

Green Human Resource Management Practices and Their Influence on Employee Sustainability in Service Organizations

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Abstract

Environmental sustainability has become a strategic priority for modern service organizations. Green Human Resource Management (GHRM) practices integrate environmental management into human resource policies to promote eco-friendly employee behavior and sustainable organizational culture. This study examines the influence of GHRM practices on employee sustainability in Indian service organizations. Primary data were collected from 205 service-sector employees through a structured questionnaire. The study analyzes the impact of green recruitment, green training, green performance appraisal, and green reward systems on employee environmental awareness, eco-friendly behavior, job commitment, and long-term retention. The findings reveal a significant positive relationship between GHRM practices and employee sustainability, highlighting the role of green HR initiatives in building environmentally responsible and committed workforces.

Keywords: Green Human Resource Management; Employee Sustainability; Service Organizations; Green Training; Eco-Friendly Behavior; Environmental Awareness

1. Introduction

In recent years, environmental sustainability has emerged as a critical concern for organizations across the globe due to climate change, resource depletion, and increasing regulatory pressures. Service organizations, which traditionally focused primarily on customer satisfaction and service quality, are now being compelled to integrate sustainable practices into their operational and managerial frameworks. As employees play a central role in implementing organizational policies, Human Resource Management has become a key mechanism for embedding environmental responsibility within workplace culture.

Green Human Resource Management (GHRM) refers to the integration of environmental management principles into HR policies and practices such as recruitment, training, performance appraisal, and reward systems. GHRM encourages employees to adopt eco-friendly behavior, reduce waste, conserve energy, and participate in environmental initiatives. Through these practices, organizations not only minimize their environmental footprint but also enhance employee engagement, commitment, and organizational reputation.

Employee sustainability reflects employees' long-term commitment, adaptability, environmental awareness, and willingness to remain with the organization while maintaining responsible work behavior. Sustainable employees are more likely to demonstrate higher job involvement, loyalty, and pro-environmental conduct, contributing to overall organizational stability and corporate social responsibility goals.

Although the concept of GHRM has gained increasing attention, empirical studies examining its influence on employee sustainability in Indian service organizations remain limited. This study aims to examine the impact of green HRM practices on employee sustainability and to identify the key green HR dimensions that influence environmentally responsible behavior and workforce stability.

2. Literature Review

Green Human Resource Management has been widely recognized as a strategic approach to promote environmental sustainability within organizations. Renwick, Redman, and Maguire (2013) described GHRM as a set of HR practices designed to encourage employees' eco-friendly attitudes and behavior. Their study highlighted that green recruitment and green training significantly improve environmental awareness among employees.

Jabbour (2015) emphasized that integrating environmental management into HR policies enhances employee participation in sustainability initiatives and strengthens organizational environmental performance. His findings confirmed that GHRM positively influences organizational commitment and employee involvement.

Dumont et al. (2017) found that green performance appraisal and green reward systems motivate employees to engage in environmentally responsible behavior, thereby improving job satisfaction and loyalty. Their research demonstrated that recognition of green initiatives strengthens employee morale and sustainability.

In the Indian service sector context, Mishra and Yadav (2018) reported that service organizations implementing green training programs experienced improved employee commitment and reduced turnover. Similarly, Singh and Kaur (2020) observed that green HR practices significantly influenced eco-friendly workplace behavior and organizational loyalty.

Recent studies by Kumar et al. (2022) indicated that green HR initiatives enhance corporate image and attract environmentally conscious employees, contributing to long-term workforce sustainability. The reviewed literature confirms a positive relationship between GHRM practices and employee sustainability, but comprehensive empirical studies focusing on Indian service organizations remain limited. This study attempts to bridge this gap by empirically analyzing green HR practices and their impact on employee sustainability.

3. Methodology

3.1 Research Design, Population, Sample and Variables

The present study adopted a descriptive and analytical research design to examine the influence of Green Human Resource Management (GHRM) practices on employee sustainability in Indian service organizations. A quantitative research approach was employed to collect measurable data regarding employees' perceptions of environmentally responsible HR practices and their influence on workplace behavior and long-term commitment. This design was selected as it enables systematic evaluation of relationships between green HR practices and sustainability-related employee outcomes.

