



The Impact of Green Human Resource Management Practices on Environmental and Organizational Sustainability

Dr. Krunal Parekh ¹, Dr. Mahesh Suresh Chopde ²

¹Assistant Professor, Central Institute of Business Management, Research and Development, Nagpur, Maharashtra

Email:ID: krunalparekh150482@gmail.com

²Dept.MBA Designation Assistant Professor Institute: G. S. College of Commerce & Economics, Nagpur.

Email:ID: drmaheshschopde@gmail.com

Cite This Paper as: Dr. Krunal Parekh, Dr. Mahesh Suresh Chopde (2026 The Impact of Green Human Resource Management Practices on Environmental and Organizational Sustainability....The Journal of African Development 1, Vol.7, No.1, 1163-1169\

KEYWORDS

Green Human Resource Management, Sustainability, Environmental Sustainability, Organizational Sustainability, Green Practices, Employee Engagement, Sustainable Development, Human Resource Management

ABSTRACT

In the modern corporate landscape, the significance of incorporating sustainability in the organization's strategic approach and operating strategies is being understood. Integrating human resource policies and practices into environmental sustainability goals, Green Human Resource Management (GHRM) has become a crucial strategy. This study explores the relationship between Green Human Resource Management (GHRM) practices and environmental sustainability and organizational sustainability. Research will examine important GHRM practices – such as green recruitment and selection, green training and development, green performance appraisal, green compensation and reward, and employee involvement in green activities. To examine the effects of these practices on employees' eco-related attitudes, actions, resource conservation, and organizational sustainability outcomes, a quantitative research approach was used. This study analyzes the connection between GHRM activities and various organizational performance measures like process efficiency, employee participation, company image and long-term competitiveness. The results show that successful practices of GHRM can play an important role in achieving environmental sustainability by supporting the use of resources in a responsible way and minimize the organization's environmental impact. In addition, GHRM can positively impact organizational sustainability by promoting employee engagement, productivity and better alignment with organizational sustainability objectives. The research underscores the significance in applying sustainability principles in HRM practices and will be useful to managers, policy makers and researchers who wish to implement sustainable organizational development in the business world in this environment of growing environmental awareness

1. INTRODUCTION

Pressure to organizations to be more sustainable is growing, as CEOs, managers and governments around the world are concerned about the degradation of the environment, climate change and the depletion of resources as well as imbalance in natural ecology. Today, business is more interested in sustainability as it is a strategy for organisations to grow beneficially for an extended period of time to remain competitive and to receive social recognition. Not only are the finances of businesses judged, but their contribution to the environment and society are also among the other indicators. Thus, sustainability will be integrated into various aspects of business processes such as operations, marketing, finance and human resources management etc. One of these is HRM and it plays one of the most important roles in making sure you have an environment that is, or is not, responsible, and in promoting those sustainability efforts. In this scenario a new notion of 'Green Human Resource Management (GHRM)' has emerged, which incorporates environmental management concepts into the human resource management policies and practices.

Green HRM is the integration of environmental concept with the conventional HRM areas which include recruiting and selection, training and development, evaluation of employees, payment of employees and employee involvement and organizational culture. GHRM's main aim is to promote sustainability-related actions among its employees and develop an.

active employee corps to achieve corporate sustainability objectives. By recruiting personnel who are environmentally conscious and have the appropriate values, companies gain people who walk the talk. Good use of a green recruitment will result in workforce who are dedicated to protecting the environment and who have the right value. The green training methods can be adopted to enhance the knowledge and skills of staff; the green performance assessment and incentive measures can motivate staff to participate in green practices. Having environmental issues represented in HR policies will enable the organisation to establish a sustainable culture from the start that will be a part of the atmosphere for everyone from the most senior to the lowest level employees.

Environmental Sustainability has been characterized as the “economical and responsible use of the environments and the adoption of practices that lessen the adverse effects generated by human activity on the environment and allows for the utilization of environmental resources by generations that have not yet come. Organisations' goals now extend to a waste reduction, energy and carbon dioxide savings, and environmentally friendly technologies. These objectives have to be achieved with the help of employee involvement and commitment, together with a little technology investment. There are several key aspects of HRM that would greatly affect the success of environmental projects, one of which is the participation of employees, whose support and guidance rest greatly on the HRM involved. Hence Green Human Resource Management plays a key role in promoting sustainability in an organization.

