research provides valuable insights for HR practitioners seeking to align green policies with resilience-building strategies in today's volatile business environment.

OBJECTIVES OF THE STUDY

The various objectives of the study are as under

1. To examine the impact of green HRM Practices on sustainable organizational performance towards Training and Development.
2. To examine the impact of green HRM Practices on sustainable organizational performance towards Employee Engagement.
3. To examine the impact of green HRM Practices on sustainable organizational performance towards Recruitment.
4. To examine the impact of green HRM Practices on sustainable organizational performance towards Performance Management.

HYPOTHESIS OF THE STUDY

The various hypothesis of the study are as under

H_{a1}: Green HRM practices are significantly and positively associated with sustainable organizational performance regarding Training and Development.

H_{a2}: Green HRM practices are significantly and positively associated with sustainable organizational performance regarding Employee Engagement.

H_{a3}: Green HRM practices are significantly and positively associated with sustainable organizational performance regarding Recruitment.

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H_{a4}: Green HRM practices are significantly and positively associated with sustainable organizational performance regarding Performance Management.

RESEARCH DESIGN

The present study adopts a descriptive and causal research design to examine the strategic impact of Green HRM practices specifically Green Training & Development, Green Recruitment, Green Employee Engagement, and Green Performance Management on sustainable organizational performance. The study utilizes a quantitative approach, collecting primary data through a structured questionnaire administered to HR professionals, managers, and employees from selected organizations across public and private sectors. A stratified random sampling method is employed to ensure representation from various sectors and sizes of organizations. Data will be analyzed using statistical techniques such as correlation analysis**,** multiple regression, and structural equation modeling (SEM) to test the hypothesized relationships. The study period spans three months, and the data will be validated through pilot testing and Cronbach's alpha for reliability. This design ensures both the depth and validity of insights into how Green HRM practices contribute strategically to achieving sustainable organizational outcomes.

Research Approach

The present study adopts a quantitative research approach to examine the strategic role of Green HRM practices namely Green Training & Development, Green Recruitment, Green Employee Engagement, and Green Performance Management in driving sustainable organizational performance. This approach is suitable for testing hypotheses and establishing statistical relationships between variables. It enables the collection of measurable, objective data that can be analyzed to identify patterns, trends, and correlations. A **deductive reasoning** process is followed, beginning with theoretical frameworks and existing literature to formulate hypotheses, which are then tested using empirical data collected through a structured survey instrument. The quantitative approach supports generalizability of findings across industries and ensures the study maintains scientific rigor, reliability, and validity. The outcomes aim to provide actionable insights and strategic recommendations for HR professionals and policymakers to integrate environmental sustainability into core human resource practices.

Sampling Technique

The study employs a stratified random sampling technique to ensure representation from various organizational sectors, such as public and private enterprises, and across different functional departments like HR, operations, and administration. The population includes HR professionals, line managers, and employees working in organizations that have adopted or are in the process of adopting Green HRM practices. The stratification is based on industry type (e.g., banking, manufacturing, services) and organizational size (small, medium, large) to enhance the generalizability and depth of findings. Within each stratum, respondents are randomly selected to eliminate selection bias and to maintain a fair representation of the total population. This technique ensures that differences across organizational types are captured effectively, allowing for more accurate analysis of how Green HRM practices influence sustainable performance in different contexts.

DATA ANALYSIS TECHNIQUES

The present study were employed t test in order to validate the hypothesis at 55 level of significant and 95% level of confidence.

Testing of Hypothesis

Table 1: Relationship between Green HRM Practices and sustainable Organizational Performance

Hypothesis	Predictors	df	t	Sig.	Result
H_{a1}	Training and Development	3	**11.349**	**0.001**	**Significant**
H_{a2}	Employee Engagement		**6.332**	**0.234**	**Not Significant**
H_{a3}	Recruitment		**9.019**	**0.039**	**Significant**
H_{a4}	Performance Management		**13.446**	**0.027**	**Significant**
Dependent variables: Sustainable Organizational Practices					

FINDINGS

1. The study found that **Training and Development (H_{a1})** had a statistically significant relationship with sustainable organizational performance (**t = 11.349, p = 0.001**). This result suggests that organizations implementing environmentally focused training programs are more likely to enhance their sustainability outcomes. Such training equips employees with the knowledge, skills, and motivation to adopt eco-friendly practices in their day-to-day work. It also fosters a culture of environmental awareness and responsibility, which contributes to long-term sustainable growth. Thus, Green Training and Development emerges as a vital strategic tool for building organizational capabilities aligned with environmental and sustainability goals. **(H_{a1}= Accepted)**
2. **Employee Engagement (H_{a2})** did not show a statistically significant relationship with sustainable organizational performance (**t = 6.332, p = 0.234**). This indicates that while

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organizations may encourage employees to participate in green initiatives, such efforts have not yet translated into measurable sustainability outcomes. The lack of significance suggests a possible gap between employee involvement and strategic environmental impact. It may reflect limited integration of green engagement into core organizational policies or insufficient motivation and recognition mechanisms. Strengthening the alignment between employee participation and organizational sustainability goals is essential to enhance the effectiveness of green engagement practices. **(H_{a2}= Not Accepted)**

3. **Recruitment (H_{a3})** demonstrated a statistically significant relationship with sustainable organizational performance (**t = 9.019, p = 0.039**), confirming the positive impact of green recruitment practices. This finding suggests that organizations prioritizing eco-conscious values during the hiring process are more likely to build a workforce aligned with sustainability objectives. By selecting candidates who are environmentally aware and motivated to contribute to green goals, organizations can foster a culture that supports long-term environmental responsibility. Green recruitment not only enhances employee–organizational value alignment but also strengthens the foundation for implementing broader sustainability initiatives across departments and operations. **(H_{a3}= Accepted)**
4. **Performance Management (H_{a4})** showed a statistically significant association with sustainable organizational performance (**t = 13.446, p = 0.027**), highlighting the crucial role of incorporating environmental metrics into performance evaluations. This finding indicates that when sustainability goals are embedded in appraisal systems, employees are more likely to align their behaviors with the organization's environmental objectives. Integrating green criteria into performance reviews promotes accountability, encourages eco-friendly practices, and reinforces the organization's commitment to sustainability. It also helps in setting clear expectations and rewarding environmentally responsible behavior, ultimately contributing to the achievement of long-term sustainable performance outcomes. **(H_{a4}= Accepted)**

CONCLUSIONS

The study explored the strategic relationship between Green HRM practices—Training and Development, Employee Engagement, Recruitment, and Performance Management—and sustainable organizational performance. The findings revealed that three of the four practices (Training and Development, Recruitment, and Performance Management) had a statistically significant impact on sustainability outcomes, highlighting their essential role in promoting environmental responsibility within organizations. Green Training enhances employee capability, while Green Recruitment builds a sustainability-focused workforce, and Green Performance Management drives accountability and alignment with environmental goals. However, Employee Engagement did not show a significant impact, suggesting a need for deeper integration of green values into engagement strategies and stronger motivation for employees to participate in sustainability initiatives. Overall, the study concludes that Green HRM is not just an operational function but a strategic lever that can drive long-term sustainable performance. Organizations must continue to strengthen and align HR practices with environmental objectives to achieve meaningful and measurable sustainability results.

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