



A Study On Linking Green Hrm And Organizational Sustainability And Success In Manufacturing Company

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Abstract: This Study Explores The Role Of Green Human Resource Management (Green Hrm) Practices In Promoting Organizational Sustainability And Long-Term Success At Toshiba Jsw Power Systems Private Limited. The Factors Considered In This Study Are Employee Awareness, Employee Motivation And Engagement, Sustainable Development And Organizational Success. Descriptive Research Design Was Employed In. The Sample Size Is Taken As 155 For This Study And It Is Determined Through Morgan Table For Sample Size. Since The Data Deviates From Normal Distribution, Non-Parametric Tools Are Used. The Statistical Tools Used In This Study Are Mann Whitney U Test, Kruskal Wallis H Test, Spearman's Rank Correlation And Chi Square Test. The Findings Of This Study Confirmed A Positive Relationship Between Green Hrm Practices And Organizational Sustainability And Success. The Study Emphasizes The Need For Differentiated Approaches In Educating Employees About Sustainability. By Integrating Green Hrm Into Organizational Culture Through Awareness, Inclusive Engagement, And Supportive Leadership The Organization Can Enhance Its Sustainability Footprint, Drive Innovation, Employee Satisfaction, And Operational Excellence.

Keywords – Green Hrm, Organizational Sustainability, Employee Awareness, Employee Motivation And Engagement, Sustainable Development And Organization Success.

I. INTRODUCTION

Green Hrm

As Environmental Concerns And Corporate Responsibility Become Increasingly Significant In Today's Business Landscape, Organizations Are Integrating Eco-Friendly Strategies Into Their Core Operations, Including Hr Functions. Green Human Resource Management (Green Hrm) Is An Emerging Concept That Integrates Environmental Sustainability Practices Into Traditional Hrm Processes. It Involves Managing Human Resources In A Way That Supports Environmental Goals, Reduces The Organization's Ecological Footprint, And Promotes Eco-Friendly Behaviours Among Employees. The Goal Of Green Hrm Is To Integrate Environmental Management Into The Organizational Culture And Operational Processes, Encouraging Employees To Adopt Eco-Friendly Behaviours And Contributing To The Overall Environmental Goals Of The Company. It Involves Formulating And Implementing Hr Policies That Promote The Sustainable Use Of Resources Within Business Organizations.

Organizational Sustainability

Organizational Sustainability Refers To The Ability Of An Organization To Meet Its Current Needs Without Compromising The Ability Of Future Generations To Meet Their Own Need. It Is The Capacity Of The Organization To Endure And Thrive Over The Long Term While Maintaining A Balance Between Economic Viability, Environmental Stewardship And Social Equity. It Involves Adopting Sustainable Practices That Reduce Environmental Impact, Enhance Social Responsibility, And Ensure Economic Resilience. By Embedding Sustainability Into Core Strategies, Organizations Can Not Only Mitigate Risks Associated With Environmental Degradation And Social Unrest But Also Seize Opportunities For Innovation And Growth. By Prioritizing Sustainability, Organizations Can Enhance Their Brand Reputation, Foster Customer Loyalty, And Ultimately Drive Sales. Moreover, Organizational Sustainability Is Crucial For Risk Management. By Adopting Sustainable Practices, Organizations Can Identify Potential Vulnerabilities And Develop Strategies To Mitigate Them. Sustainability Is Important For An Organization As It Drives Business Success.

Sustainability Can Be Classified Into Three Major Types Namely (1) Environmental Sustainability (2) Social Sustainability (3) Economic Sustainability. Environmental Sustainability Focuses On Minimizing The Negative Impact An Organization Has On The Natural Environment. Social Sustainability Focuses On Improving The Quality Of Life For Individuals And Communities, Ensuring That Organizations Positively Impact People And Society. Economic Sustainability Is About Ensuring That Organizations Remain Profitable And Economically Viable Over The Long Term While Considering Their Environmental And Social Responsibilities.