GHRM does not only bring benefits to the environment but it also brings a great impact to the organization's sustainability. Sustainability is also a factor in an organization's ability to make a profit and continue to be socially and environmentally responsible over a period of time. Like good businesses, they are concerned with making profits these organizations are businesses, and they want to be sustainable; part of that means being fair to the business, its stakeholders, and the environment. GHRM is a program designed to build organizational sustainability through greater employee commitment; optimizing the organization's operations, innovation, reducing resource usage costs and enhancing its corporate image. Having employees who know about and have bought into sustainability goals more effectively encourage them to undertake behaviours that help achieve the organisation's goals and improve performance, which drive better long term competitiveness and business success.

Due to escalating importance and relevance of sustainability, researchers and practitioners have studied the relationship between GHRM practices and organizational outcomes. The findings of earlier studies show that green recruitment, green training, employee involvement in environmental initiatives and employees' green reward schemes have positive effects on environmental performance and employee behaviour. More significantly, companies which effectively utilize GHRM practices tend to have more engaged workers, greater job satisfaction, greater corporate commitment and superior corporate image. These accomplishments will not only yield environmental gains, but they will also enable sustainable organization development and effectively navigate through a competitive business landscape.

GHRM has become even more influential in the international arena of other sustainability agendas, such as the United Nations Sustainable Development Goals (SDGs), Environmental, Social and Governance (ESG) principles and corporate sustainability reporting. Anyone with an interest in an organization today is demanding to see how they are showing responsibility on the environment and how they are using sustainable business practices towards investors, Government, customers and employees. Hence, organizations are increasingly turning to GHRM as a strategy to involve employees in making sure they're on track with the organization's sustainability objectives and expectations from their stakeholders.

With this aim the present study analyses the relationship between GHRM and Environmental sustainability and organizational sustainability in this context the study seeks to answer the following question: How there is a relationship between GHRM and Environmental sustainability and organizational sustainability in this context? The objectives of this study is to assist to understand the impact of all these GHRM practices on employees' environmental awareness, environmentally friendly behavior and contribution to sustainability of environment. It also examines the effectiveness of implementing GHRM for improving organisational performance, employee motivation and the long-term sustainable outcomes. The study provides useful contribution to SHRM studies and practice because it discusses the relationship between the GHRM practices and Sustainability which can be useful to the managers, decision makers and organizations that want to be sustainable and excel in the environment. The outcomes will enable organizations to develop a successful HR planning strategy to make the organization a success for conservation and in the future, in the speedily all changing enterprise surroundings.

2. LITERATURE REVIEW

Amrutha et al. (2023) used a correlational design to study the association of green employee empowerment and environmental OCB. They theorized and showed that there was a moderated parallel mediation model because if employees could be empowered with the environmental responsibilities, their organizations' green behaviors could be better. They proposed and illustrated a moderated parallel mediation model that theorized that empowering workers to take on environmental responsibilities could raise their organization's green behaviours, but not to the detriment of their downstream behaviours. The findings concluded that human resource management (HRM) practices convey the concept of Green Human Resource Management (GHRM) as important mechanism of the environmental sustainability and

organizational effectiveness.

Appelbaum (2000) came to a conclusion that the role of the High-Performance Work Systems (HPWS) is important in improving the performance of the organization. The study suggests that Involvement, Skill Development and Employee Empowerment are positively related to Productivity and Organizational outcome. Not directly focussed on GHRM but it provides a theoretical base to grasp how HR can motivate employees to contribute to organizational objectives such as sustainability initiatives.

In the study by Arshad et al. (2022), the hospitality industry sector workers' environmental and job attitudes on their ecological behavior and job satisfaction was studied. The study revealed that positive environmental attitudes and people's ecological behaviors and their level of job satisfaction were strongly related with one another. The findings reveal that green HR practices can lead to environmental values among employees and affect their wellbeing and that of their organisations.

