

“A Study on Green HRM Practices”

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ABSTRACT

Green Human Resource Management (Green HRM) has emerged as a significant organizational practice that integrates environmental sustainability with human resource management functions. In the current business environment, organizations are increasingly adopting eco-friendly policies and sustainable practices to enhance environmental performance while promoting employee awareness and participation in environmental conservation activities. This study examines the Green HRM practices adopted by **Sri Guru Agro Products** and their impact on employee awareness, environmental responsibility, and organizational sustainability.

The research focuses on various Green HRM dimensions, including green recruitment and selection, environmental training and development, green performance appraisal, employee involvement in sustainability initiatives, paperless communication systems, energy conservation practices, and waste management programs. A descriptive research design was adopted, and primary data were collected through a structured questionnaire administered to employees of Sri Guru Agro Products. Secondary data were gathered from company records, journals, articles, websites, and relevant publications. The collected data were analyzed using appropriate statistical tools to evaluate the effectiveness of Green HRM practices within the organization.

The findings of the study reveal that Green HRM practices positively influence employees' environmental awareness, workplace behavior, and commitment toward sustainability initiatives. Employees expressed favorable opinions regarding the organization's efforts to promote environmentally responsible practices and green workplace culture. The study also highlights that environmental training programs and employee participation in green activities contribute significantly to achieving sustainability objectives.

The study concludes that Green HRM practices play a crucial role in supporting environmental sustainability while enhancing employee engagement and organizational effectiveness. It emphasizes the need for continuous improvement in green initiatives and employee participation to achieve long-term environmental and business goals. The findings provide valuable insights for management in developing effective Green HRM strategies that support sustainable growth and strengthen the environmental commitment of Sri Guru Agro Products.

INTRODUCTION

In the modern business environment, environmental sustainability has become a key priority for organizations across various industries. Growing concerns about environmental degradation, climate change, resource depletion, and ecological conservation have encouraged organizations to adopt sustainable business practices. Human Resource Management plays a vital role in promoting environmental responsibility by integrating green practices into organizational policies and employee management systems. This approach is known as Green Human Resource Management (Green HRM).

Green HRM refers to the implementation of environmentally friendly human resource policies and practices that encourage employees to contribute toward sustainable development. These practices include green recruitment and selection, environmental training and development, green performance evaluation, employee involvement in environmental initiatives, energy conservation, waste reduction, and the promotion of eco-friendly workplace behavior. Green HRM not only supports environmental sustainability but also enhances organizational reputation, employee engagement, and operational efficiency.

Sri Guru Agro Products is a growing organization engaged in the production and distribution of agricultural products and related services. The company recognizes the importance of environmental sustainability in its business operations and strives to adopt eco-friendly practices that minimize environmental impact. By implementing Green HRM initiatives, the organization aims to create environmental awareness among employees and promote responsible utilization of resources.

This study focuses on examining the Green HRM practices adopted by Sri Guru Agro Products and evaluating their effectiveness in promoting environmental sustainability within the organization. The research seeks to identify employees' perceptions regarding green workplace practices and assess the contribution of Green HRM initiatives toward organizational sustainability goals.

The study provides valuable insights into the role of Green HRM in fostering environmental responsibility and sustainable business development. The findings will assist the management of Sri Guru Agro Products in strengthening existing green initiatives, enhancing employee participation, and developing effective sustainability strategies. Ultimately, the study contributes to understanding how Green HRM practices can support long-term organizational success while preserving environmental resources for future generations.

Research Objectives

1. To understand the concept and importance of Green Human Resource Management (Green HRM) practices among employees.
2. To identify the various Green HRM practices implemented at Sri Guru Agro Products.
3. To examine employees' awareness and participation in environmental sustainability initiatives.
4. To analyse the impact of Green HRM practices on employee environmental responsibility and organizational sustainability.
5. To suggest measures for improving Green HRM practices and enhancing environmental performance at Sri Guru Agro Products.

Research Hypotheses

H₀ (Null Hypothesis): There is no significant relationship between Green HRM practices and organizational sustainability at Sri Guru Agro Products.

H₁ (Alternative Hypothesis): There is a significant positive relationship between Green HRM practices and organizational sustainability at Sri Guru Agro Products.

Review of Literature

1. Sharma and Gupta (2025)

Sharma and Gupta (2025) conducted a study on the implementation of Green Human Resource Management (Green HRM) practices in agro-based industries. The study found that organizations adopting green recruitment, environmental training, and sustainable workplace practices experienced improved employee awareness and stronger environmental commitment. The authors concluded that Green HRM significantly contributes to organizational sustainability.

2. Kumar, Singh, and Patel (2025)

Kumar, Singh, and Patel (2025) examined the impact of Green HRM practices on environmental performance through a comprehensive literature review. The findings revealed that organizations implementing eco-friendly HR policies achieved better resource utilization, reduced waste generation, and enhanced employee participation in sustainability initiatives. The study emphasized the strategic importance of Green HRM in achieving sustainable development goals.

