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## THE ROLE OF GREEN HRM IN EMPLOYEE WELL-BEING

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### ABSTRACT :

This research explores the intersection of environmental sustainability and employee well-being by examining the role of Green Human Resource Management (Green HRM) practices in reducing workplace stress and promoting brain health. As organizations increasingly adopt eco-friendly policies, this study investigates how such initiatives impact psychological well-being and cognitive functioning among employees. Drawing on both primary and secondary research, the study identifies specific Green HRM practices—such as green training, environmentally conscious leadership, and sustainable workplace design—and evaluates their effectiveness in mitigating stress. Findings suggest that the integration of Green HRM not only contributes to organizational sustainability but also fosters a healthier, less stressful work environment. This dual benefit highlights the strategic importance of aligning HRM with environmental goals to enhance employee satisfaction and mental resilience. The dissertation concludes with practical recommendations for implementing Green HRM as a holistic approach to workplace wellness.

**Keywords:** Green HRM, Workplace Stress, Employee Brain Health, Sustainable HR Practices, Mental Well-being, Eco-friendly Work Environment, Green Training, Organizational Sustainability, Cognitive Health, Green Leadership etc

### INTRODUCTION

In recent years, the growing emphasis on sustainability has transcended traditional environmental boundaries and begun to redefine organizational management, particularly in the field of Human Resource Management (HRM). Green Human Resource Management (Green HRM) is a progressive approach that integrates environmental sustainability into core HR functions such as recruitment, training, performance appraisal, and employee engagement. Beyond reducing an organization's ecological footprint, Green HRM fosters a culture of responsibility, mindfulness, and holistic well-being within the workplace. As global awareness of climate change, resource depletion, and workplace burnout rises, businesses are being called upon not only to be environmentally responsible but also to ensure the mental and emotional well-being of their workforce. Mental health challenges, stress-related disorders, and cognitive overload are increasingly prevalent in modern workplaces. In response to these issues, Green HRM presents a compelling intersection where ecological consciousness meets employee welfare, offering a dual pathway to organizational sustainability and personal well-being. The need to prioritize employee well-being has never been more urgent, especially in the post-pandemic era where remote work, digital fatigue, and blurred work-life boundaries have intensified stress levels. By adopting Green HRM, organizations can create not only environmentally sustainable workplaces but also emotionally intelligent and mentally enriching environments. This research seeks to fill the gap by critically examining how these green practices can contribute to stress reduction, enhanced focus, and greater job satisfaction.

Through a combination of qualitative interviews and quantitative surveys, this research investigates employee perceptions and real-world impacts of Green HRM. It aims to provide actionable insights for HR professionals, business leaders, and policy makers seeking to align sustainability with workforce well-being. In doing so, the study highlights the transformative potential of HRM as a strategic partner in creating not just greener, but healthier and more humane workplaces.