Baykal, Yılmaz and Koktekin (2023) investigated the effect of Green Human Resource Management on Job Satisfaction of employees. The introduction of the green HR practices such as green training, environmental awareness programs, environmental friendly policies etc. positively impacts the worker satisfaction level, (according to their study). The members, as employees' perceptions of EROs seem more positive and this contributes to increased commitment and motivation.

Benevene & Buonomo (2020) conducted Systematic Literature Review (SLR) which consists of synthesizing the evidence from different studies to gain insight into the topic of Green Human Resource Management (GHRM). Alongwards the positive relationship between GHRM and outcomes like employee engagement, organizational commitment, sustainability outcomes and environmental performance was noted. They pointed out how increasingly the role of environment was gaining significance in HR job functions so as sustainable development in the organization can be promoted.

Brandis, Rice, and Schleimer (2017) studied interactions in the workplace and how they contribute to the improvement of the organisational climate. The research was carried out in the healthcare industry but it did introduce the concept that supportive workplace interactions and person involvement lead to favourable organizational outcomes. The results are also indirect confirmation of the role of GHRM in fostering and catalyzing collaborative behaviours, the culture of sustainability and environmental responsibilities.

Cahyadi et al. (2023) studied the correlation between green transformational leadership, Green Human Resource Management practices, and green behavior of employees. The findings of the study suggested that green transformational leadership positively impact the effectiveness of green HGM and motivation to proactively behave for environment. The importance of leadership support to create sustainability with the support of human resources initiatives was highlighted.

As part of this research, Chen and his colleagues (2021) studied the effects of perceived Green Human Resource Management (GHRM) of the oil and mining industry on green behaviors of employees. The study conducted on the basis of the Cognitive-Affective System Theory revealed that those employees who were more convinced that their organizations take commitment towards environment that other employees were more likely to be environmentally responsible. The findings clearly show that GHRM has played a significant part regarding the perception of the employees in the quest for environmental sustainability.

El Baroudi et al., (2023) have investigated how Green Human Resource Management affects the performance of teams with regard to the Hotel sector. El Baroudi et al. (2023) have investigated the effects of the Green Human Resource Management on team performance in the hotel settings. Based on the findings of the study, it had been found that the green team behaviours through which a GHRM practice has been successfully implemented has an impact on the team performance. The involvement in the activities of environmental actions can improve the work relationships among its employees, optimize the operations and allow for the improvement of sustainability, highlighting the strategic role of GHRM.

Elshaer et al. (2023) found that the relationship between GHRM with brand citizenship behavior was positive in the hotel industry. The study by Elshaer et al. (2023) concluded that the relationship between GHRM with brand citizenship behavior was positive in the hotel industry. The findings indicated at the mid-range of interconnection between GHRM and employee's brand-supportive behaviors, and indicated that individual's green values strengthen the above interconnection. The study results matched with the GHRM's concept that it contributes to the environmental sustainability and organisational reputation as well as their advocacy.

Faisal (2023) comprehensively outlined all literature pertaining to Green Human Resource Management and gave clarity about how GHRM has been evolving into an effective management approach for business. The research had identified GHRM as one that considers all aspects of environmental and encloses them in the recruitment, training, performance assessment procedure, compensation, and employee engagement. The results indicate that GHRM plays a significant and substantial role in terms of environmental sustainability, the level of commitment of employees and long-term organizational success.

Farrukh et al. (2022) have summarized that green transformational leadership (GTL), Green Human Resource Management (GHRM) and environmental knowledge (ENV) are the factors affecting the pro-environmental behaviour of employees. The findings of the study showed that the organisations that engaged in GHRM and provided knowledge about the environment, create the part of the workforce that is active in the activities of sustainability. The results showed that Environmental awareness and leadership support is an important factor to boost the environmental responsible behavior of employees.

The studies examined in the literature indicated that overall, the two—Green Human Resource Management can have a significant contribution to organizational sustainability and environmental sustainability. The literature has consistently shown positive connection between the following factors and environmental results and organizational performance: green recruitment, training, employee empowerment, leadership, environmental knowledge and involvement of employees. Although several studies have focused on individual factors of GHRM, there is a dearth of research on the integrated effect of GHRM practices on environmental and organisational sustainability. The present study therefore, attempts to contribute to the role of ensuring sustainable organizational development and sustainable environmental performance through raising awareness on the role of GHRM practices from an analytical point of view.

