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# Role of Green Human Resource Management Practices on Sustainable Performance on the Service Sector Organizations in Bengaluru

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### ABSTRACT

This research looks at how going green in HR practices can actually make service organizations in Bengaluru more sustainable. By talking to employees and HR professionals, it became clear that people support eco-friendly hiring, training, and performance systems—especially younger staff. While many appreciate these efforts, they also pointed out issues like lack of clarity and proper support. When green values are truly embraced, employees feel more involved and motivated. The study highlights that with better planning and communication, Green HRM can really make a positive difference.

**KEY WORDS:** *Green Recruitment, Employee Involvement, Sustainable HR Strategies, Sustainable Performance, Service Sector*

### INTRODUCTION

The growing environmental challenges and sustainability demands have encouraged organizations worldwide to rethink their practices—especially within the service sector. In India, where the service industry plays a crucial role in the economy, there is a rising need to adopt responsible and eco-conscious strategies at the organizational level. Traditional HR practices often neglect environmental concerns and long-term sustainability, leading to inefficiencies and missed opportunities for green growth.

Green Human Resource Management (GHRM) offers a strategic way to integrate sustainability into the core of HR functions such as recruitment, training, performance management, and employee engagement. However, many service organizations still follow conventional methods that are reactive rather than proactive. This study explores how GHRM practices can drive sustainable performance by promoting environmental responsibility, reducing resource wastage, and enhancing employee involvement in green initiatives.

By embedding green values into workplace culture, service sector organizations can achieve long-term success while contributing positively to the environment and society.

### RESEARCH QUESTION

1. Which of the following best describes the impact of Green HRM on employee performance?
2. What is a typical Green Recruitment strategy in the service industry?
3. What role does Green Training & Development play in organizational success?
4. What is a direct outcome of effective Green Performance Management systems?

### REVIEW OF LITERATURE

- **Daily, B.F. & Huang, S. (2001) “Green HRM Practices and Organizational Culture”**

This research emphasizes the need for culture change to support GHRM. Organizations that embed green thinking in HR systems see better sustainability outcomes and staff alignment.

- **Harris, L.C. & Tregidga, H. (2006)- “The Role of HR in Driving Green Strategy”**

The authors argue that HR professionals can act as green champions. By aligning recruitment, development, and rewards with sustainability, they become catalysts for change.

- **Ehnert, I. et al.(2009)-“Sustainable HRM and Business Ethics”** The study integrates GHRM with ethics, stating that sustainability must be part of core values. Organizations that focus on green ethics in HR policies perform better long term.
- **Jabbour, C.J.C. et al.(2011)- “Green HRM and Environmental Sustainability”**  
This study explores how aligning HR practices with environmental goals can drive corporate sustainability. It emphasizes training and employee involvement as key to promoting green behavior across organizations.
- **Jackson, S.E. et al. 2011-“Employee Involvement in Environmental Initiatives”** This review shows that when employees are included in green projects, it sparks innovation and accountability. Their participation creates lasting behavioral shifts toward sustainability.
- **Zoogah, D.B. 2011-Eco-Friendly HRM Practices and Employee Commitment**  
The study connects green HRM with higher employee engagement. It shows that when employees feel part of environmental goals, their loyalty and productivity improve significantly.
- **Mandip, G. et al. (2012)- “Green Human Resource Management: A Strategic Tools”**  
This review discusses GHRM as a strategic driver for sustainable goals. It links green policies x with employee behavior that supports energy conservation and waste reduction in service firms.
- **Renwick, D.W.S. et al. (2013)- “Role of GHRM in Enhancing Sustainable Business Practices”**  
The paper shows how green HRM builds long-term business value by embedding eco-conscious practices in hiring, appraisal, and rewards, promoting sustainability at every HR touchpoint.
- **Arulrajah A.A.(2015)-“GreenPerformanceManagementSystems”**  
This work explores green performance appraisal and rewards, suggesting that regular feedback on environmental performance encourages employees to take green goals seriously.
- **Yusoff, Y.M. et al. (2015)- “The Impact of Green HRM on Organizational Performance”**  
The study examines how green practices like training and green rewards positively affect sustainability. The results confirm that GHRM boosts both employee morale and business performance.
- **Ahmad, S. (2015)- “Linking Green Training to Sustainable Performance”**  
The paper highlights green training as a critical factor in improving sustainable performance. Well-trained staff become change agents, driving eco-friendly practices at all levels.
- **Dumont , J. et al.(2017)- “Green HRM for Competitive Advantage in the Service Industry”**  
This research shows how adopting eco-friendly HR practices can give service organizations a competitive edge, helping attract talent and enhance brand value through environmental responsibility.
- **Tang,G.etal.(2018)-“Green HRM in Indian Companies: Current Trends and Challenges”**  
This paper focuses on India’s evolving approach to GHRM. It shows that while adoption is rising in service sectors, inconsistency in implementation affects its impact on sustainability.
- **Sharma, R. & Gupta, N. et al. (2019)-“ GHRM in the Service Sector: Case Studies from Asia”**  
Through case studies, the paper reveals how service firms in Asia are using GHRM to reduce their carbon footprints and improve employee accountability toward sustainability.

