

GREEN HUMAN RESOURCE MANAGEMENT AND CORPORATE SUSTAINABILITY: A STUDY OF EMPLOYEE PERCEPTIONS

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Abstract

This study examines Green Human Resource Management (GHRM) and its relationship with corporate sustainability. GHRM is an emerging concept that integrates environmental management practices into human resource functions such as recruitment, training, performance appraisal and employee engagement. The primary objective of the study is to examine how GHRM practices influence corporate sustainability within an organisation. The study is based on primary data collected from 150 employees through a structured questionnaire. A descriptive research design was adopted, and percentage analysis, the chi-square test and correlation analysis were used to analyse the data. The findings indicate that employees have a positive perception of GHRM practices and their contribution to sustainability, and the statistical analysis reveals a significant relationship between GHRM practices and corporate sustainability, highlighting the importance of environmentally responsible HR policies. The study concludes that effective implementation of GHRM practices can enhance environmental performance and support long-term organisational sustainability.

Keywords

Green Human Resource Management, Corporate Sustainability, Environmental Sustainability, Employee Engagement, Sustainable Development

1. Introduction

The growing emphasis on environmental sustainability has encouraged organisations to incorporate eco-friendly practices into all areas of business management, including human resources. This has led to the emergence of Green Human Resource Management (GHRM), an approach that integrates environmental considerations into HR policies and activities (Renwick et al., 2013).

GHRM encourages employees to support sustainable practices through green recruitment, environmental training, performance evaluation and reward systems. By embedding environmental responsibility throughout the employee life cycle, organisations can build a workforce that helps reduce

waste, conserve resources and minimise environmental impact. As businesses face increasing pressure to operate sustainably, GHRM has become an important strategy for achieving both organisational and environmental goals. It promotes environmentally responsible behaviour among employees and strengthens an organisation's commitment to long-term sustainability and corporate social responsibility.

2. Statement of the Problem

Employees play a crucial role in the successful implementation of environmental sustainability initiatives within an organisation. However, they may differ in their awareness of, participation in and perception of GHRM practices such as green training,

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eco-friendly workplace policies and sustainability-related rewards, and these differences can influence the effectiveness of corporate sustainability efforts. It is therefore necessary to investigate employees' perceptions of GHRM practices and determine whether these practices contribute to corporate sustainability objectives. This study focuses on employees' views regarding the implementation and impact of GHRM within their organisation.

3. Objectives of the Study

1. To understand the concept of Green Human Resource Management.
2. To analyse the relationship between GHRM practices and corporate sustainability.

4. Review of Literature

GHRM has gained increasing attention in recent years as organisations seek to integrate environmental sustainability into human resource practices, and several researchers have highlighted the importance of aligning HR policies with environmental goals. Renwick et al. (2013) emphasised that GHRM involves embedding environmental management into HR functions such as recruitment, training, performance appraisal and rewards, and that employee involvement is crucial for the success of green initiatives. Jabbour and Santos (2008) stated that organisations adopting environmental management systems are more likely to integrate sustainability practices into HR policies, leading to improved environmental performance. According to Jackson et al. (2011), GHRM plays a key role in promoting sustainable workplace behaviour by encouraging employees to adopt eco-friendly practices. Opatha and Arulrajah (2014) found that green

HR practices contribute significantly to environmental performance and organisational sustainability by influencing employee behaviour and attitudes. These studies show that GHRM is an emerging concept that strengthens the relationship between HR practices and corporate sustainability.

5. Research Methodology

The study adopted a descriptive research design to examine the relationship between GHRM practices and corporate sustainability. Primary data were collected through a structured questionnaire consisting of statements on GHRM and sustainability practices, administered to employees across different departments of the organisation. Using convenience sampling, 150 employee responses were collected; the data were coded, tabulated and analysed to understand employees' perceptions of green HR practices and their contribution to corporate sustainability. Percentage analysis was used to describe the demographic profile and responses, mean-score analysis to measure the level of agreement with GHRM and sustainability statements, the chi-square test to examine the association between GHRM awareness and sustainability perception, and correlation analysis to examine the relationship between GHRM practices and corporate sustainability.

6. Analysis and Interpretation

6.1 Demographic Profile of Respondents

The demographic profile describes the background of the 150 employees who participated in the study (Tables 1 and 2).

Table 1. Gender-wise Distribution of Respondents

S. No.	Gender	No. of Respondents	Percentage (%)
1	Male	90	60.0
2	Female	60	40.0
	Total	150	100.0

Source: Primary data

Table 2. Age-wise Distribution of Respondents

S. No.	Age	No. of Respondents	Percentage (%)
1	Below 25 years	30	20.0
2	25–35 years	70	46.7
3	36–45 years	35	23.3
4	Above 45 years	15	10.0
	Total	150	100.0

Source: Primary data

Of the 150 respondents, 90 (60%) are male and 60 (40%) are female. The sample thus contains a higher proportion of male respondents, although the representation of both genders ensures that the study captures perspectives from male and female employees on HR practices and corporate sustainability.

The majority of respondents, 70 (46.7%), belong

to the 25–35 years age group, followed by 35 respondents (23.3%) aged 36–45 years, 30 (20%) below 25 years and 15 (10%) above 45 years. The predominance of respondents aged 25–35 years may provide meaningful insights into employees' perceptions of contemporary HR practices, environmental responsibility and sustainability-oriented initiatives.