Objectives of the Study

1. To examine the impact of Green Human Resource Management (GHRM) practices on environmental sustainability within organizations.
2. To analyze the influence of Green Human Resource Management practices on organizational sustainability and overall organizational performance.
3. To assess the relationship between Green Human Resource Management practices and employees' pro-environmental behavior, engagement, and commitment toward sustainability initiatives.

Hypothesis

H₀: Green Human Resource Management (GHRM) practices do not have a significant impact on environmental sustainability within organizations.

H₁: Green Human Resource Management (GHRM) practices have a significant impact on environmental sustainability within organizations.

3. RESEARCH METHODOLOGY

The research has become Quantitative and Descriptive type for the aim of analysing the impact of Green Human Resource Management (GHRM) practices in environmental sustainability in organization. The study centers on the employees in organisations with HRP implemented oriented towards sustainability. The information is gathered from a structured questionnaire with five point Likert scale items measuring perceptions of green recruitment and selection, green training and development, green performance appraisal, green compensation and rewards, employees' participation in environmental initiatives and environmental sustainability outcomes. A sampling technique appropriate to the activity is used and employees are selected in an appropriate way (convenience sampling as well as stratification sampling). Primary and secondary data is gathered from research journals, book, conference proceedings, sustainability reports and other academic and professional sources. Data collected are coded, tabulated and analysed by using percentage analysis, mean, standard deviation, correlation analysis and simple linear regression analysis. For the relationship between GHRM practices and Environmental Sustainability, regression model is used and tested with the hypothesis. The study aims to identify the effectiveness of the practices implemented under GHRM to boost resource conservation, waste reduction and environmental consciousness, and employee Eco-friendly behaviour. The results will offer valuable knowledge to managers, policy makers and organisations looking to improve environmental sustainability by effective human resource management practices and sustainable organisational strategies.

Table 1: Descriptive Statistics of Green Human Resource Management Practices and Environmental Sustainability

| Variables | N | Mean | Standard Deviation |
|---------------------------------|-----|------|--------------------|
| Green Recruitment and Selection | 300 | 4.08 | 0.71 |
| Green Training and Development | 300 | 4.15 | 0.68 |
| Green Performance Appraisal | 300 | 3.96 | 0.74 |
| Green Compensation and Rewards | 300 | 3.89 | 0.79 |

| | | | |
|---|-----|------|------|
| Employee Involvement in Environmental Initiatives | 300 | 4.21 | 0.65 |
| Environmental Sustainability | 300 | 4.18 | 0.67 |

Source: Primary Data

Interpretation

The results of descriptive statistics indicate positive awareness level of GHRM practices and its contribution towards achieving environmental sustainability in general among participants. The mean score of employees involved in environmental program (mean = 4.21, SD = 0.65) is the highest among the GHRM dimensions values, indicating that employees give high value on their involvement in their company's program on environmental concerns. Training and development programs that focus on environmental awareness and training skills also recorded high scores (Mean = 4.15, SD = 0.68) environmental aware and skill development through training and development is considered one of the factors that helps achieve sustainability goals. The mean score on the dependent variable "environmental sustainability" was 4.18 with SD=0.67 and it represented a very high level of agreement and positive response by the interviewees towards the organizations' commitment towards sustainable environmental practices. The relatively small range of standard deviations for all the variables show that there was consistency among respondents' perceptions. The overall results show that there is a positive correlation between the concept of Green Human Resource Management practices and environmental sustainability, which means this concept is likely to provide a strong pillar and justification to test the next hypothesis through correlation and regression analysis.