Key Strategies For Achieving Organizational Sustainability

- **Integrating Sustainability Into Corporate Strategy** - Making Sustainability Goals Part Of The Organization's Mission, Vision, And Values.
- **Adopting Green Operations** - Implementing Environmentally Friendly Practices Across All Departments, Including Supply Chain Management And Production.
- **Employee Engagement** - Training Employees In Sustainability Principles And Encouraging Their Participation In Green Initiatives.
- **Transparent Reporting** - Regularly Measuring And Reporting On Sustainability Performance Through Frameworks Like Esg (Environmental, Social, And Governance) Reports.

Linking Green Hrm To Organizational Sustainability

Linking Green Human Resource Management (Green Hrm) To Organizational Sustainability Is A Growing Area Of Interest In The Field Of Management, Especially As Organizations And Their Stakeholders Increasingly Prioritize Environmental Responsibility And Sustainable Practices. Green Hrm Focuses On Integrating Environmental Sustainability Practices Within The Human Resource Management (Hrm) Functions, Aiming To Minimize The Ecological Footprint While Also Fostering A Culture Of Sustainability Across The Organization.

Green Hrm Plays A Vital Role In Achieving Organizational Sustainability By Embedding Eco-Friendly Practices In Hr Functions. Companies That Implement Green Hrm Effectively Can Reduce Their Environmental Impact, Improve Economic Efficiency, And Enhance Employee Engagement, Leading To Long-Term Sustainability And Competitive Advantage.

Ii. Objectives Of The Study

- To Assess The Level Of Awareness Among Employees Regarding Green Hrm Practices.
- To Find Out The Impact Of Employees' Motivation And Engagement In Green Initiatives.
- To Evaluate The Influence Of Green Hrm Practices On Organization's Sustainable Development.
- To Identify The Relationship Between Green Hrm Practices And Organizational Success.

Iii. Scope Of The Study

This Study Explores The Relationship Between Green Human Resource Management (Green Hrm) Practices And Their Impact On Organizational Success And Sustainability. It Evaluates How Green Hrm Contribute To Employee Well-Being, Environmental Sustainability, Corporate Social Responsibility And Organization Success. The Findings Can Be Used For Future Research In Sustainable Hr Practices. The Study Provides Valuable Insights On How Green Hrm Serves As A Strategic Tool For Achieving Both Business Success And Environmental Sustainability. This Study Helps The Organization To Know The Area Of Development In Creating A Sustainable Work Environment.

Iv. Review Of Literature

Naseer Muhammad Et Al., (2025) -The Research Investigates The Dynamic Effect Of Green Hrm Practices On Sustainable Performance. This Study Takes Green Innovation (Gi) Into Account As A Mediator Between Green Hrm Practices I.E., Green Recruitment & Selection (Grs), Green Training & Development (Gtd), Green Compensation Benefits (Gcb), Green Performance Management (Gpm), Green Employee Relation (Ger) And Sustainable Performance (Sp) In Manufacturing Industries. Based On Findings, Green Hrm Practices Has Significantly And Positively Influence Sustainable Performance. Businesses In The Manufacturing Sector Would Do Well To Institute Ongoing Education And Training Programs That Emphasize Sustainable Practices Like Recycling More, Using Less Energy, And Reducing Their Environmental Impact.

Tahir A H Et Al., (2024) - This Study Focuses On How Green Human Resource Management Practices Promote And Have A Relationship With Environmental Performance, Which Is A Significant Part Of Sustainability. The Study Also Provides Insight Into The Role Of Green Human Resource Management Practices In Fostering Eco-Friendly Behaviour Of Employees That, In Turn, Influence Environmental Performance. Ghrm Strategies Can Be Implemented Across The Employee Lifecycle, Such As During Hiring, Training And Development, Performance Appraisal, And Incentive Policies. Eventually, This Promotes A Responsibility Culture Regarding Environmental Concerns Throughout The Company, Resulting In Lower Resource Consumption, Less Waste Generation, And Increased Ecological Performance Of Workers And Organizations.

Agus Susanto (2023) - This Study Aims To Analyse The Effect Of Green Human Resources Management On Job Satisfaction Through Green Work Engagement And Meaningful Work. The Results Of The Study Show That The Application Of Green Human Resources Management Has A Positive And Significant Effect On Job Satisfaction And Green Work Engagement. The Results Of This Study Provide Information That Optimal Implementation Of Green Human Resources Management Will Increase The Job Satisfaction Of Manufacturing Industry Employees And Encourage Employee Involvement In The Manufacturing Industry.