6.2 Awareness of Green HRM Practices

Table 3. Awareness of Green HRM Practices

Response	No. of Respondents	Percentage (%)
Strongly Agree	40	26.7
Agree	55	36.7
Neutral	30	20.0
Disagree	20	13.3
Strongly Disagree	5	3.3
Total	150	100.0

Source: Primary data

Table 3 presents respondents' awareness of GHRM practices in their organisation. Of the 150 respondents, 55 (36.7%) agreed and 40 (26.7%) strongly agreed with the statement, 30 (20%) remained neutral, 20 (13.3%) disagreed and only 5 (3.3%) strongly disagreed. Overall, 63.3% of the respondents expressed agreement, suggesting that the

majority perceive a positive connection between HR practices and corporate sustainability. This highlights the growing relevance of GHRM in promoting environmentally responsible organisational practices.

6.3 Implementation of Green HR Practices

Table 4. Implementation of Green HR Practices

Response	No. of Respondents	Percentage (%)
Strongly Agree	35	23.3
Agree	60	40.0
Neutral	25	16.7
Disagree	20	13.3

<i>Response</i>	<i>No. of Respondents</i>	<i>Percentage (%)</i>
Strongly Disagree	10	6.7
Total	150	100.0

Source: Primary data

Table 4 examines the extent to which green HR practices are implemented in the organisation. Of the 150 respondents, 60 (40%) agreed and 35 (23.3%) strongly agreed that green HR practices are implemented, giving a total of 95 respondents (63.3%) with a positive opinion. Further, 25 respondents (16.7%) were neutral, which may indicate limited awareness or mixed perceptions, while

20 (13.3%) disagreed and 10 (6.7%) strongly disagreed. The findings indicate a relatively high level of adoption and suggest that organisations are increasingly incorporating environmentally responsible HR practices into their sustainability efforts.

6.4 Impact of GHRM on Corporate Sustainability

Table 5. Impact of GHRM on Corporate Sustainability

<i>Response</i>	<i>No. of Respondents</i>	<i>Percentage (%)</i>
Strongly Agree	45	30.0
Agree	65	43.3
Neutral	20	13.3
Disagree	15	10.0
Strongly Disagree	5	3.3
Total	150	100.0

Source: Primary data

Table 5 presents employees' perceptions of the impact of GHRM on corporate sustainability. Of the 150 respondents, 65 (43.3%) agreed and 45 (30%) strongly agreed, so that 110 respondents (73.3%) expressed a positive perception. Further, 20 respondents (13.3%) were neutral, 15 (10%) disagreed and only 5 (3.3%) strongly disagreed. The findings indicate that employees recognise the importance of environmentally oriented HR practices in promoting sustainable organisational performance, reducing environmental impact and

strengthening the organisation's commitment to corporate sustainability.

6.5 Association between GHRM Awareness and Corporate Sustainability

Null hypothesis (H0): There is no significant association between GHRM practices (training and awareness) and the perception of corporate sustainability.

Table 6. GHRM Awareness and Corporate Sustainability: Observed Frequencies

<i>GHRM Awareness</i>	<i>High Sustainability</i>	<i>Moderate Sustainability</i>	<i>Low Sustainability</i>	<i>Total</i>
High	60	25	5	90
Low	20	25	15	60
Total	80	50	20	150

Source: Primary data

The calculated chi-square value is $\chi^2 = 19.79$ with $(2 - 1)(3 - 1) = 2$ degrees of freedom, against a table value of 5.991 at the 5% level of significance. Since

the calculated value exceeds the table value, the null hypothesis is rejected, indicating a statistically significant association between GHRM awareness and

corporate sustainability. Employees with high awareness of GHRM practices tend to report higher levels of sustainability: among the 90 employees with high GHRM awareness, 60 reported high sustainability and only 5 reported low sustainability. This suggests that increasing employees' awareness of green HR practices may contribute to stronger sustainability outcomes within organisations.

7. Findings

1. Most employees are aware of GHRM practices in the organisation.
2. A significant proportion of respondents agreed that green HR practices such as training, awareness programmes and eco-friendly policies are implemented.
3. Employees perceive that GHRM practices contribute positively to corporate sustainability.
4. The chi-square test showed a significant association between GHRM awareness and sustainability perception, and the correlation analysis indicated a strong positive relationship between GHRM practices and corporate sustainability.

8. Suggestions

1. The organisation should increase GHRM awareness programmes for employees who are less aware of sustainability practices.
2. More structured green training programmes should be introduced to strengthen environmental knowledge.
3. Employees should be encouraged and rewarded for participating in eco-friendly initiatives.
4. Green HR policies should be implemented consistently across all departments, and digital and paperless practices should be further promoted to reduce environmental impact.

9. Conclusion

The study concludes that Green Human Resource Management plays a vital role in enhancing corporate sustainability. Employees generally have a positive perception of green HR practices, and these

practices significantly influence sustainable organisational performance. The statistical analysis confirms a strong relationship between GHRM and corporate sustainability, indicating that effective implementation of green HR strategies can support environmental responsibility and improve overall organisational outcomes.

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