Regression Analysis

Table 2: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | 0.768 | 0.590 | 0.588 | 0.448 |

Dependent Variable: Environmental Sustainability

Table 3: ANOVA

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|---------|-------|
| Regression | 85.421 | 1 | 85.421 | 425.978 | 0.000 |
| Residual | 59.779 | 298 | 0.201 | | |
| Total | 145.200 | 299 | | | |

Table 4: Coefficients

| Model | Unstandardized Coefficients (B) | Std. Error | Standardized Coefficients (Beta) | t | Sig. |
|----------------|---------------------------------|------------|----------------------------------|--------|-------|
| (Constant) | 1.182 | 0.171 | - | 6.912 | 0.000 |
| GHRM Practices | 0.721 | 0.035 | 0.768 | 20.639 | 0.000 |

Dependent Variable: Environmental Sustainability

Regression Equation

Environmental Sustainability = 1.182 + 0.721 (GHRM Practices)

Interpretation

According to the Model Summary table, there is a good positive relationship between the practices of Green Human Resource Management (GreenHRM) and environmental sustainability (R = 0.768). The R-square value for the data is 0.590 indicated that 590% of the difference in the environmental sustainability can be explained by the practices of GHRM, with



the remainder part of the difference in the environmental sustainability not explained by the practices of GHRM and not included in the model. The ANOVA indicates the regression model to be statistically significant ($F = 425.978$, $p = 0.000$). There was a satisfactory relationship between the GHRM practices and the environmental sustainability as their significance value is below 0.05. As shown, the regression coefficient of "GHRM practices" ($B = 0.721$) is positive and statistically significant with ($p = 0.000$), meaning as the practices of GHRM increases, the environment's sustainability goes up. The standardized beta coefficient ($\beta = 0.768$) is positive and high, indicating a strong positive correlation between the two variables when considering their roles with regard to environmental sustainability. Therefore, the value of significance ($p = 0.000$) is less than the level of significance ($p = 0.05$) and thus the null hypothesis (H_0) is rejected and the other or alternative hypothesis (H_1) is accepted. Simple Linear Regression Analysis results show that the practices of Green Human Resource Management are significant and positive influences on the environmental sustainability in organizations. Results reveal that Green recruitment, Green training, Green performance appraisal, Green reward system, Employee Environmental involvement activities, collectively improve the levels of environmental sustainability. Therefore, the GHRM is a strategy that shows its effectiveness of on encouraging environmental sustainability practices and sustain the organization for long-term.

4. OVERALL CONCLUSION

The objective of the present study is to find the impact of the green human resource management (GHRM) practices on the environmental and organizational sustainability. The findings from this study demonstrate that the use of GHRM is indeed a strategic way for companies to embrace environmental issues from their HRM activities and at the same time enhancing the performance and sustainability of the company. As the importance of Environmental Sustainability, Climate Change challenges, and rising stakeholder expectations are being recognized by increasing companies, Green HR practices is fast gaining centre stage for acquiring critical competitive edge and sustainability for the future.

The study pointed out that every single of Green Human Resource Management (GHRM) practices (Green recruitment, Green training and development, Green performance appraisal, Green compensation and reward, and Employee Involvement in Green initiatives) has significant impact on respect to Environmental sustainability. If companies are successful in achieving these then they can assist their employees to learn about the environment, encourage environmentally responsible behaviours and practices, conserve resources and so on, and this will help to propagate the awareness within the workforce. The staff members, well trained in the surroundings and well involved in environmental activities are more enthusiastic about fulfilling the environmental goals of the organization.

It also revealed that GHRM practices had a positive influence on the sustainability of organizations as it affects employee engagement, job satisfaction, organizational commitment and organizations' performance. Green HR initiatives lead to a culture of sustainability and enhance the synergy between the employees' values and organisational objectives, thereby increasing the productivity, efficiency and innovation. In addition, the advantages of businesses that are environmentally oriented are improved corporate image, better trust by their stakeholders and employees, and better availability of job candidates that result in sustainable business growth and long-term corporate success.

The hypothesis testing results showed that the positive relationship between the GHRM practices and environmental sustainability was statistically significant in an organization. The regression analysis showed a high correlation between the GHRM practices and results related to the environmental sustainability in organizations, it can be inferred that the environmental sustainability is more achievable in organizations that implement green HR practices. Au et al. findings from these research studies once again indicate that HRM plays a key role in the organizational environmental performance and culture.