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## RESEARCH GAP

While Green Human Resource Management (GHRM) has gained attention globally, there is still a limited understanding of how these practices directly influence sustainable performance—especially within the service sector in India. Most existing research focuses on manufacturing industries, leaving a noticeable gap in service-driven organizations where human interaction plays a major role in performance. There is also a lack of clarity on which specific green HR practices are most effective and how employees actually perceive and engage with them. Moreover, the connection between GHRM and broader organizational outcomes like productivity, reputation, and employee well-being remains underexplored. This study aims to bridge these gaps by focusing on the service sector, analyzing both management strategies and employee responses. By doing so, it hopes to offer more practical insights into how green HRM can be effectively implemented to create lasting, sustainable impact in real-world organizational settings.

Sl.No	Author / Year	Research Design	Objective (Humanized)	Findings (Humanized)
1	Jabbour et al. (2011)	Conceptual	To see how HR activities can support eco-friendly goals inside organizations.	Training and involving employees are crucial to encourage green behavior at the workplace.
2	Renwick et al. (2013)	Literature Review	To explore how green HR methods help businesses grow sustainably.	Eco-conscious hiring, rewards, and evaluations lead to stronger environmental commitment.
3	Mandip et al. (2012)	Conceptual	To understand GHRM as a tool for achieving green and sustainable goals.	HR policies can influence employee habits to save energy and reduce waste in service industries.
4	Yusoff et al. (2015)	Quantitative	To study how GHRM affects overall employee and company performance.	Green training and rewards improve motivation and enhance company sustainability.
5	Dumont et al. (2017)	Empirical	To identify how GHRM gives service companies a market advantage.	Eco-friendly HR boosts brand image and helps attract environmentally aware talent.
6	Wehrmeyer et al. (1996)	Theoretical	To understand how hiring with green values shapes company culture.	Recruiting eco-minded employees builds a long-term sustainable workforce.
7	Tang et al. (2018)	Case Study	To observe how Indian service companies adopt GHRM practices.	Though interest is growing, inconsistency in applying green HR across firms reduces its impact.
8	Zoogah (2011)	Conceptual	To see how GHRM affects employee dedication.	Employees feel more loyal and engaged when involved in environmental initiatives.
9	Daily & Huang (2001)	Empirical	To find out how GHRM changes workplace culture.	Organizations with green HR policies build stronger internal alignment and eco-focused culture.
10	Ahmad (2015)	Quantitative	To check how green training improves sustainable efforts.	Proper training turns staff into eco-conscious contributors to company goals.
11	Jackson et al. (2011)	Review	To study the effects of employee participation in green efforts.	Involving staff in green projects sparks innovation and long-lasting change.
12	Harris & Tregidga (2006)	Conceptual Framework	To discuss HR's power to lead green change in companies.	HR managers can become sustainability drivers by embedding green values into all HR systems.
13	Sharma & Gupta et al. (2019)	Case Studies	To share real-life examples of GHRM in Asian service companies.	Case studies show GHRM reduces carbon output and boosts responsibility among employees.
14	Arulrajah (2015)	Conceptual	To understand how performance feedback linked to green goals motivates staff.	Employees improve when they receive regular feedback on their green contributions.
15	Ehnert et al. (2009)	Theoretical / Empirical	To connect ethics with green HRM for long-term sustainability.	Ethical and eco-focused HR practices build a value-driven and sustainable workplace.