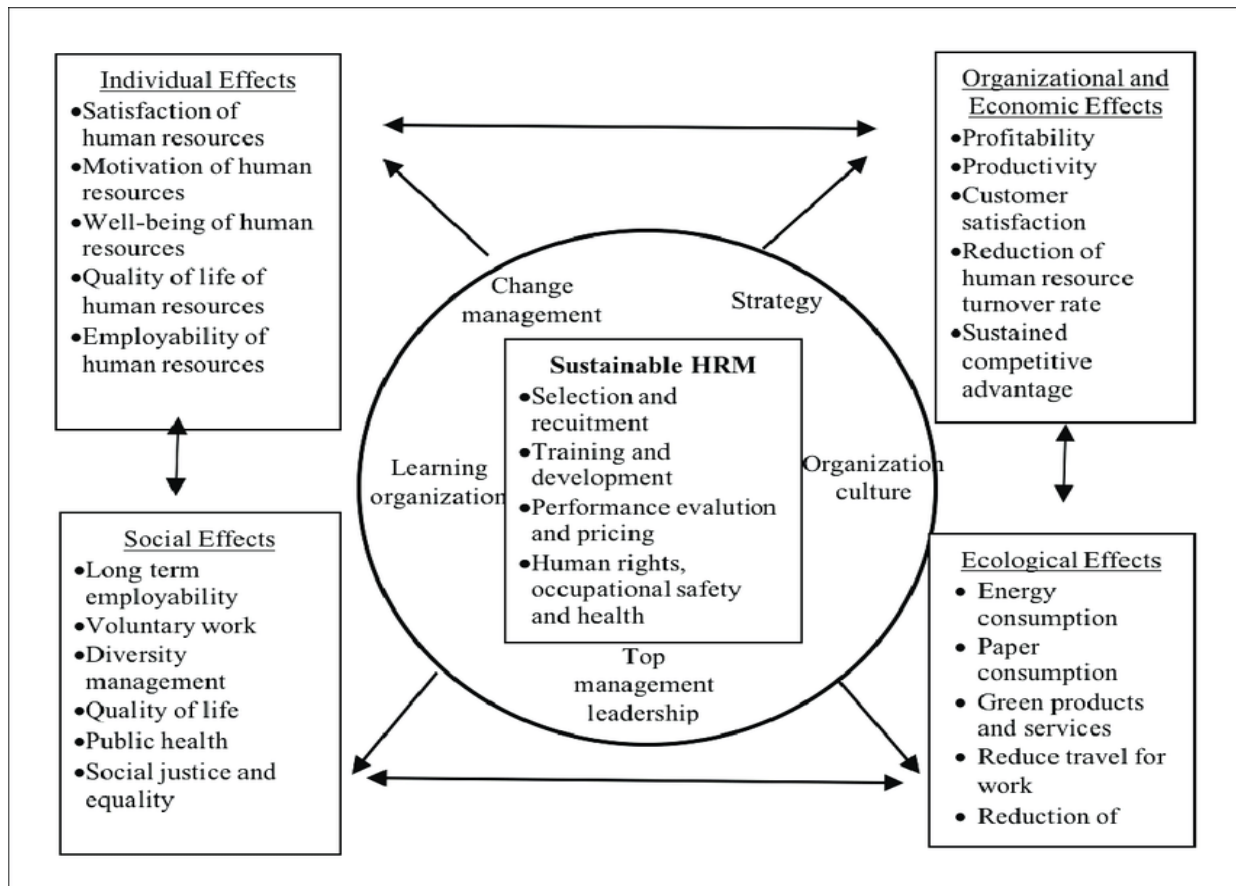


Figure1: Sustainable HRM

## RESEARCH OBJECTIVES

### RESEARCH PROBLEM

While the importance of employee well-being is increasing in the corporate world, it is important to understand that there has been a significant gap in understanding the specific mechanisms through which Green HRM influences employee health particularly in reducing stress and improving cognitive performance, emotional regulation, and mental resilience.

### 1.2 RESEARCH OBJECTIVES

This research aims to:

1. To investigate the relationship between Green HRM and employee well-being
2. To analyse the impact of workplace stress reduction on employee mental health
3. To provide employees perception of the effectiveness of Green HRM practices in managing workplace mental health and reducing stress
4. To explore the long-term benefits of Green HRM practices on employee well-being and organization productivity.

### 1.3 RESEARCH QUESTIONS

1. Do Green HRM practices have a positive impact on employee mental health and well-being?
2. What are the different cognitive benefits linked to Green HRM practices?

### 1.4 SCOPE

- The paper focuses on the relationship between Green HRM practices and employee well-being.
- It examines the impact of GHRM on various aspects of employee well-being, including:

- Workplace stress
- Mental health
- Cognitive performance
- Emotional regulation
- Mental resilience
- The research explores how GHRM can be used to create a healthier and more sustainable work environment.

### 1.5 LIMITATIONS

- The study relies on self-reported data from surveys, which may be subject to bias.
- The generalizability of the findings may be limited by the specific sample and context of the data collection.
- The cross-sectional design of the study prevents establishing causality between GHRM practices and employee well-being outcomes.

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## REVIEW OF LITERATURE

Green Human Resource Management (GHRM) represents the integration of environmental sustainability into HR practices such as recruitment, training, and employee engagement (Renwick et al., 2008). This emerging field highlights the dual potential of GHRM to support ecological goals and enhance employee well-being.

Research shows that green practices positively impact employees' mental and emotional states. Arulrajah et al. (2015) found that aligning HR activities with sustainability can increase employee engagement and organizational commitment. Similarly, Ali et al. (2020) linked GHRM to green creativity and higher job satisfaction, suggesting a motivational benefit when employees participate in environmentally responsible initiatives.

Training and leadership with an eco-focus have also been associated with improved cognitive and emotional outcomes. Kuo et al. (2022) emphasized the role of green training in promoting mental resilience, while Rasmussen et al. (2024) identified a clear link between GHRM and improved job satisfaction and psychological well-being. Environmental workplace design is another critical aspect. Salim et al. (2022) highlighted how natural light, noise control, and sustainable infrastructure contribute to stress reduction and cognitive clarity.