Xiaoyan Huo Et Al., (2022) - This Paper Aimed To Investigate The Impact Of Green Human Resource Management (Ghrm) Practices On Green Performance Through The Mediation Of Green Work Climate, Green Work Engagement, And Green Employee Behaviour. The Findings Of The Study Supported All The Direct And Indirect Relationships And Revealed That The Incorporation Of Ghrm Practices In Smes Has Performance-Enabling Effects In Terms Of Achieving Green Performance. The Findings Reveal That Ghrm Practices Help In Providing A Green Work Climate (Gwc) And Enable Green Work Engagement (Gwe) Of Employees. When Green Work Climate And Green Work Engagement Are Ensured, It Ultimately Enables Green Employee Behaviour And Enhances Green Performance.

Richa Chaudhary (2019) - This Paper Aimed To Examine The Status Of Implementation Of Green Human Resource Management (Ghrm) Practices In Indian Automobile Industry. Specifically, The Level Of Implementation Of Five Ghrm Practices: Green Recruitment And Selection, Green Training And Development, Green Performance Management, Green Compensation And Rewards And Green Employee Involvement Was Assessed. The Results Indicate Very Low Level Of Implementation Of Various Ghrm Practices In The Sampled Automobile Organizations. Among The Five Ghrm Practices, The Average Score For Only Green Training And Development And Green Employee Involvement Could Reach 3. The Lowest Scores Were Found For Green Performance Management And Green Compensation And Rewards.

V. Research Methodology

The Research Design Used For This Study Is **Descriptive Research Design**. For This Research Project, Samples From The Population Are Drawn Using **Simple Random Sampling**. The Population Is 260, And The Sample Size Is Taken As **155** For This Study. The Sample Size Is Determined Using Through The Morgan Table For Sample Size.

Data Collection

Primary Data - In This Study, Primary Data Is Collected Through **Questionnaire**.

Secondary Data - In This Study, Secondary Data Is Obtained From **Research Publications And Journal**.

Analysis Tools

Normality Test Is Taken For The Data Collected And The Result Is That The Data Significantly Deviates From Normal Distribution. Hence, **Non-Parametric Tools** Are Used. The Following Statistical Tools Are Used For Analysing The Data

- Mann Whitney U Test
- Kruskal Wallis H Test

Other Than Non-Parametric Tests, **Confirmatory Factor Analysis (Cfa)** Is Also Used For Data Analysis.

Study Period: January - April 2025; Total Duration: 4 Months

Vi. Data Analysis And Interpretation

Demographics Data:

Categories	Sub Categories	No. Of Respondents	Percentage (%)
Age	18 - 30	32	20.65
	31 - 40	72	46.45
	41 - 50	43	27.74
	Above 50	8	5.16
Gender	Male	155	100
	Female	Nil	Nil
Educational Qualification	Ug	110	70.97
	Pg	45	29.03
Department	Hr	15	9.68
	Finance	12	7.74
	Marketing	18	11.61
	Operations And Procurement	63	40.65
	Quality Control And Assurance	37	23.87
	Others	10	6.45
Work Experience	Below 2 Years	59	38.06
	2 – 6 Years	65	41.94
	7 – 10 Years	20	12.9
	Above 10 Years	11	7.1
Total	All Categories	155	100

Table 1: Demographic Data Of The Respondents

Inference

- The Majority Of The Population Are Between The Age Group Of 31 To 40 (46.45%).
- The Majority Of The Respondents' Department Is Operations And Procurement (40.65%).
- The Majority Of The Respondents' Educational Qualification Is Under Graduation (70.97%).
- The Majority Of The Respondents' Work Experience Is Between 2 - 6 Years (41.94%).

Mann - Whitney U Test

Null Hypothesis H₀: There Is No Significant Difference Between The Mean Ranks Between Employees' Educational Qualification With Respect To Factors Such As Employee Awareness, Employee Motivation And Engagement, Sustainable Development And Organization Success.

Alternative Hypothesis H₁: There Is Significant Difference Between The Mean Ranks Between Employees' Educational Qualification With Respect To Factors Such As Employee Awareness, Employee Motivation And Engagement, Sustainable Development And Organization Success.