## PROBLEM STATEMENT

Even though there's increasing talk about sustainability and a rising global push for greener workplaces, many service sector organizations are still not giving enough attention to Green Human Resource Management (Green HRM). While they may promote general efficiency or customer service, their

HR practices rarely reflect any real commitment to environmental responsibility. A lack of awareness among HR teams about what Green HRM actually means, Very few training programs to guide employees on eco-friendly behavior at work. A gap in leadership support to drive sustainable efforts from the top.

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## RESEARCH METHODOLOGY

To understand how Green HRM practices impact sustainable performance in service sector organizations, a mixed-method approach was used—combining both

### Primary Data Collection:

The primary data was gathered through a structured questionnaire designed to capture employees' and HR professionals' views on green practices like eco-friendly hiring, green training, performance evaluation, and employee participation.

- A total of 49 respondents were selected using simple random sampling from various service organizations such as hotels, banks, and IT companies.
- The questionnaire used a 5-point Likert scale to measure agreement with statements related to Green HRM and sustainability performance.

### Secondary Data Collection:

To support the primary findings, relevant secondary sources were referred, such as:

- Published research articles
- Company sustainability reports
- Government and industry publications. These helped in understanding current trends, policies, and successful practices already in use.

### Sample Size

This research aimed to explore how green human resource management (Green HRM) practices are perceived and implemented by employees in organizations. The study engaged a total of 49 respondents from a mix of industries, with a focus on professionals who are either involved in or affected by sustainable HR initiatives within their workplaces.

- Total Participants: 49 respondents
- Demographic Composition:
  - Predominantly from the below 25 age group
  - A balanced mix of undergraduate and postgraduate educational backgrounds
  - Representation from both urban and semi-urban areas, primarily in and around Bengaluru

### Sampling Technique

To ensure the study captured rich and relevant insights, a stratified purposive sampling technique was employed. This method was chosen to target individuals who have direct or indirect exposure to sustainability policies or green HR initiatives within their organizations.

Stratification Criteria:

- Age group: Majority in early career stage (below 25), with few in the 25–34 and 35–44 brackets
- Educational qualification: Inclusion of both undergraduate and postgraduate professionals
- Work exposure: Preference given to respondents aware of or involved in green training, eco-conscious hiring, and sustainability-linked appraisals
- Gender balance: Included male, female, and non-binary individuals to capture diverse perspectives

This purposeful stratification helped ensure that the data collected was both relevant and reflective of the emerging workforce's attitudes toward environmental sustainability in HR practices.

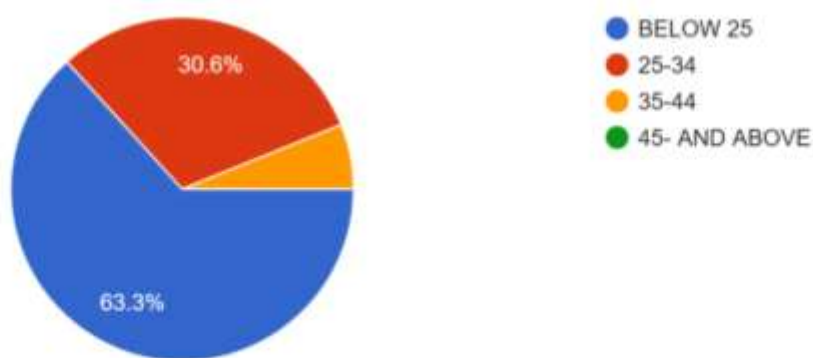
## Data Analysis

Variable Type	Variable	Description
Independent	Green Hiring Practices	Measures whether eco-conscious criteria are used during recruitment and selection processes.
Independent	Green Training & Development	Indicates the number and quality of training programs aimed at promoting environmental awareness.
Independent	Green Performance Management	Tracks how sustainability goals are integrated into performance evaluations and feedback.
Independent	Employee Involvement in Green Initiatives	Looks at how much employees are engaged in eco-friendly programs or decision-making.
Dependent	Sustainable Organizational Performance	Assesses outcomes like cost-saving, eco-efficiency, employee satisfaction, and brand reputation.
Mediator	Organizational Green Culture	Describes the presence of shared values and norms around environmental responsibility.
Control	Firm Size, Sector Type, Location, Employee Tenure	Contextual variables to ensure fair comparison across organizations.