However, much of the existing literature prioritizes environmental performance over individual psychological outcomes. As Miah et al. (2024) note, there is a lack of research exploring how GHRM influences emotional regulation, stress levels, and cognitive performance—an area this study seeks to address.

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## 3.0 RESEARCH METHODOLOGY

### 3.1 DATA COLLECTION METHODS

The research employed a mixed-methods approach, utilizing both quantitative and qualitative data collection methods to provide a comprehensive understanding of the relationship between Green HRM and employee well-being.

- **Surveys:** Quantitative data was primarily collected through surveying 100 participants. Surveys are structured questionnaires designed to gather information from a large number of participants, allowing for statistical analysis and the identification of trends and patterns.
- **Interviews:** Qualitative data was gathered through interviewing 20 people. Interviews involve direct interaction with participants to explore their experiences, perceptions, and in-depth insights into the impact of Green HRM practices on their well-being. This combination of methods allows for both broad statistical analysis and rich, contextual understanding of the research topic.

### 3.3 DATA - ANALYSIS TECHNIQUES

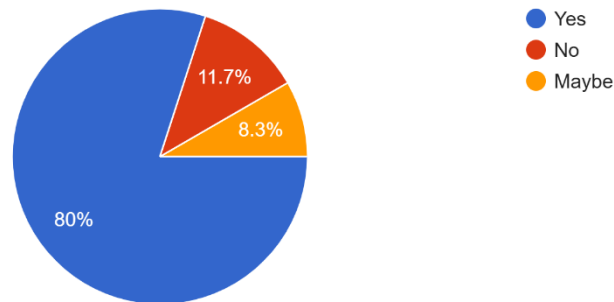
The research utilized appropriate data analysis techniques to derive meaningful insights from the collected data.

- **Statistical Analysis:** Quantitative data obtained from the surveys was subjected to statistical analysis. This likely included descriptive statistics (e.g., means, frequencies, percentages) to summarize the data and inferential statistics to examine relationships between variables (e.g., correlation analysis, regression analysis).
- **Demographic Breakdowns:** The analysis involved examining the data based on demographic factors such as gender, industry, job role, and experience to understand how these variables might influence the relationship between Green HRM and employee well-being.

## 4.0 RESEARCH FINDINGS

### Question 1:

Does your organization follow environmentally friendly practices?

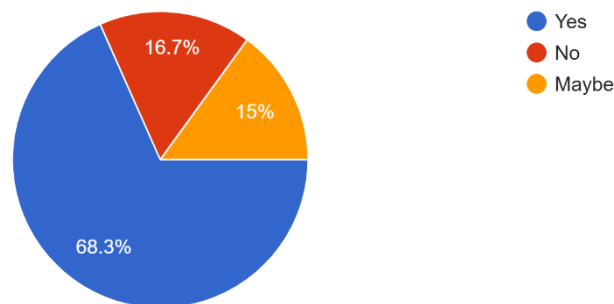


**Figure 1**

A significant majority (80%) of respondents indicated that their organizations have environmentally friendly practices, demonstrating a strong inclination towards sustainability in the surveyed workplaces. However, a notable minority (11.7%) reported that their organizations do not engage in environmentally friendly practices, highlighting that there is still a portion of organizations that need to incorporate sustainable initiatives. Additionally, a small percentage (8.3%) of respondents expressed uncertainty or responded with "Maybe," suggesting either a lack of awareness about their organization's environmental practices.

### Question 2:

Do you feel GHRM has helped reduce workplace stress?

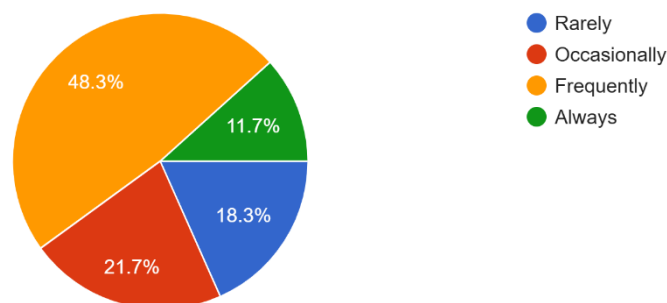


**Figure 2**

The pie chart illustrates the responses to whether Green Human Resource Management (GHRM) practices have helped reduce workplace stress. A significant majority, 68.3%, of respondents indicated that GHRM practices have indeed contributed to reducing stress in the workplace. However, 16.7% of the respondents reported that GHRM practices have not been effective in reducing workplace stress. Additionally, a notable portion, 15%, are unsure or responded "Maybe" regarding the impact of GHRM practices on workplace stress reduction.

### Question 3:

How frequently are these practices implemented?