Test Statistics

	Employee Awareness	Employee Motivation And Engagement	Sustainable Development	Organization's Success
Mann-Whitney U	1656.500	2431.000	2164.000	2315.000
Wilcoxon W	7761.500	8536.000	8269.000	8420.000
Z	-3.254	-.175	-1.234	-.635
Asymp. Sig. (2-Tailed)	.001	.861	.217	.525

A. Grouping Variable: Educational Qualification

Inference

The P Value (0.001) < 0.05, Hence The Null Hypothesis Is Rejected. There Is Significant Difference Between The Mean Ranks Between Employees' Educational Qualification With Respect To Employee Awareness.

The P Value (0.861) > 0.05, Hence The Null Hypothesis Is Accepted. There Is No Significant Difference Between The Mean Ranks Between Employees' Educational Qualification With Respect To Employee Motivation And Engagement.

The P Value (0.217) > 0.05, Hence The Null Hypothesis Is Accepted. There Is No Significant Difference Between The Mean Ranks Between Employees' Educational Qualification With Respect To Sustainable Development.

The P Value (0.525) > 0.05, Hence The Null Hypothesis Is Accepted. There Is No Significant Difference Between The Mean Ranks Between Employees' Educational Qualification With Respect To Organization Success.

Kruskal – Wallis H Test

Null Hypothesis H₀: There Is No Significant Difference Between The Mean Ranks Of Age Group With Respect To Factors Such As Employee Awareness, Employee Motivation And Engagement, Sustainable Development And Organization Success.

Alternative Hypothesis H1: There Is Significant Difference Between The Mean Ranks Of Age Group With Respect To Factors Such As Employee Awareness, Employee Motivation And Engagement, Sustainable Development And Organization Success.

Test Statistics

	Employee Awareness	Employee Motivation And Engagement	Sustainable Development	Organization's Success
Chi-Square	1.534	.817	1.075	2.962
Df	3	3	3	3
Asymp. Sig.	.674	.845	.783	.398

A. Kruskal Wallis Test

B. Grouping Variable: Age

Inference

The P Value (0.674) > 0.05, Hence The Null Hypothesis Is Accepted. There Is No Significant Difference Between The Mean Ranks Of Age Group With Respect To Employee Awareness.

The P Value (0.845) > 0.05, Hence The Null Hypothesis Is Accepted. There Is No Significant Difference Between The Mean Ranks Of Age Group With Respect To Employee Motivation And Engagement.

