



# Effects Of Green Human Resource Management Practices On Employee Workplace Green Behavior

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Abstract

In recent years, environmental sustainability has become a major concern for organizations across the world. Companies are increasingly adopting environmentally friendly management practices to reduce ecological impact and promote sustainable development. One important approach is Green Human Resource Management (Green HRM), which integrates environmental management with human resource policies and practices. The primary objective of this study is to examine the effects of Green HRM practices on employee workplace green behavior. Green HRM practices include green recruitment and selection, green training and development, green performance management, and green reward systems. These practices encourage employees to adopt environmentally responsible behavior in the workplace such as reducing energy consumption, recycling, and supporting environmental initiatives. This paper adopts a conceptual and analytical approach based on previous research studies and theoretical frameworks. The findings indicate that organizations implementing effective Green HRM practices are more likely to foster employee engagement in pro-environmental activities and improve organizational sustainability. Furthermore, the study highlights that employee motivation, organizational culture, and environmental awareness significantly influence the relationship between Green HRM practices and workplace green behavior. The study concludes that Green HRM plays a critical role in promoting environmentally responsible behavior among employees and contributes to long-term organizational sustainability.

**Keywords:** Green HRM, Environmental sustainability, Employee green behavior, Sustainable management, Workplace environmental practices.

## Introduction

Environmental sustainability has become a critical issue in the modern business environment due to increasing environmental degradation, climate change, and resource depletion. Organizations are now expected to play a vital role in protecting the environment by adopting sustainable practices in their operations. As a result, many companies have begun integrating environmental management with human resource management practices, commonly known as Green Human Resource Management (Green HRM).

Green HRM refers to the integration of environmental management principles into human resource policies, practices, and systems in order to promote sustainable organizational development. It encourages employees to participate in environmentally friendly initiatives and adopt green practices in their daily work activities. Organizations implement various Green HRM practices such as green recruitment, environmental training, green performance evaluation, and eco-friendly reward systems to motivate employees to behave responsibly toward the environment.

Employee workplace green behavior refers to voluntary and mandatory actions performed by employees that contribute to environmental sustainability within the organization. Examples include energy conservation, recycling, reducing waste, and supporting environmental policies.

Research indicates that Green HRM practices play a significant role in shaping employees' attitudes, motivation, and behaviors related to environmental sustainability. Organizations that promote environmental values through HR policies can create a culture of sustainability and encourage employees to engage in pro-environmental activities.

This study aims to examine the effects of Green HRM practices on employee workplace green behavior and to explore how these practices contribute to sustainable organizational performance.

## Concept of Green Human Resource Management

Green Human Resource Management is an emerging concept in sustainable management that focuses on aligning HR policies with environmental objectives. It aims to create environmentally responsible employees who actively contribute to organizational sustainability.

Green HRM practices involve incorporating environmental concerns into various HR functions such as recruitment, training, performance management, and employee involvement. The main objective is to encourage employees to adopt environmentally friendly behaviors and support environmental initiatives.

Green HRM can be defined as the use of HR policies and practices to promote sustainable use of organizational resources and encourage employees to engage in eco-friendly behavior.

Organizations implementing Green HRM can achieve several benefits, including improved environmental performance, enhanced corporate reputation, cost savings, and increased employee commitment toward sustainability.

## Employee Workplace Green Behavior

Employee workplace green behavior refers to environmentally responsible actions performed by employees within the workplace that contribute to environmental sustainability. These behaviors can be classified into two categories:

## 1 In-Role Green Behavior

In-role green behavior refers to environmental activities that are formally required as part of an employee's job responsibilities. Examples include following environmental policies, properly disposing waste, and complying with environmental regulations.

## 2 Extra-Role Green Behavior

Extra-role green behavior refers to voluntary environmental actions beyond job requirements. These include suggesting environmental improvements, promoting recycling initiatives, and encouraging colleagues to adopt sustainable practices.

Employees who actively participate in environmental activities help organizations achieve sustainability goals and improve environmental performance.

## Green HRM Practices

Organizations use several Green HRM practices to encourage employee environmental behavior.

### 1 Green Recruitment and Selection

Green recruitment involves attracting candidates who have environmental awareness and sustainability values. Organizations communicate their environmental policies during recruitment and prefer applicants who demonstrate environmental responsibility.

Hiring environmentally conscious employees increases the likelihood of implementing sustainable practices in the organization.