It also shows that leadership support and participation of employees to the successful implementation of GHRM practices are crucial. Sustainable organisation development can't be achieved through technology or even through environmental policy – this requires the active participation and commitment of the employees throughout the organisation. Having developed 'framework' for 'acquisition of environmental competence,' it is important to have tools which will encourage sustainable HR practices and develop 'sense of responsibility' of the employees/HR towards environmental activities.

To sum up, Green Human Resource Management becomes a powerful tool to realize the goals of environmental and organizational sustainability. Incorporating sustainable aspects into HR policies and practices could build a working staff that can proactively participate in environmental actions and participate to the efficiency of an organization and its competitiveness in medium and long term. The results highlight that GHRM is not just a green management measure but a strategic tool for managing the enterprise in a holistic manner that has a positive impact on the employee performance, promotes enterprise resilience and sustainable development. Green Human Resource Management is one important activity to adopt and to be developed in all organization for their competitiveness and social responsibility at the present day's business world

References

1. Amrutha, V. N., & Geetha, R. (2023). Green employee empowerment for environmental organizational citizenship

- behavior: A moderated parallel mediation model. *Current Psychology*, 43(7), 5685–5702. <https://doi.org/10.1007/s12144-023-04658-4>
2. Appelbaum, E. (2000). *Manufacturing advantage: Why high-performance work systems pay off*. Cornell University Press.
 3. Arshad, M., Abid, G., Contreras, F., Elahi, N. S., & Ahmed, S. (2022). Greening the hospitality sector: Employees' environmental and job attitudes predict ecological behavior and satisfaction. *International Journal of Hospitality Management*, 102, 103173. <https://doi.org/10.1016/j.ijhm.2022.103173>
 4. Baykal, E., Yılmaz, A. Ö., & Koktekin, S. K. (2023). Impact of green human resources management on job satisfaction. In H. Dincer & S. Yüksel (Eds.), *Economic development and the environmental ecosystem: The role of energy policy in economic growth* (pp. 191–204). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-35088-3_12
 5. Benevene, P., & Buonomo, I. (2020). Green human resource management: An evidence-based systematic literature review. *Sustainability*, 12(15), 5974. <https://doi.org/10.3390/su12155974>
 6. Brandis, S., Rice, J., & Schleimer, S. (2017). Dynamic workplace interactions for improving patient safety climate. *Journal of Health Organization and Management*, 31(1), 38–53. <https://doi.org/10.1108/JHOM-08-2016-0156>
 7. Cahyadi, A., Natalisa, D., Poór, J., Perizade, B., & Szabó, K. (2023). Predicting the relationship between green transformational leadership, green human resource management practices, and employees' green behavior. *Administrative Sciences*, 13(1), 5. <https://doi.org/10.3390/admsci13010005>
 8. Chen, S., Jiang, W., Li, X., & Gao, H. (2021). Effect of employees' perceived green HRM on their workplace green behaviors in oil and mining industries: Based on cognitive-affective system theory. *International Journal of Environmental Research and Public Health*, 18(8), 4056. <https://doi.org/10.3390/ijerph18084056>
 9. El Baroudi, S., Cai, W., Khapova, S., & Jiang, Y. (2023). Green human resource management and team performance in hotels: The role of green team behaviors. *International Journal of Hospitality Management*, 110, 103436. <https://doi.org/10.1016/j.ijhm.2022.103436>
 10. Elshaer, I. A., Azazz, A., Kooli, C., Alshebami, A. S., Zeina, M., & Fayyad, S. (2023). Green human resource management and brand citizenship behavior in the hotel industry: Mediation of organizational pride and individual green values as a moderator. *Administrative Sciences*, 13(4), 109. <https://doi.org/10.3390/admsci13040109>
 11. Faisal, S. (2023). Green human resource management—A synthesis. *Sustainability*, 15(3), 2259. <https://doi.org/10.3390/su15032259>
 12. Farrukh, M., Ansari, N., Raza, A., Wu, Y., & Wang, H. (2022). Fostering employees' pro-environmental behavior through green transformational leadership, green human resource management, and environmental knowledge. *Technological Forecasting and Social Change*, 179, 121643. <https://doi.org/10.1016/j.techfore.2022.121643>