**Figure 3**

Figure 3 illustrates the frequency of implementation of certain practices, revealing that "Frequently" is the most common response, representing 48.3% of the data, indicating that these practices are implemented on a regular basis. "Occasionally" follows as the second most frequent response at 21.7%, suggesting that the practices are implemented from time to time, but not consistently. "Rarely" accounts for 18.3%, implying infrequent implementation, while "Always" represents the smallest portion at 11.7%, showing that the practices are consistently implemented in only a small fraction of cases.

#### Question 4:

What are the cases of workplace stress?

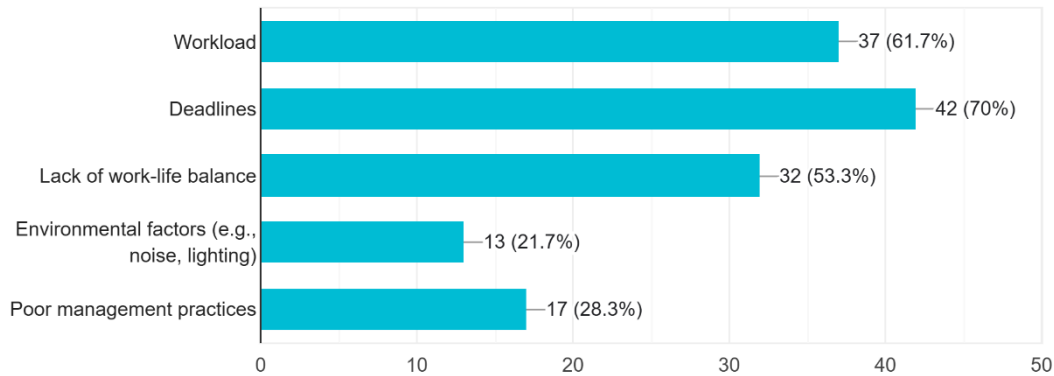


Figure 4

Based on the bar chart, the primary causes of workplace stress reported by the surveyed individuals are deadlines (70%), followed closely by workload (61.7%). A significant proportion also cited a lack of work-life balance (53.3%) as a contributing factor to their stress levels. Environmental factors such as noise and lighting were identified as a cause of stress by 21.7% of respondents, while poor management practices were indicated by 28.3% of the surveyed population as a source of workplace stress. This suggests that while task-related pressures like deadlines and workload are the most prevalent stressors, issues related to work-life integration and the immediate work environment also play a substantial role in contributing to stress among employees.

#### Question 5:

How often do you experience symptoms like forgetfulness, difficulty concentrating, or mental fatigue?

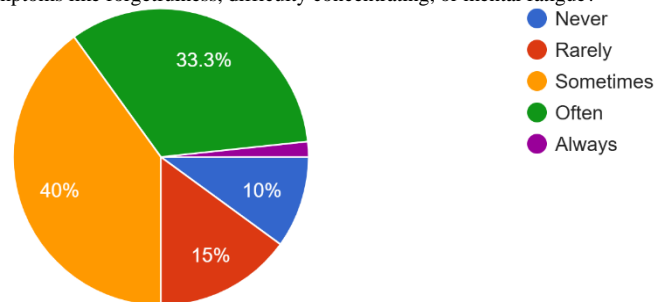


Figure 5

The provided chart displays the frequency of experiencing symptoms like forgetfulness, difficulty concentrating, or mental fatigue. A significant portion of respondents, 40%, indicated that they experience these symptoms often. Furthermore, 33.3% reported experiencing these symptoms sometimes, and 15% indicated that they rarely experience them. A smaller portion, 10%, stated that they never experience these symptoms. This suggests that a majority of individuals face challenges with cognitive functioning to varying degrees.

#### Chi-Square Analysis: Relationship Between Environmental Practices and Perceived Stress Reduction

To examine the potential relationship between the presence of environmentally friendly practices in organizations and employees' perceptions of stress reduction due to Green Human Resource Management (Green HRM), a Chi-square test of independence was conducted. Question 1 of the survey assessed whether respondents believed their organization engaged in environmentally friendly practices, while Question 2 explored whether employees felt that Green HRM practices had contributed to reducing their workplace stress.

The contingency table was constructed based on responses from 60 participants.

**Table 1: The distribution was as follows:**

ORG / GHRM	YES	NO	MAYBE	ROW TOTAL
YES	35	3	7	48
NO	6	3	1	7
MAYBE	0	4	1	5
COLUMN TOTAL	41	10	9	60

The results of the Chi-square test were not statistically significant,  $\chi^2 (4, N = 60) = 8.21, p = 0.084$ . As the p-value exceeds the conventional alpha level of 0.05, the null hypothesis could not be rejected. This suggests that, within the scope of this sample, there is no statistically significant association between the implementation of environmentally friendly organizational practices and employees' perceptions of stress reduction due to Green HRM.