### 2 Green Training and Development

Green training programs educate employees about environmental issues, sustainable practices, and eco-friendly technologies. Training enhances employees' knowledge and skills related to environmental management.

Studies indicate that green training significantly improves employees' ability to engage in environmental initiatives and sustainable practices.

### 3 Green Performance Management

Green performance management involves evaluating employees based on their environmental performance and contribution to sustainability initiatives.

Organizations incorporate environmental objectives into performance appraisal systems to encourage employees to actively participate in green activities.

### 4 Green Compensation and Rewards

Reward systems motivate employees to engage in environmentally responsible behavior. Organizations may provide incentives such as bonuses, recognition, or awards for employees who contribute to environmental sustainability.

Motivational rewards encourage employees to adopt sustainable practices and support environmental initiatives.

## Theoretical Framework

Several theoretical perspectives explain the relationship between Green HRM practices and employee green behavior.

### 1 Ability-Motivation-Opportunity (AMO) Theory

The AMO theory suggests that employees perform better when they have the necessary ability, motivation, and opportunity to perform tasks.

Green HRM practices enhance employees' abilities through training, increase motivation through rewards, and provide opportunities to participate in environmental initiatives.

### 2 Theory of Planned Behavior

The theory of planned behavior states that individuals' intentions influence their actions. Employees are more likely to engage in environmental behavior when they believe it is important and supported by the organization.

Organizations that promote environmental values encourage employees to adopt sustainable behaviors.

#### Literature Review

Several studies have examined the relationship between Green HRM practices and employee workplace green behavior.

Previous research indicates that Green HRM practices positively influence employees' environmental attitudes, motivation, and behavior. Organizations that implement eco-friendly HR policies create a supportive environment that encourages employees to participate in sustainability initiatives.

Studies also reveal that green training and environmental awareness programs improve employees' ability to adopt environmentally responsible behavior.

Furthermore, research shows that Green HRM practices enhance employees' environmental commitment and job satisfaction, which ultimately leads to improved environmental performance within organizations.

Another study found that employee engagement acts as a mediator between Green HRM practices and employee green behavior, meaning that employees who are actively involved in environmental initiatives are more likely to exhibit sustainable workplace behavior.

Overall, existing literature strongly supports the positive impact of Green HRM practices on employee workplace green behavior.

#### Research Objectives

1. To examine the concept and importance of Green Human Resource Management (Green HRM) practices in modern organizations.
2. To analyze the relationship between Green HRM practices and employee workplace green behavior.
3. To identify key Green HRM practices such as green recruitment, green training, green performance management, and green reward systems that influence employee environmental behavior.

4. To evaluate how Green HRM practices encourage employees to adopt environmentally responsible behavior in the workplace.
5. To assess the role of Green HRM in promoting organizational sustainability and environmental performance.

## Research Methodology

This study adopts a **conceptual and descriptive research approach** based on secondary data collected from academic journals, research articles, and online databases.

### 1 Data Sources

The study relies on secondary data from:

- Research journals
- Academic publications
- Online research databases
- Environmental management reports

### 2 Research Approach

A qualitative research approach is used to analyze the relationship between Green HRM practices and employee workplace green behavior.

### 3 Data Analysis

Relevant literature is reviewed and analyzed to identify the impact of Green HRM practices on employee environmental behavior.

### Discussion

The analysis indicates that Green HRM practices significantly influence employee workplace green behavior.

Organizations that integrate environmental sustainability into HR policies can create a culture of environmental responsibility. Employees become more aware of environmental issues and actively participate in sustainability initiatives.

Green training programs enhance employees' knowledge about environmental management, while reward systems motivate them to engage in eco-friendly activities.

Furthermore, organizations that encourage employee participation in environmental initiatives create a supportive environment for sustainability.

These practices lead to improved environmental performance, reduced waste, and efficient use of resources.

### Conclusion

Environmental sustainability has become an essential priority for modern organizations. Green Human Resource Management provides an effective approach to integrate environmental management with organizational practices.

This study highlights the significant role of Green HRM practices in promoting employee workplace green behavior. Practices such as green recruitment, training, performance management, and reward systems encourage employees to adopt environmentally responsible behavior.

Organizations that implement Green HRM practices can improve environmental performance, enhance employee engagement, and achieve sustainable development.

Therefore, organizations should integrate environmental sustainability into HR policies and encourage employees to actively participate in environmental initiatives.

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