## DATA ANALYSIS AND INTERPRETATION (SURVEY FINDINGS)

### Demographic Profile of Respondents

The respondents primarily belonged to the below 25 age group, reflecting a workforce made up of young professionals at the beginning stages of their careers. The gender composition was female-dominated, with a fairly even educational mix between undergraduate and postgraduate qualifications. Most participants hailed from urban or semi-urban areas in and around Bangalore.



### Interpretation:

The youthful and educated demographic indicates that the surveyed group is likely more aware of and responsive to environmental issues. Their fresh perspectives also make them more adaptable and open to sustainable initiatives when appropriately guided and supported.

### Perception on Green Recruitment Practices

Most respondents supported recruitment strategies that prioritize candidates with eco-friendly values and skills. A few noted negative practices such as random hiring without environmental screening, which they felt diluted the organization's green mission.



Figure no. 1 Showing Green HRM practice

#### Interpretation:

There is a strong belief that embedding environmental consciousness at the recruitment stage can lay the foundation for a sustainable organizational culture. However, inconsistent application of these standards weakens the impact of green HR practices.

#### Views on Green Training and Awareness Programs

Nearly all respondents confirmed that their organizations conducted environmental awareness training, often aimed at promoting practices like carpooling, digital documentation, and reduced plastic use. Some respondents mentioned green rewards and recognition systems to reinforce these behaviors.

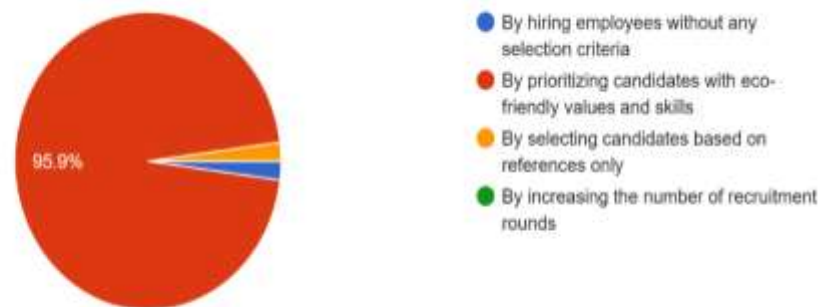


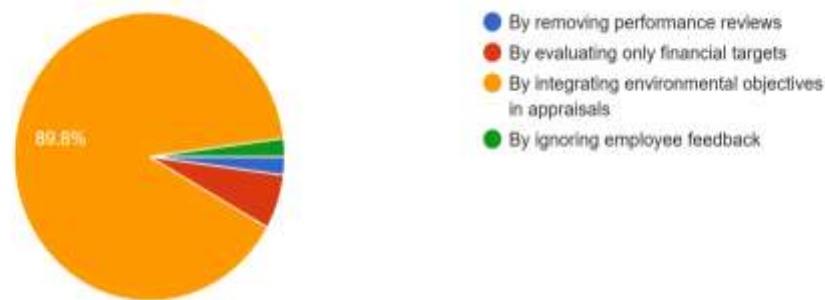
Figure no. 2 Green recruitment support environmental sustainability

#### Interpretation:

Green training initiatives appear well-established in many organizations. Employees appreciate these programs, especially when linked to tangible recognition. However, some reported a lack of depth and continuity, suggesting that training efforts must evolve from occasional workshops to ongoing development pathways.

#### Green Performance Management and Appraisal

A large portion of participants felt that environmental objectives were being integrated into performance appraisals, aligning personal and organizational sustainability goals. Yet, a few expressed that appraisals were focused only on financial targets or lacked clarity about green goals.