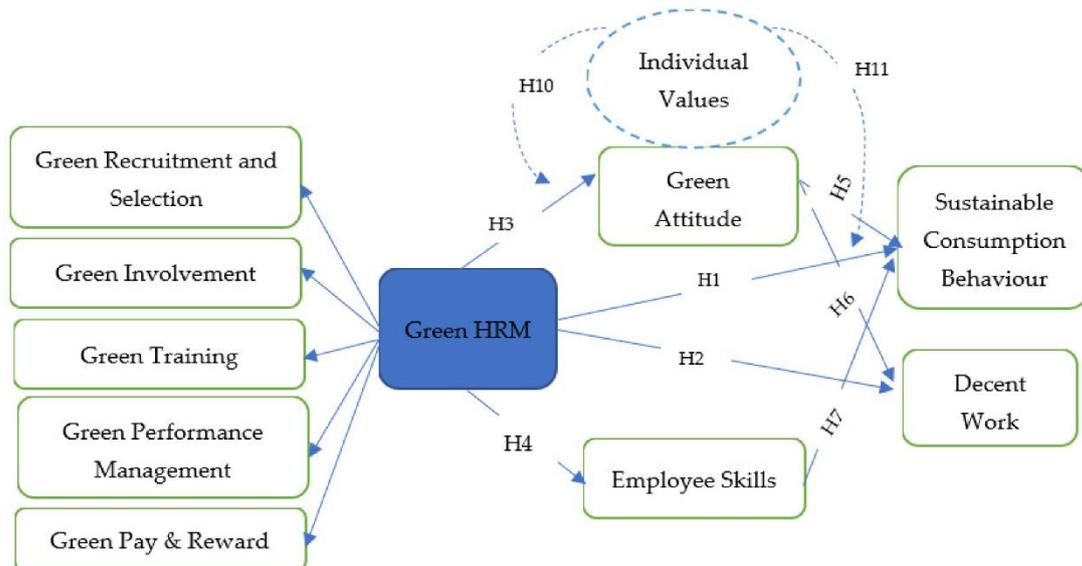


Figure 1. Green HRM Practices and Employee Sustainability in Service Organizations

The population of the study comprised employees working in service organizations such as IT services, banking, healthcare administration, hospitality, and educational institutions located in Uttarakhand, Uttar Pradesh, and Haryana. These regions were selected due to the increasing adoption of environmental management initiatives and the presence of diverse service-sector organizations. Convenience sampling technique was adopted owing to accessibility and time constraints. A total of 220 questionnaires were distributed using both online and offline modes. After screening incomplete and inconsistent responses, 205 valid questionnaires were retained for analysis, resulting in a response rate of 93 percent. The sample included respondents from administrative, technical, and support departments to ensure representation across functional roles.

Green Human Resource Management was treated as the independent variable and employee sustainability as the dependent variable. GHRM was conceptualized through green recruitment, green training, green performance appraisal, and green reward systems. Employee sustainability was examined through environmental awareness, eco-friendly workplace behavior, job commitment, and long-term retention intention. These dimensions collectively represent sustainable workforce behavior in service organizations.

3.2 Instrumentation, Data Collection and Data Analysis

Primary data were collected using a structured questionnaire developed based on extensive literature review and expert consultation. The questionnaire comprised three sections: demographic information, GHRM practices, and employee sustainability indicators. A total of 33 statements were included and measured on a five-point Likert scale ranging from Strongly Disagree to Strongly Agree. The instrument was carefully structured to ensure clarity and relevance.