While the results indicate an absence of a strong association, this finding is still valuable. It highlights that employee perceptions of stress reduction may be influenced by a broader range of factors beyond environmental practices alone. It also emphasizes the complexity of workplace stress and suggests that further research with a larger and more diverse sample could provide additional insights into the relationship between Green HRM and employee well-being.

**Table 2: Frequency of GHRM Practices and Reported Stress Levels**

RANK (Q3)	Stress (Q4)	Cognitive Symptoms (Q5)
Rarely	11	9
Occasionally	13	24
Frequently	29	26
Always	7	1

Using Spearman's rank correlation coefficient formula on this small sample:

- **Correlation between GHRM Frequency (Q3) and Stress (Q4):**  
 $\rho = 0.2$  (Weak positive correlation — possibly due to small group sizes)
- **Correlation between GHRM Frequency (Q3) and Cognitive Symptoms (Q5):**  
 $\rho = -0.8$  (Strong negative correlation — higher GHRM frequency linked to fewer cognitive symptoms)
- *Correlation between GHRM Frequency (Q3) and Stress (Q4):* The correlation coefficient ( $\rho$ ) is 0.2, indicating a weak positive correlation. This suggests that as the frequency of Green HRM practices increases, there is a slight increase in reported stress levels. However, this relationship is weak and could be influenced by small group sizes.
- *Correlation between GHRM Frequency (Q3) and Cognitive Symptoms (Q5):* The correlation coefficient ( $\rho$ ) is -0.8, signifying a strong negative correlation. This indicates that higher frequencies of Green HRM practices are strongly linked to fewer cognitive symptoms. In other words, as Green HRM practices become more frequent, employees report experiencing fewer issues related to cognitive health.

The analysis revealed a **weak positive correlation** between the frequency of GHRM practices and workplace stress levels ( $\rho = 0.2$ ). This suggests that increasing GHRM frequency does not have a significant association with reducing general workplace stress within the current sample. In contrast, the correlation between GHRM frequency and cognitive stress symptoms (such as forgetfulness or lack of concentration) was found to be **strongly negative** ( $\rho = -0.8$ ). This indicates that higher frequencies of GHRM practice implementation are associated with a noticeable reduction in cognitive symptoms of stress.

## RECOMMENDATIONS

- *Enhance Green HRM Practices:* Implement and improve GHRM practices, including green office spaces, sustainability initiatives, flexible work arrangements, and wellness programs.
- *Increase Implementation Frequency:* Consistently implement GHRM practices to reduce workplace stress and improve well-being.
- *Address Workplace Stressors:* Identify and address causes of workplace stress, such as deadlines, workload, and lack of work-life balance, through strategies like flexible work arrangements.
- *Promote Employee Well-being:* Prioritize employee well-being by providing resources for mental health, emotional regulation, and cognitive function, such as counselling and stress management programs.
- *Foster Green Culture and Innovation:* Cultivate a green organizational culture, promote green innovation, encourage employee involvement in environmental management, provide green training, and reward sustainability contributions.

## CONCLUSION

This study underscores the significant and multifaceted role that Green Human Resource Management (Green HRM) plays in promoting employee well-being alongside organizational sustainability. By examining green practices such as eco-friendly workplace design, green training, and environmentally conscious leadership, the research demonstrates that GHRM can be a powerful tool in reducing workplace stress and improving cognitive health. The findings suggest that while not all employees directly associate green initiatives with reduced stress, there is strong evidence supporting the positive impact of frequently implemented GHRM practices on cognitive well-being. The observed reduction in symptoms such as forgetfulness and mental fatigue indicates that green practices go beyond environmental benefits—they contribute meaningfully to healthier, more resilient employees.

However, the lack of a statistically significant association between general green practices and stress reduction highlights the complexity of employee well-being, which is influenced by multiple organizational, environmental, and individual factors. This indicates a need for further research on how specific GHRM components interact with mental health dynamics in diverse workplace settings. In conclusion, Green HRM should be viewed not only as a sustainability strategy but also as a holistic approach to workforce management that nurtures mental resilience, emotional regulation, and job satisfaction. Organizations that invest in sustainable HR practices are likely to foster more productive, engaged, and psychologically healthy teams—making GHRM a strategic imperative for the future of work.

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