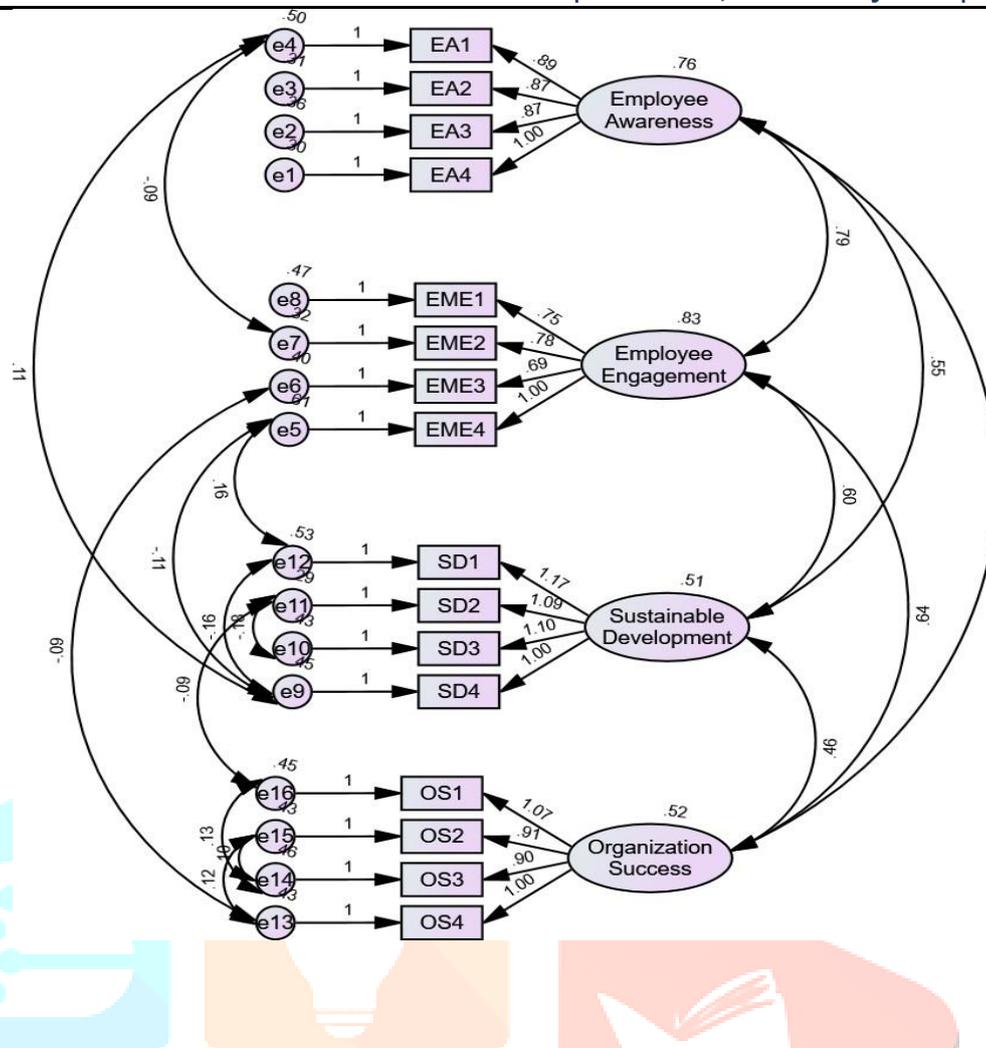
The P Value (0.783) > 0.05, Hence The Null Hypothesis Is Accepted. There Is No Significant Difference Between The Mean Ranks Of Age Group With Respect To Sustainable Development.

The P Value (0.398) > 0.05, Hence The Null Hypothesis Is Accepted. There Is No Significant Difference Between The Mean Ranks Of Age Group With Respect To Organization Success.

Confirmatory Factor Analysis

Model Fit

The Model Fit Indices Used To Evaluate The Model's Overall Fit Are Cmin (Chi Square P Value), Chi Square/Degrees Of Freedom (Cmin/Df), Rmsea (Root Mean Square Of Approximation), Cfi (Comparative Fit Index), Gfi (Goodness Of Fit Index), Agfi (Adjusted Goodness Of Fit Index), Nfi (Normed Fit Index) Rfi (Relative Fit Index).



Test Indices	Test Standard	Result	Model Fit Verification
Cmin (Chi Square P Value)	> 0.05	0.249	Good Fit
Cmin/Df	< 5	1.098	Good Fit
Rmsea	< 0.08	0.025	Good Fit
Cfi	> 0.9	0.995	Good Fit
Gfi	> 0.9	0.93	Good Fit
Agfi	> 0.9	0.89	Close Fit
Nfi	> 0.9	0.944	Good Fit
Rfi	> 0.9	0.922	Good Fit

Table 2: Model Fit

Inference

- The Chi-Square P-Value (0.249) Is Greater Than 0.05, Indicating No Significant Difference Between The Observed And Estimated Covariance Matrices, Thus Confirming A Good Model Fit.
- The Cmin/Df Value (1.098) Is Well Below The Recommended Maximum Of 5, Further Supporting

The Model's Adequacy.

- Indices Like Rmse (0.025), Cfi (0.995), Gfi (0.93), Nfi (0.944), And Rfi (0.922) All Meet Commonly Accepted Benchmarks, Which Suggest A Good Model Fit.
- Although The Agfi (0.89) Is Marginally Below The Ideal Threshold (>0.90), It Is Close Enough To Still Suggest A Reasonably Good Fit.
- Most Fit Indices Meet The Recommended Thresholds, Suggesting That The Model Has Good Fit To The Data.