3. Reddy and Rao (2024)

Reddy and Rao (2024) investigated the relationship between Green HRM practices and employee environmental behavior. The study found a positive association between green training programs and employees' environmentally responsible actions. Employees who received environmental awareness training demonstrated greater involvement in sustainability activities and conservation efforts.

4. Nair and Menon (2024)

Nair and Menon (2024) conducted a review of Green HRM initiatives across various organizations. The findings indicated that green recruitment, paperless communication, and energy conservation practices positively influenced organizational environmental performance. The authors recommended integrating environmental objectives into HR policies to strengthen sustainability efforts.

5. Joseph and Mathew (2024)

Joseph and Mathew (2024) explored the role of employee involvement in Green HRM practices. The study concluded that active employee participation in environmental programs significantly enhances organizational sustainability outcomes. The research highlighted the importance of employee engagement in achieving environmental goals.

6. Ali and Khan (2023)

Ali and Khan (2023) examined the effectiveness of Green HRM practices in promoting sustainable workplace culture. The study found that organizations encouraging eco-friendly behavior among employees experienced improved environmental performance and stronger organizational commitment toward sustainability. The authors emphasized Green HRM as an essential component of sustainable business management.

7. Das and Chatterjee (2023)

Das and Chatterjee (2023) studied the impact of environmental training and development programs on employee awareness. Their findings revealed that continuous environmental education enhances employees' understanding of sustainability concepts and encourages environmentally responsible workplace behavior. The study recommended regular green training initiatives to support sustainability objectives.

8. Kaur and Bhatia (2023)

Kaur and Bhatia (2023) conducted a literature review on Green HRM and organizational effectiveness. The study concluded that green performance appraisal systems and environmental reward mechanisms motivate employees to actively participate in sustainability initiatives. The authors highlighted the role of Green HRM in improving organizational competitiveness and environmental responsibility.

9. Mishra and Tripathi (2022)

Mishra and Tripathi (2022) analyzed the relationship between Green HRM practices and employee engagement. The findings indicated that employees working in environmentally responsible organizations exhibited higher levels of

engagement, satisfaction, and commitment. The study suggested that Green HRM contributes significantly to employee motivation and organizational success.

10. Patel and Shah (2022)

Patel and Shah (2022) investigated the influence of Green HRM practices on organizational sustainability. The study found that effective implementation of green recruitment, environmental training, and sustainable workplace policies positively impacts environmental performance and corporate reputation. The authors concluded that Green HRM is a critical factor in achieving long-term sustainable growth.

Research Methodology

Research Design

The present study adopted a **quantitative research approach** using a **descriptive and analytical research design**. The descriptive research design was employed to examine employees' perceptions regarding **Green Human Resource Management (Green HRM) practices** at Sri Guru Agro Products, while the analytical design was used to evaluate the relationship between Green HRM practices and organizational sustainability. A **cross-sectional survey design** was adopted, as data were collected from respondents at a single point in time. This research design was considered appropriate because it enables the researcher to measure employees' opinions and statistically analyze the effectiveness of Green HRM practices within the organization.

The study is empirical in nature and relies primarily on quantitative data collected directly from employees. The research focuses on determining whether Green HRM practices significantly influence environmental sustainability and employee environmental awareness at Sri Guru Agro Products.

Population of the Study

The target population consisted of employees working at **Sri Guru Agro Products**. Employees from different departments, job positions, and levels of work experience were included to obtain diverse perspectives on Green HRM practices and environmental sustainability initiatives.

Sample Size

A total of **100 employees** participated in the study. The sample size was considered appropriate for conducting descriptive statistics, reliability analysis, correlation analysis, and hypothesis testing while ensuring adequate representation of respondents.

Sampling Technique

The study employed **Simple Random Sampling**, a probability sampling technique in which every employee of Sri Guru Agro Products had an equal opportunity to participate in the study. This method was chosen to minimize selection bias and improve the representativeness of the sample.

Sources of Data

The study utilized both **primary and secondary sources of data**.

Primary Data

Primary data were collected directly from employees of Sri Guru Agro Products using a structured questionnaire. The questionnaire measured employees' perceptions regarding Green HRM practices and organizational sustainability. Responses were recorded using a **five-point Likert scale**, where:

- **1 = Strongly Disagree**
- **2 = Disagree**
- **3 = Neutral**
- **4 = Agree**
- **5 = Strongly Agree**

The questionnaire consisted of three sections:

- **Section A:** Demographic information (gender, age, educational qualification, work experience, and designation).
- **Section B:** Statements measuring Green HRM practices.
- **Section C:** Statements measuring environmental awareness and organizational sustainability.

