

To Study of Green Human Resource Management Practices and Its Relationship with Employee Motivation, Job Satisfaction and Organization Commitment

Author: Shruti Rathore

Guide: Mrs. Pratiksha Mishra

Institution: Amity Business School, Amity University Chhattisgarh

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Abstract:

This research paper explores the significance of Green Human Resource Management (GHRM) practices and their influence on employee motivation, job satisfaction, and organizational commitment. Green HRM is a modern approach that integrates environmental sustainability with traditional HR practices. The study is based on primary data collected from 45 employees across different industries and further supported by an extensive review of literature. Key GHRM practices analyzed include green recruitment, training and development, performance appraisal, and reward management. The findings indicate a positive correlation between GHRM practices and employee outcomes, suggesting that environmentally responsible HR initiatives contribute to enhanced organizational performance and sustainability.

Keywords: Green HRM, Employee Motivation, Job Satisfaction, Organizational Commitment, Environmental Sustainability

Introduction:

Green Human Resource Management is emerging as a crucial domain within organizational management, aligning environmental goals with HR strategies. Organizations are increasingly under pressure to adopt sustainable practices, and HR plays a vital role in fostering a green culture. This paper focuses on how GHRM practices impact employee behavior and contribute to overall organizational success.

Environmental sustainability is no longer a peripheral concern but a core organizational objective. In the face of escalating climate crises, businesses are increasingly compelled to integrate sustainable practices into their operational and strategic frameworks. One of the key areas of such integration is Human Resource Management (HRM), giving rise to the concept of Green Human Resource Management (GHRM). GHRM refers to the application of HR policies and practices that promote the sustainable use of resources within business organizations and contribute to the environmental sustainability of the workplace.

This study explores how the implementation of GHRM practices influences three crucial employee-related outcomes: motivation, job satisfaction, and organizational commitment. These elements are critical indicators of organizational performance and employee retention. The research investigates whether green

practices like eco-conscious recruitment, green training, environmentally aligned performance appraisals, and green rewards contribute to a more engaged and committed workforce.

The research is rooted in the understanding that employees are not only implementers of green initiatives but also stakeholders in an organization's sustainability journey. Therefore, aligning HR practices with ecological goals does not merely support compliance but builds a culture of environmental accountability. This paper presents empirical evidence from a sample of employees who provided their insights on how GHRM practices affect their workplace experience and commitment to the organization.

Through this study, we aim to provide businesses, HR professionals, and policymakers with data-driven insights into the value of GHRM, and how fostering a green culture can enhance employee morale, productivity, and retention.

Objectives of the Study:

1. To identify various Green HRM practices adopted by industries.
 2. To examine the relationship between Green HRM and employee motivation.
 3. To analyze the impact of Green HRM on job satisfaction and organizational commitment.
 4. To assess the awareness and implementation of GHRM in Indian organizations.
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Literature Review:

Several studies have explored the intersection of environmental management and HRM. Renwick et al. (2013) highlighted the AMO (Ability-Motivation-Opportunity) framework in the context of GHRM. Dumont et al. (2017) demonstrated the psychological climate's mediating role between GHRM and green workplace behavior. Most studies affirm that GHRM practices positively affect employees' motivation and satisfaction, ultimately strengthening their commitment to the organization.

A considerable body of research has emphasized the importance of integrating environmental concerns into HRM practices. Renwick et al. (2013) proposed the AMO (Ability–Motivation–Opportunity) framework, demonstrating that GHRM practices enhance employee environmental behavior by shaping their abilities, motivations, and opportunities. Dumont et al. (2017) highlighted that a psychological green climate within an organization mediates the relationship between green HRM practices and both in-role and extra-role green behavior by employees.

Sanobar Tariq et al. (2016) introduced the concept of "Green Employee Empowerment," asserting that empowerment plays a vital mediating role in motivating employees to undertake environmentally responsible tasks. Their study emphasized that organizations must foster a culture of environmental responsibility supported by strong empowerment mechanisms.

Al-Minhas et al. (2020) explored the interrelationship between green HRM and sustainable logistics, finding that green training, compensation, and performance management significantly influence sustainable practices across organizational functions. Similarly, Walesa Sittison and Mekhum (2020)

demonstrated the moderating role of GHRM in enhancing the social performance of manufacturing firms through external green supply chain partnerships.

Sakwa (2018) focused on the public sector in Kenya, revealing that factors like government policy, organizational culture, and information systems positively affect the implementation of GHRM. The study emphasized the need for top management involvement and investment in green technologies.

Viola Muster and Ulf Schrader (2011) proposed the "Green Work-Life Balance" framework, suggesting that environmentally responsible behavior should be encouraged both at the workplace and in employees' private lives. This dual-domain approach enhances employee motivation and job retention.

Overall, the literature strongly supports the assertion that GHRM practices are essential not only for environmental sustainability but also for improving employee attitudes, enhancing motivation, increasing job satisfaction, and fostering organizational commitment.