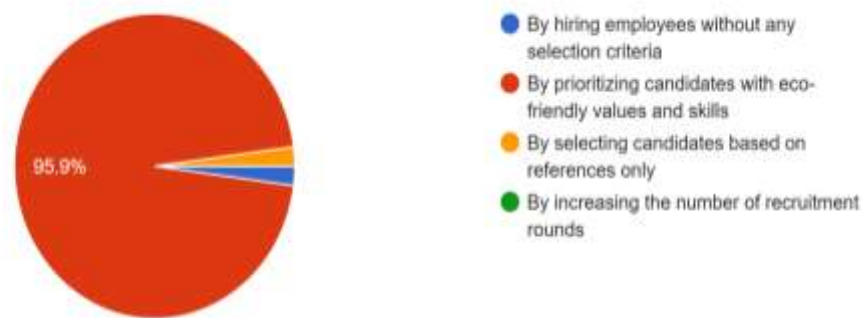
**Figure no. 3 Showing Implement Green Performance**

#### Interpretation:

While efforts to incorporate environmental metrics into appraisals are acknowledged, inconsistency and communication gaps were flagged. Employees want clearer frameworks where green contributions are recognized and rewarded alongside traditional performance indicators.

#### Organizational Support and Managerial Encouragement

Most respondents appreciated management support for green practices. They reported being encouraged to participate voluntarily in eco-initiatives and valued the connection between personal environmental values and organizational efforts.



**Figure no. 4 Showing Green recruitment support**

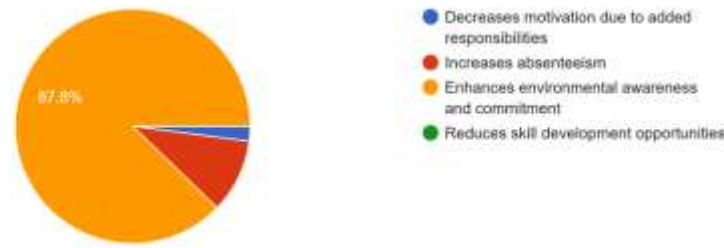
#### Interpretation:

Managerial support plays a pivotal role in sustaining green HRM. When employees see alignment between their values and company actions, their engagement and motivation increase. However, voluntary participation needs to be supported by better infrastructure, incentives, and communication.

#### Challenges and Roadblocks Identified

Several participants noted challenges such as:

- Lack of clarity and communication about environmental goals.
- Resistance to training or seeing it as an "extra workload".
- Overemphasis on promotions and financial targets at the expense of green values.
- High workload interfering with voluntary participation.



**Figure no. 5 Showing impact of Green HRM**

#### **Interpretation:**

While the intent for green transformation is present, practical barriers remain. A major gap lies in how green goals are communicated and prioritized across the organization. Balancing productivity expectations with sustainability values remains a key HR challenge.

### **CONCLUSION, LIMITATIONS, PRACTICAL IMPLICATIONS, FUTURE RECOMMENDATIONS,**

This study shows that Green HRM can truly make a positive difference in service organizations when done right. Employees, especially younger ones, are open and willing to support eco-friendly practices like green hiring, training, and performance appraisals. However, organizations need to be more consistent and serious about these efforts. When green values are clearly communicated and supported by leadership, it boosts employee motivation and helps the company move toward long-term sustainability.

#### **LIMITATIONS OF THE STUDY:**

While this study gives useful insights, it has a few limitations. First, the sample size was relatively small (49 respondents), so the findings might not reflect all types of service organizations. Second, the data mostly came from people below the age of 25, which may not capture the views of more experienced professionals. Also, since the study focused on Bengaluru, results may differ in other regions or cities.

#### **PRACTICAL IMPLICATIONS:**

For HR professionals and managers, this research highlights the real impact of integrating green practices into everyday HR activities. Things like hiring people who value sustainability, offering meaningful green training, and linking performance appraisals to environmental goals can increase employee engagement and enhance a company's eco-credibility. It's a call for organizations to stop treating green efforts as optional add-ons and start making them part of their core strategy.

#### **FUTURE RECOMMENDATIONS:**

Going forward, future research should include a larger and more diverse sample from different cities and sectors to get a broader perspective. It would also help to study how mid- and senior-level employees view Green HRM. Researchers can explore the long-term outcomes of green **Daily, B. F., & Huang, S. (2001).**

HR practices, such as whether they actually lead to improved productivity or cost savings over time. Also, more studies can look into how digital tools and technology can support sustainable HR practices.

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