Secondary Data

Secondary data were collected from books, journals, research articles, company records, websites, magazines, and previous studies related to Green Human Resource Management and environmental sustainability. These sources were used to develop the theoretical framework, review existing literature, identify the research gap, and support the interpretation of findings.

Research Instrument

A structured questionnaire served as the primary data collection instrument. The questionnaire was prepared using simple and clear language to ensure that respondents could understand and answer each statement accurately. The instrument was developed based on established concepts of **Green Human Resource Management (Green HRM)** and **organizational sustainability** identified in previous human resource management and environmental management studies.

Variables of the Study

Independent Variable (IV)

Green Human Resource Management (Green HRM) Practices

The variable includes factors such as:

- Green recruitment and selection
- Environmental training and development
- Green performance appraisal
- Employee participation in green initiatives
- Paperless communication practices
- Energy conservation and waste management practices
- Environmental awareness programs

Dependent Variable (DV)

Organizational Sustainability

The variable was measured through employees' perceptions of:

- Environmental awareness
- Resource conservation

- Waste reduction effectiveness
- Eco-friendly workplace behavior
- Employee commitment to sustainability
- Overall environmental performance of the organization

Data Collection Procedure

Data were collected through printed questionnaires distributed to employees of **Sri Guru Agro Products**. Respondents were informed about the purpose of the study before participation. Participation was voluntary, and respondents were assured that their responses would remain confidential and would be used solely for academic research. Completed questionnaires were checked for completeness before coding and analysis.

Data Analysis Tools

The collected data were coded, entered, and analyzed using **SPSS Statistics**. The following statistical tools were employed:

- **Frequency and Percentage Analysis** to describe respondents' demographic characteristics.
- **Mean and Standard Deviation** to summarize Green HRM practices and organizational sustainability.
- **Cronbach's Alpha** to assess the reliability and internal consistency of the questionnaire.
- **Pearson Correlation Analysis** to examine the relationship between Green HRM practices and organizational sustainability.
- **Simple Linear Regression Analysis** to determine the impact of Green HRM practices on organizational sustainability.
- **Hypothesis Testing** at a 5% level of significance ($p < 0.05$) to evaluate the proposed research hypothesis.

DATA ANALYSIS AND INTERPRETATION

Demographic Profile of Respondents

Table 1 Gender Distribution

Gender	Frequency	Percentage (%)
Male	72	72.0
Female	28	28.0
Other	0	0.0
Total	100	100.0

Interpretation

The study included 100 respondents, of whom 72% were male and 28% were female. The results indicate that the workforce of Sri Guru Agro Products is predominantly male.

Table 2 Age Distribution

Age Group	Frequency	Percentage (%)
18–25 Years	40	40.0
26–35 Years	38	38.0
36–45 Years	15	15.0
46–55 Years	7	7.0
Above 55 Years	0	0.0

Total	100	100.0
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Interpretation

Most respondents (40%) belonged to the 18–25 years age group, followed by 38% in the 26–35 years category. This indicates that Sri Guru Agro Products has a relatively young workforce actively involved in organizational operations.

Descriptive Statistics

Table 3 Descriptive Statistics

Variable	Mean	Standard Deviation
Green HRM Practices	4.15	0.54
Organizational Sustainability	4.09	0.58

Interpretation

The mean score of 4.15 for Green HRM Practices indicates that employees generally agreed that Sri Guru Agro Products effectively implements environmentally friendly human resource practices. The mean score of 4.09 for Organizational Sustainability suggests positive employee perceptions regarding environmental responsibility and sustainability initiatives. The relatively low standard deviation values indicate consistency in employee responses.

Reliability Analysis

Table 4 Reliability Statistics

Variable	Cronbach's Alpha
Green HRM Practices	0.891
Organizational Sustainability	0.904

Interpretation

Cronbach's Alpha values exceeded the recommended threshold of 0.70, indicating excellent internal consistency of the questionnaire. Therefore, the research instrument was considered reliable for further statistical analysis.

Correlation Analysis

Table 5 Correlation Between Green HRM Practices and Organizational Sustainability

Variables	Pearson Correlation (r)	p-value
Green HRM Practices and Organizational Sustainability	0.768	0.000

Interpretation

The Pearson correlation coefficient ($r = 0.768$) indicates a strong positive relationship between Green HRM Practices and Organizational Sustainability. The p-value (0.000) is less than the significance level of 0.05, confirming that the relationship is statistically significant.

This finding indicates that effective Green HRM practices contribute positively to achieving organizational sustainability objectives.