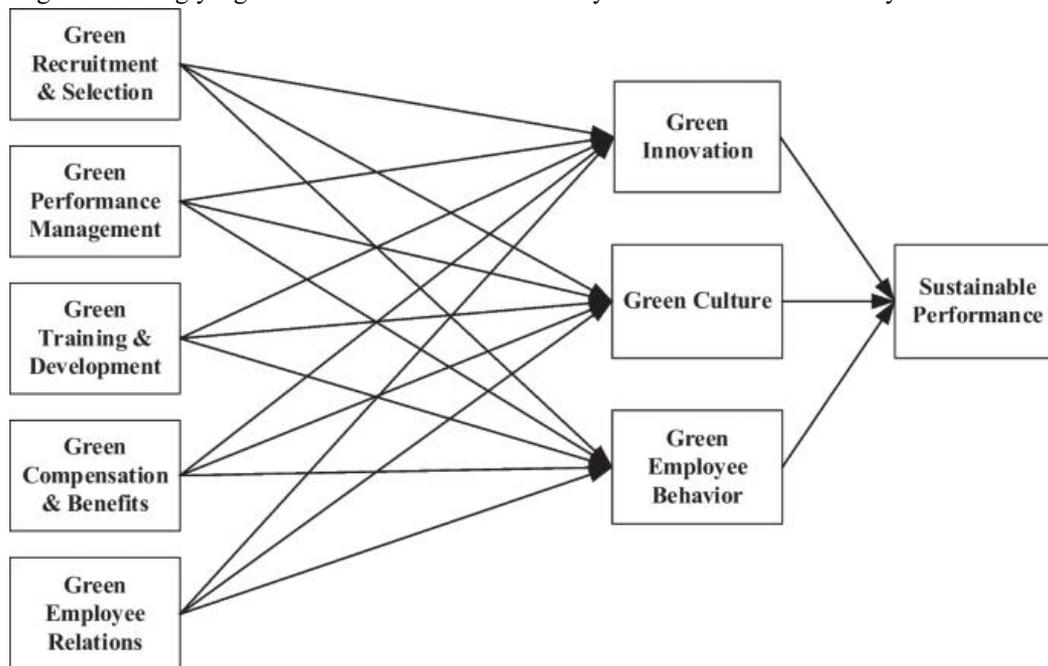


Figure 2. Impact of Green HRM Practice Dimensions on Employee Sustainability in Service Organizations

A pilot study was conducted with 30 service-sector employees to test the reliability of the instrument. Cronbach's alpha values ranged between 0.81 and 0.94, indicating excellent internal consistency. Data collection was carried out over a period of three months. Participation was voluntary, and confidentiality of respondents was strictly maintained. The collected data were coded and analyzed using SPSS software. Descriptive statistics were used to summarize respondent profiles and variable distributions. Pearson correlation analysis was applied to examine the relationship between GHRM practices and employee sustainability. Multiple regression analysis was employed to determine the predictive influence of GHRM dimensions on employee sustainability.

4. Results and Discussion

The responses collected from 205 service-sector employees were analyzed to examine the relationship between Green Human Resource Management practices and employee sustainability. Descriptive statistics revealed that a majority of respondents perceived their organizations as moderately to highly engaged in green recruitment, green training, and eco-friendly workplace initiatives. Employees reported positive attitudes toward energy conservation, waste reduction, and paperless operations, indicating growing environmental awareness within service organizations.

Correlation analysis revealed a strong positive relationship between GHRM practices and employee sustainability ($r = 0.75$), confirming that environmentally responsible HR policies significantly enhance eco-friendly workplace behavior, job commitment, and long-term retention intention. This result highlights the strategic importance of green HR initiatives in building sustainable workforce cultures.

Multiple regression analysis indicated that green training was the most influential predictor of employee sustainability ($\beta = 0.36$), followed by green reward systems ($\beta = 0.31$), green performance appraisal ($\beta = 0.27$), and green recruitment ($\beta = 0.23$). These findings suggest that continuous environmental training and recognition of green behavior play a dominant role in strengthening employee commitment and pro-environmental attitudes.

Employees who participated in green training programs demonstrated greater involvement in sustainability initiatives, including waste segregation, energy conservation, and use of digital documentation. Green reward and appraisal systems further reinforced positive behavior by recognizing environmentally responsible actions, thereby increasing employee motivation and organizational loyalty.

The findings are consistent with earlier studies by Renwick et al. (2013) and Dumont et al. (2017), which emphasized

that GHRM practices significantly improve environmental performance and employee commitment. The present study extends existing literature by providing empirical evidence from Indian service organizations and highlighting the strategic role of HR in promoting sustainability.

5. Conclusion

The present study provides strong empirical evidence that Green Human Resource Management practices play a decisive role in enhancing employee sustainability in service organizations. The findings clearly demonstrate that environmentally oriented HR practices significantly influence employees' environmental awareness, eco-friendly workplace behavior, job commitment, and long-term retention intention. Employees working in organizations that actively implement green recruitment, green training, green performance appraisal, and green reward systems exhibit higher levels of environmental responsibility and stronger emotional attachment to their organizations.

Green training emerged as a particularly influential factor in shaping employees' understanding of environmental issues and motivating them to adopt sustainable workplace practices such as waste reduction, energy conservation, and digital documentation. Eco-friendly performance appraisal and reward systems further reinforced these behaviors by recognizing and encouraging employees' green contributions, thereby improving morale, motivation, and organizational loyalty. Environmentally conscious recruitment practices also contributed to attracting employees who share sustainability values, strengthening the organization's green culture from the entry level itself.

Service organizations that institutionalize structured green HR practices benefit not only through improved workforce stability and reduced employee turnover but also through enhanced corporate image, social responsibility credentials, and long-term organizational sustainability. The study emphasizes that integrating environmental objectives into human resource policies is no longer optional but a strategic necessity for achieving sustainable competitive advantage in a rapidly evolving business environment. Managers and policy makers are therefore encouraged to align HR strategies with environmental goals to build resilient, responsible, and future-ready organizations.

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