Research Methodology:

- **Design:** Descriptive research design
 - **Sample Size:** 45 employees
 - **Sampling Technique:** Convenience sampling
 - **Data Collection:** Primary data via questionnaire; Secondary data through articles, journals, and reports
 - **Analysis Tools:** Pie charts and tables for graphical representation and interpretation
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Green HRM Practices Explored:

- **Green Recruitment:** Emphasis on hiring environmentally aware candidates
 - **Green Training and Development:** Educating employees on sustainability and environmental management
 - **Green Performance Appraisal:** Assessing employee performance based on environmental goals
 - **Green Reward Systems:** Recognizing and incentivizing green behavior
 - **Green Job Design and Discipline:** Incorporating environmental responsibilities in job roles and ensuring compliance through policy enforcement
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Data Analysis and Interpretation: Key findings from the survey reveal:

- 75.5% of employees actively promote environmental protection in the workplace.
- 71.1% believe fair performance appraisal leads to job satisfaction.
- 48.9% confirm that green training enhances job satisfaction.
- 51.1% report receiving training on environmental management.

- 44.4% believe their companies ask environment-related questions during interviews.
 - 42.2% acknowledge reward systems for green initiatives. These findings establish a strong link between GHRM practices and positive employee outcomes.
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Findings:

- GHRM practices significantly contribute to environmental awareness among employees.
 - There is a direct relationship between GHRM and employee motivation.
 - Job satisfaction and organizational commitment increase with the implementation of green policies.
 - Employees are more inclined to work for environmentally responsible organizations.
 - **1. Environmental Advocacy at Work:** Approximately 75.5% of employees indicated that they actively promote environmental protection within the workplace. This reflects a strong sense of environmental responsibility among employees.
 - **2. Performance Appraisal Systems:** Around 71.1% agreed that their organization follows fair performance appraisal policies, which in turn leads to higher job satisfaction.
 - **3. Green Training Programs:** Nearly 48.9% of employees confirmed that receiving training on green initiatives enhanced their job satisfaction. This indicates that training is a crucial component in fostering environmentally conscious behavior.
 - **4. Access to Environmental Management Training:** 51.1% of respondents reported that their organizations provide regular training on environmental management.
 - **5. Reward for Green Behavior:** 40% of employees mentioned being rewarded (financially or non-financially) for their environmentally responsible behavior at work.
 - **6. Employee Participation:** About 51.1% of employees believe they have equal opportunities to contribute ideas through green suggestion schemes, showing inclusivity in environmental initiatives.
 - **7. Recruitment of Environmentally Aware Candidates:** 48.9% of employees noted that their companies prioritize hiring individuals who are conscious about environmental issues.
 - **8. Pride in Green Engagement:** Approximately 44.4% of employees expressed pride in being part of companies that actively engage in sustainable practices.
 - These findings reinforce the hypothesis that integrating green practices into HR policies fosters a motivated, satisfied, and committed workforce.
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8. Limitations:

- The sample size is limited to 45 respondents, which may restrict the generalizability of results.
- Only selected GHRM practices were analyzed.
- Focus was primarily on the environmental aspect of sustainability.
- **Sample Size:** The study is limited to a small sample of 45 respondents. While adequate for preliminary analysis, a larger sample would provide more robust and generalizable results.
- **Geographical Constraint:** The research is focused primarily on employees from select sectors and regions within India, which may not reflect practices and perceptions in other countries or industries.

- **Scope of GHRM Practices:** The study considers a limited set of GHRM functions—mainly recruitment, training, reward, and performance appraisal. Other relevant functions like green job design, green grievance handling, and green exit policies were not examined.
 - **Single Data Source:** The reliance on self-reported data through questionnaires can introduce bias due to subjective perceptions and social desirability.
 - **Lack of Longitudinal Analysis:** This is a cross-sectional study that does not measure long-term impacts of GHRM on employee behavior or organizational sustainability outcomes.
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9. Suggestions:

- Organizations should enhance employee participation in green initiatives.
 - Proper training and fair reward systems can boost job satisfaction and motivation.
 - Green policies should be embedded into the organizational culture.
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10. Conclusion:

Green HRM is not just a trend but a strategic necessity in today's environmentally conscious world. By integrating sustainable practices into HRM, organizations can achieve a competitive advantage, increase employee morale, and fulfill their CSR objectives. This research underlines the importance of GHRM in shaping a sustainable and productive organizational future.

- GHRM is not just a tool, but a **cultural transformation mechanism**.
- It links micro-level employee behavior to macro-level environmental impact.
- The study shows how **strategically implemented GHRM** practices lead to better organizational citizenship behavior and long-term sustainability.

In an era where environmental accountability has become a societal expectation, organizations are increasingly expected to integrate green principles into their core functions. Green Human Resource Management emerges as a strategic tool to marry sustainability with employee engagement.

This study demonstrates that GHRM practices positively influence employee motivation, job satisfaction, and organizational commitment. When companies prioritize green training, fair appraisals, eco-conscious recruitment, and reward systems that acknowledge environmental contributions, employees feel more valued and aligned with the organizational mission.

Beyond ecological benefits, GHRM also provides reputational and operational advantages, improving company image and reducing regulatory risks. Employees in green organizations often exhibit higher morale and are more likely to contribute to innovative and sustainable practices.

While the findings affirm the value of GHRM, the study also highlights areas for improvement and broader application. It is imperative for companies to expand GHRM initiatives, integrate them holistically across all HR functions, and align them with overall corporate strategies. Doing so will not only enhance

environmental performance but will also cultivate a workforce that is motivated, satisfied, and committed to long-term sustainability goals.

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