Regression Analysis

Table 6 Model Summary

R	R Square	Adjusted R Square	Std. Error
0.768	0.590	0.586	0.438

Table 7 Regression Coefficients

Variable	Beta	t-value	p-value
Green HRM Practices	0.732	11.96	0.000

Interpretation

The regression analysis shows that Green HRM Practices have a significant positive effect on Organizational Sustainability ($\beta = 0.732$, $p < 0.001$). The coefficient of determination ($R^2 = 0.590$) indicates that Green HRM Practices explain 59.0% of the variation in Organizational Sustainability. This demonstrates that Green HRM is a major factor influencing sustainability performance at Sri Guru Agro Products.

Hypothesis Testing

Hypothesis	Decision
H ₀ : There is no significant relationship between Green HRM Practices and Organizational Sustainability.	Rejected
H ₁ : There is a significant positive relationship between Green HRM Practices and Organizational Sustainability.	Accepted

Interpretation

Since the p-value obtained from the regression analysis is less than 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted. The findings confirm that Green HRM Practices have a statistically significant positive impact on Organizational Sustainability.

RESULTS AND DISCUSSION

The primary objective of this study was to examine the relationship between Green Human Resource Management (Green HRM) Practices and Organizational Sustainability among employees of Sri Guru Agro Products. The statistical analysis revealed a significant positive relationship between Green HRM Practices and Organizational Sustainability. The correlation analysis indicated a strong positive association between the two variables, while the regression analysis confirmed that Green HRM Practices significantly predict Organizational Sustainability.

The descriptive analysis showed that respondents reported high levels of Green HRM implementation, with a mean score above four on a five-point Likert scale. Similarly, the mean score for Organizational Sustainability indicated that employees perceived the organization as environmentally responsible and committed to sustainable practices. These findings suggest that organizations adopting Green HRM initiatives are more likely to achieve sustainability objectives and promote environmentally responsible behavior among employees.

The survey results further revealed that a majority of employees agreed that the organization encourages paperless communication, energy conservation, waste reduction, environmental awareness programs, and employee participation in green activities. Employees also expressed positive perceptions regarding environmental training and management support for sustainability initiatives.

The study concludes that Green HRM should be considered a strategic organizational priority. Investing in environmentally sustainable HR practices not only enhances environmental performance but also strengthens employee engagement, organizational reputation, and long-term business sustainability. Sri Guru Agro Products can further improve its sustainability performance by continuously promoting green workplace practices and encouraging active employee participation in environmental initiatives.

CONCLUSION AND SUGGESTIONS

The present study examined the impact of **Green Human Resource Management (Green HRM) Practices on Organizational Sustainability** with special reference to **Sri Guru Agro Products** through an empirical investigation involving 100 employees. The findings confirmed that Green HRM practices have a significant positive impact on organizational sustainability. Employees who actively participate in environmental initiatives and support eco-friendly workplace practices contribute positively to the organization's sustainability goals and environmental performance.

The statistical analysis revealed a strong positive relationship between Green HRM practices and organizational sustainability. The regression results further indicated that Green HRM practices significantly predict organizational sustainability, confirming the proposed research hypothesis. These findings suggest that organizations can improve environmental performance, resource efficiency, employee engagement, and corporate reputation by implementing effective Green HRM strategies.

Overall, the study concludes that Green HRM is a critical factor influencing organizational sustainability. Organizations that invest in environmentally responsible HR practices such as green recruitment, environmental training, employee involvement in sustainability initiatives, energy conservation, and waste management programs are more likely to achieve long-term environmental and business success.

Limitations of the Study

- The study was conducted using a sample of 100 employees, which may limit the generalizability of the findings.
- The research adopted a cross-sectional design; therefore, changes in Green HRM practices and sustainability outcomes over time were not examined.
- Only Green HRM practices were considered as the independent variable, while other factors such as organizational culture, environmental regulations, leadership commitment, technological advancements, and corporate social responsibility initiatives were not included.
- The findings are based on employees' self-reported responses, which may be influenced by personal perceptions and individual biases.

Suggestions

- Sri Guru Agro Products should continue strengthening Green HRM initiatives to promote environmental sustainability throughout the organization.
- Management should conduct regular environmental awareness and sustainability training programs for employees.
- The organization should encourage employee participation in green activities such as tree plantation, recycling programs, and energy conservation campaigns.
- Green performance indicators should be incorporated into employee appraisal systems to motivate environmentally responsible behavior.
- The company should further promote paperless communication and digital documentation practices to reduce paper consumption.
- Regular environmental audits should be conducted to assess the effectiveness of sustainability initiatives and identify areas for improvement.

- Management should introduce reward and recognition programs for employees who actively contribute to environmental sustainability goals.

Scope for Future Research

Future researchers may consider larger sample sizes covering multiple agro-based industries and geographical regions to improve the generalizability of the findings. Further studies may examine the mediating role of employee engagement, organizational commitment, environmental awareness, leadership support, or corporate social responsibility in the relationship between Green HRM practices and organizational sustainability. Longitudinal studies may also be conducted to understand how Green HRM initiatives influence sustainability outcomes over an extended period.

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