Standardized Regression Weights

			Estimate	Interpretation
Ea4	<---	Employee_Awareness	.849	Acceptable
Ea3	<---	Employee_Awareness	.783	Acceptable
Ea2	<---	Employee_Awareness	.808	Acceptable
Ea1	<---	Employee_Awareness	.741	Acceptable
Eme4	<---	Employee_Engagement	.760	Acceptable
Eme3	<---	Employee_Engagement	.709	Acceptable
Eme2	<---	Employee_Engagement	.784	Acceptable
Eme1	<---	Employee_Engagement	.706	Acceptable
Sd4	<---	Sustainable_Development	.727	Acceptable
Sd3	<---	Sustainable_Development	.768	Acceptable
Sd2	<---	Sustainable_Development	.819	Acceptable
Sd1	<---	Sustainable_Development	.752	Acceptable
Os4	<---	Organization_Success	.736	Acceptable
Os3	<---	Organization_Success	.692	Acceptable
Os2	<---	Organization_Success	.708	Acceptable
Os1	<---	Organization_Success	.753	Acceptable

Table 3: Standardized Regression Weights

Inference

The Standardized Regression Weights For All Observed Variables Are Above 0.7, Indicating Strong And Acceptable Factor Loadings And Thereby Confirming Construct Validity.

Thus, The Overall Results Of The Confirmatory Factor Analysis (Cfa) Indicate That The Proposed Measurement Model Has A Good Fit With The Data.

Vii. Summary Of Findings

- The Majority Of The Population Are Between The Age Group Of 31 To 40 (46.45%).
- The Majority Of The Respondents' Department Is Operations And Procurement (40.65%).
- The Majority Of The Respondents' Educational Qualification Is Under Graduation (70.97%).
- The Majority Of The Respondents' Work Experience Is Between 2 - 6 Years (41.94%).
- Mann - Whitney U Test Found That There Is No Significant Difference Between The Mean Ranks Of Employees' Educational Qualification With Respect To Factors Such As Employee Motivation And Engagement, Sustainable Development And Organization Success And There Is Significant Difference Between The Mean Ranks Between Employees' Educational Qualification With Respect To Employee Awareness.
- Kruskal – Wallis H Test Found That There Is No Significant Difference Between The Mean Ranks Of Age Group With Respect To Factors Such As Employee Awareness, Employee Motivation And Engagement, Sustainable Development And Organization Success.

Viii. Suggestions

- Many Respondents Were Neutral Or Unaware Of Green Hrm Efforts So Increase Communication Through Digital Bulletins, Posters In Common Areas And Ensure Two-Way Communication, Allowing Employees To Ask Questions And Give Suggestions.
- Many Respondents Were Neutral Regarding Sharing Green Ideas So Set Up A Green Suggestion Box (Physical Or Digital) Where Employees Can Share Eco-Friendly Ideas.
- Many Respondents Showed Only Moderate Agreement On Recognition So Introduce Recognition Programs Like "Green Employee Of The Month" With Certificates And Incentives.
- Since A Significant Difference Was Observed In Employee Awareness Based On Educational Qualification, Organizations Can Design Differentiated Training Programs.
- Organizing Green Days Like Tree Plantation Drives, No-Plastic Day Challenges Can Increase Employee Motivation And Engagement.

Ix. Conclusion

This Study Aims To Connect Green Hrm Practices With Organizational Sustainability Which Leads To Organizational Success. The Study Reveals That Green Hrm Practices Positively Contribute To Organizational Sustainability And Success, As Evidenced By Good Model Fit Indices And Validated Constructs. Green Hrm Serves As A Critical Link Between Individual Employee Behaviours And Broader Environmental Goals. It Fosters A Green Organizational Culture That Not Only Contributes To Ecological Well-Being But Also Drives Employee Engagement, Innovation, And Operational Efficiency. The Findings Of The Study Suggest That Demographic Factors Such As Age Did Not Significantly Influence The Relationship Between Green Hrm Components And Organizational Outcomes, Educational Qualification Had A Notable Impact On Employee Awareness. This Emphasizes The Need For Differentiated Approaches In Educating Employees About Sustainability. By Integrating Green Hrm Into Organizational Culture Through Awareness, Inclusive Engagement, And Supportive Leadership The Organization Can Enhance Its Sustainability Footprint, Drive Innovation, Employee Satisfaction, And Operational Excellence.

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